



Tanglewood Music Festival

30th December 2021 – 02nd January 2022

Security Management Plan

Version	Date	Author	Comments
1.0	23/08/2021	Mark Hollis	1 st Draft

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Purpose of this Plan

This Plan provides for the effective operational management of the security risks for Tanglewood Music Festival. The Plan is intended to provide event organisers, event staff, security staff, police and emergency services and Council (as required) with an outline of the procedures and protocols to be followed for the Festival. It also provides clarity around roles and functions and articulates the broader approach for security and emergency operational management.

Event Profile

Tanglewood is a music and creative arts festival held near Byron Bay. The Festival is in its 3rd year and sees approximate 2200 - 2600 patrons plus 400 event staff and artists in attendance.

Tanglewood Festival is a positive and creative festival environment; a platform for showcasing up and coming and already established musicians and artists found in our own backyards, basements and band-rooms to create a solid lineup of live solo acoustic artists, bands, live electronic musicians and DJs. We have built an affordable, safe festival for everyone, away from the busy cities where we can each discover amazing; music, performance and art in great company and a beautiful landscape. With a great variety of food drinks and bar, along with workshops teaching skills and ideas in crafts, culture, health, the environment and permaculture.

Event Specifics

Tanglewood

Dates: Wednesday 29th December 2021 – Saturday 01st January 2022

Location: Goulburn Valley Hwy Thornton Victoria

Times: 1000 pm 30th December 2021– 1200pm 01st January 2022

Capacity: > 3000pax

Event Director Steph Born

Emergency Management: Matthew Wood (Ranwood Solutions)

Security Operations Manager: Mark Hollis, Guarded Group

Scope of Security and Emergency Services

The Security Management Plan provides for the mitigation of security risks for the duration of the festival. It is informed by consultation with the event organisers and reflects the risks to holding a successful festival. The key functions carried out are:

- If Required / Requested by Organisers - liaise with Police, Emergency Services and Council around safety and well-being of patrons and event staff.
- If Required / Requested by Organisers - Preparation and verbal run-through of evacuation plan with key event staff
- Assisting organisers and event staff with set up the day prior to festival start
- Screening and inspection on entry (and exit if required by organisers)
- Traffic management for duration of event
- Crowd control and patron safety for duration of event
- Preparing and executing emergency evacuation plan
- Physical security for event and vendor facilities (including mobile perimeter patrols)
- Provision of UAV photographic footage for festival organisers

Guarded Group Security Capability

Guarded Group has significant experience in providing security services to music and arts festivals, particularly 'boutique' festivals that promote a 'chilled' atmosphere and superb line up of artists and activities. A combination of excellent staff and the right approach has seen Guarded Group continue to service festivals throughout Australia year after year, and positive feedback from festival organisers has reinforced Guarded Group's approach.

Security Team

The security team will be fully trained and licensed to provide crowd control and unarmed guarding services in Victoria, the staff deployed will be:

- Professional and appropriate for upholding the culture and 'feel' of the festival
- Physically fit and capable of undertaking the required tasks
- Good communicators and proven in conflict de-escalation
- Sober at all times

Security staff trained in advanced first aid and resuscitation will be on duty at all times to assist if required with medical issues.

All staff will be professionally presented in Guarded Group uniform and will wear high visibility vests when on duty.

Command Post

A command post will be established and operational 24/7. This command post will enable proper management of rosters and staff deployment, briefings and debriefings and maintenance of IT, communications equipment.

Communications

A fully functioning two-way radio system will be used, with two-way radios supplied to all security and medical team members and event organisers and key event staff. This will ensure a 24/7 communications link. We have our resident communication manager that will attend the site prior to the event to establish clear communications.

Secure communications can also be by way of dedicated UHF/VHF channel linking the event organisers with the security operations manager/shift managers.

Mobile Patrols

Two mobile ATV will be deployed to assist with transporting security, respond to incidents, injured persons and with property and perimeter patrols and clean ups. Mobile patrols will also be conducted on a motorbike. **Two motor bike will be deployed throughout the event to keep fence jumpers and people off the adjoining perimeter fences and road ways to make sure emergency services (Police, Fire, Ambulance) have clear access to the site.**



UAV Deployment



A professional grade UAV (drone) will be deployed for photography and to support crowd control, perimeter and physical security and safety. The UAV use will be subject to all applicable Federal and State laws, including operation by a qualified pilot / operator.



Principles for Operational Management

Certain principles underpin the provision of security services. These principles underpin all of the operational planning and the provision of services and reflect a commitment to ensure that patrons have the best possible festival experience. These principles are:

- Maintaining a safe and enjoyable environment for patrons and events staff
- Promoting the festival brand and culture and ensuring the reputation of the festival is furthered with the provision of all security and safety services
- Promoting positive interaction between security staff, patrons and event staff/volunteers
- Providing a professional security service through industry leading approaches, technology and resources
- Ensuring operational management is informed by effective preparation and planning
- Ensuring that all security staff are adequately briefed on evacuation and risk management plans

Concept of Operations

The concept of operations provides the hierarchy of priorities for the operational management of security and emergency risks for the festival.

- The safety of patrons is paramount and is a key benchmark for the success of the festival.
- Protection of property and prevention lost property is important
- Situational awareness of crowd numbers, location and potential hazards will be maintained at all times
- Timely situation reports will be provided to operations and shift managers and event organisers as set out in procedures
- The use of force approach will strictly favour proactive approaches and verbal conflict de-escalation
- Incidents and additional security rostering requirements will be escalated onsite and further resources rostered if required.
- Evacuation procedures will comply with the Emergency Management Plan
- Security staff will be appropriately rested, briefed and debriefed to support optimal functioning
- Operational management or shift leaders will be available 24/7 for the duration of the event.

Risk Management Priorities

The risk management approach for the festival will be dynamic and will be reassessed periodically in run up to the festival, to ensure appropriate measures are in place to mitigate risk and respond to incidents. Key risks assessed for the festival include:

- Injuries (major and minor)
- Substance overdose
- Dehydration
- Damage or destruction to property
- Theft
- Assault
- Sexual assault
- Hypothermia

A detailed risk management plan is attached as an appendix, setting out specific measures to address these risks. This plan is updated on a continual basis and a dynamic risk assessment is addressed at the start of each shift.

Staff and Resource Deployment

The Security Manager will maintain overall control of the security resources and will be the main contact point for event organisers and under the direction of the Emergency Co Ordinator . The shift leader is responsible for the security team while the operations manager is resting / out of rotation. The operations manager is however, available on call for incidents or emergencies.

Rostering Arrangements

A total of **35 Security** will be deployed on the site at the peak of the event. The rostering arrangements will be confirmed with the organisers. Refer to the Roster at the Appendix.

Access Control and Admission / Ejection

Security staff will be deployed to manage the orderly arrival and inspection of patrons to the event. This will include ensuring that persons entering site are wearing wrist bands and vehicles are inspected for contraband (any items which event organisers have banned from bringing on site. Event organisers will confirm whether contraband items are handed back at the conclusion of the event.

Security staff will also manage the ejection of patrons from the event, should a person threaten or impact the safety or wellbeing of other persons at the event, or cause damage to property. Victoria Police may be involved if it is deemed necessary for the safety of any persons at the event. The decision to call Victoria Police will be discussed with the ECC prior. If person is too intoxicated they will be placed in a holding bay at the entrance. Where behavior is deemed bad enough by the festival organisers the ejected patrons will go on a Black List for future years.

Traffic Management

Security staff will be deployed to undertake traffic management during the festival. This will include managing the safe and orderly movement or grounding of vehicles on the site. This may include limiting the movement of patron vehicles during the festival to reduce the risk of injury to patrons. Traffic management at the start of the festival will include supporting event staff in administering entry / checking of tickets, conducting vehicle inspections and confiscating prohibited items / contraband and ensuring appropriate speed limits and safety precautions are followed. At the conclusion of festival, traffic management includes providing voluntary alcohol and drug testing for patrons and event staff.

Crowd Control

Crowd Control will include monitoring numbers and patron behavior on the festival site. Particular attention will be paid to vulnerable people or those at a dangerous level of intoxication. Security staff will be particularly attentive to ensuring persons at the event are kept away from any hazards that present during the event.

Perimeter and Physical Security

Security patrols will be conducted to prevent unauthorized entry to festival site. These patrols will also be effective ways of preventing contraband from being smuggled in and to prevent damage to property on the site or on adjacent landholders property. A static Security Officer will be present 24x7 Days at Murry's property and random patrols conducted throughout the bump in, event and bump out.

Evacuations / Partial Evacuations

Security staff, under the direction of the ECC will conduct partial or full evacuations if deemed necessary under the Evacuation Plan. Partial evacuations may be required where there are hazards such as fire, gas leaks, and dangerous or faulty equipment. Security staff will have the required materials to cordon off areas as required. Roving Security will form an integral part of ensuring patron and event staff safety.

Agency and External Provider Liaison

Guarded Group has extensive capability around security management within a government context. As such, it is capable of liaising with relevant police, emergency service and Council stakeholders under the direction of the Emergency Co Ordinator to assist the organisers in effectively managing reputation and confidence that the festival environment will be safe for all concerned.

Evaluation of Operations and Client / Patron Feedback

Patrons and event staff and organisers have 24/7 access to the Security Operations Management Staff if there are complaints relating to any aspect of the services provided by Guarded Group.

Appendices:

Key Contacts

Emergency Management	Matthew Wood	0408 534 647
Security Manager	Mark Hollis	0422 850 705
Day Shift Team Leader		
Night Shift Team Leader		
Gate Team Leader		
VIC CFA Contact	TBC	TBC
VIC Police Contact	TBC	TBC
Local Medical Facility / Hospital	TBC	TBC
Tanglewood Festival Operations	TBC	TBC
Tanglewood Festival Director	Steph Born	0418 140 742
Medical	Medical Edge	

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Rosters

Description	#	Tuesday 28th December 2021	Hours	#	Wednesday 29th December 2021	Hours	#	Thursday 30th December 2021	Hours	#	Friday 31st December 2021	Hours	#	Saturday 01st January 2022	Hours	#	Sunday 02nd January 2022	Hours
Supervisor Dayshift	1	0800-2000	12	1	0800-2000	12	1	0800-2000	12	1	0800-2000	12	1	0800-2000	12			
Supervisor Night Shift	1	2000-0800	12	1	2000-0800	12	1	2000-0800	12	1	2000-0800	12	1	2000-0800	12			
Front Gate				1	0800-2000	12	1	0800-2000	12	1	0800-2000	12	1	0800-2000	12	1	0800-1200	4
				1	2000-0800	12	1	0800-2000	12	1	0800-2000	12	1	0800-2000	12	1	0800-1200	4
							1	0800-2000	12	1	0800-2000	12						
							1	0800-2000	12									
Black List							1	0800-2000	12	1	0800-2000	12						
							1	0800-2000	12									
							1	2000-0800	12	1	2000-0800	12	1	2000-0800	12			
							1	2000-0800	12	1	2000-0800	12						
Property Line (Greg)							1	0800-2000	12	1	0800-2000	12	1	0800-2000	12			
							1	2000-0800	12	1	2000-0800	12	1	2000-0800	12			
							1	0800-2000	12	1	0800-2000	12	1	0800-2000	12			
							1	2000-0800	12	1	2000-0800	12	1	2000-0800	12			
QRF Buggy 1							1	0800-2000	12	1	0800-2000	12	1	0800-2000	12	1	0800-2000	12
							1	2000-0800	12	1	2000-0800	12	1	2000-0800	12			
QRF Buggy 2							1	0800-2000	12	1	0800-2000	12	1	0800-2000	12			
							1	2000-0800	12	1	2000-0800	12	1	2000-0800	12			
Stage Roving							1	2000-0800	12	1	2000-0800	12	1	2000-0800	12			
							1	2000-0800	12	1	2000-0800	12	1	2000-0800	12			
							1	2000-0800	12	1	2000-0800	12	1	2000-0800	12			
							1	2000-0800	12	1	2000-0800	12						
Main Stage							1	2000-0600	10	1	2000-0600	10	1	2000-0600	10			
							1	2000-0600	10	1	2000-0600	10	1	2000-0600	10			
							1	2000-0600	10	1	2000-0600	10	1	2000-0600	10			
							1	2000-0600	10	1	2000-0600	10	1	2000-0600	10			
Perimeter Patrol Solo 1				1	0800-2000	12	1	0800-2000	12	1	0800-2000	12	1	0800-2000	12	1	0800-1600	8
				1	2000-0800	12	1	2000-0800	12	1	2000-0800	12	1	2000-0800	12			
Perimeter Patrol Solo 2							1	0800-2000	12	1	0800-2000	12	1	0800-2000	12	1	0800-2000	12
							1	2000-0800	12	1	2000-0800	12	1	2000-0800	12			
Perimeter Partol Solo 3							1	0800-2000	12	1	0800-2000	12	1	0800-2000	12	1	0800-1600	8
							1	2000-0800	12	1	2000-0800	12	1	2000-0800	12			
Property (Murray)				1	1800-0600	12	1	0600-1800	12	1	0600-1800	12	1	0600-1800	12	1	0600-1800	12
							1	1800-0600	12	1	1800-0600	12	1	1800-0600	12	1	1800-0600	12
							1	0600-1800	12	1	0600-1800	12	1	0600-1800	12			
							1	1800-0600	12	1	1800-0600	12	1	1800-0600	12			
	2		24	7		84	35		412	34		400	30		352	8		

Security Risk Assessment

1.1 Security Risk Analysis

In accordance with GG's obligations to practice effective risk management, GG assesses the risks of each of its contracted security operations. The plan is prepared in accordance with Australian Standards AS/NZS ISO 31000 and follows the risk management guidelines.

1.2 Risk Consultation

GG has assessed the known risks identified in consultation with representatives of Tanglewood Music Festival. In accordance with AS/NZS ISO 31000, GG has a duty to consult with all stakeholders involved with the Event, including all landowners and temporary lessees, in respect of mutual obligations under "Duty of persons conducting businesses or undertakings involving management or control of workplaces" (as per Division 3, Section 20 of the WHS Act 2011), and as Owners and/or Occupiers (as per Section 2 of AS 3745:2010), to identify and implement controls of venue safety and emergency hazards.

1.3 Risk Scope

This is an internal Risk Assessment document restricted to security and crowd management issues. It includes only identified risks, which may impact on the services provision of GG.

It does not consider general event risk factors, such as financial and public relations risks. It does not consider WHS risk hazards, as Tanglewood Music Festival, GG Training and Security Pty Ltd, and all contractors should have a specific Work Health & Safety Management System (WHSMS) & WHS risk management process that is implemented for all their employees for all operations.

This security risk assessment provides an overview of the crowd management issues that may impact on the event's activities, and security activities related to this event. The risks identified and the suggested treatments are based solely on information made available at the time of preparation of this document.

1.4 Risk Process

According to the AS/NZS ISO 31000 Risk Management Standards, the main elements of risk management process are as follows:

Establish the context – the strategic, organisational and risk management context in which the rest of the process will take place. Criteria against which risk will be evaluated should be established and the structure of the analysis defined.

Identify risks – identify what, why and how things can arise as the basis for further analysis.

Analyze risks – determine the existing controls and analyse risks in terms of consequence and likelihood in the context of those controls. The analysis should consider the range of potential consequences and how likely those consequences are to occur. Consequence and likelihood may be combined to produce an estimated level of risk.

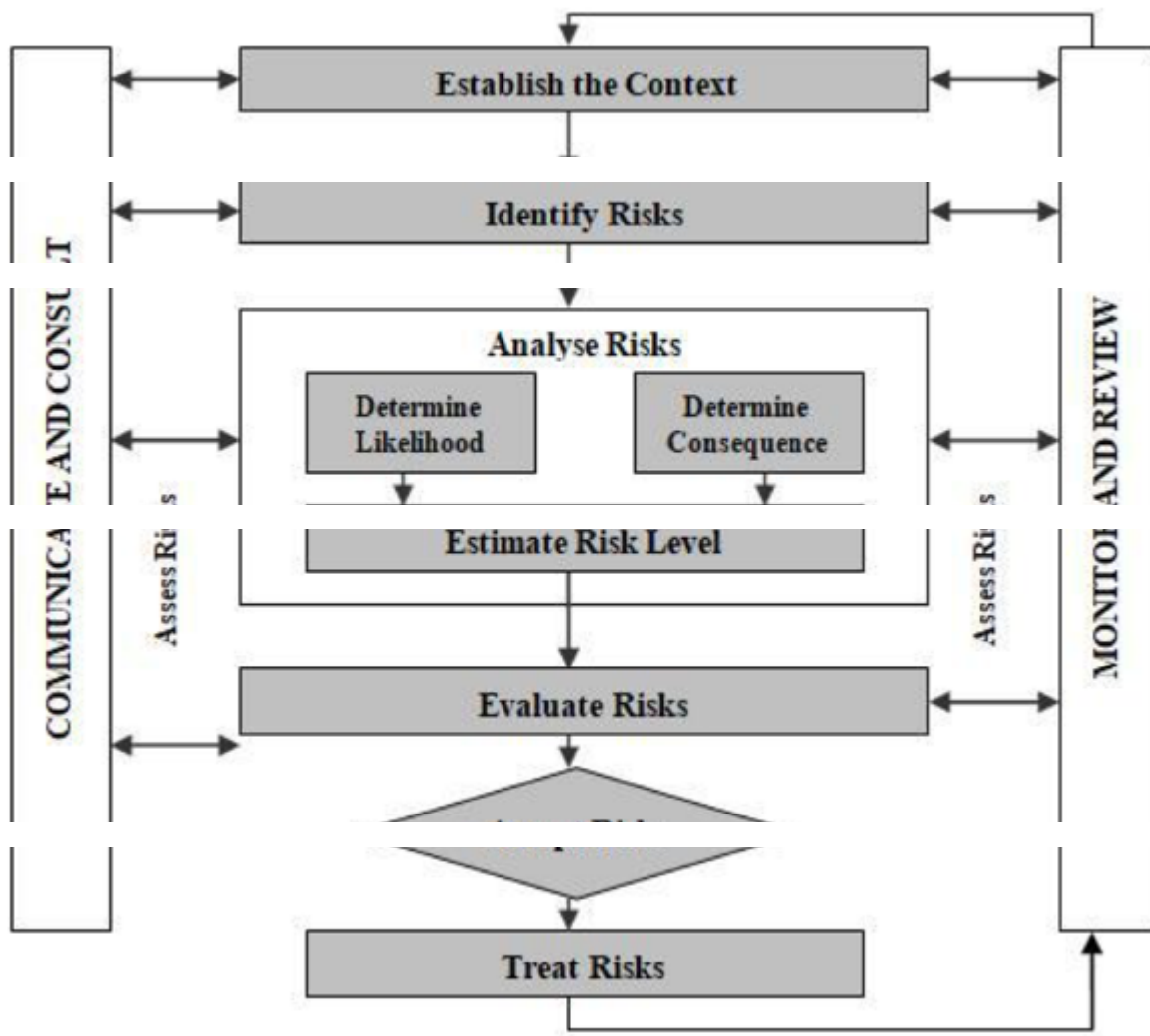
Evaluate risks – compare estimated levels of risk against the pre-established criteria. This enables risks to be ranked, so as to identify management priorities. If the levels of risk established are low, then risks may fall into an acceptable category and treatment may not be required.

Treat risks – accept and monitor low priority risks. For other risks, develop and implement a specific management plan, which includes consideration of funding.

Monitor and review – monitor and review the performance of the risk management system and changes, which might affect it.

Communicate and consult – communicate and consult with internal and external stakeholders as appropriate at each stage of the risk management process and concerning the process as a whole.

A strong working relationship will be built to benefit all parties.



1.5 Risk Review

Risk is the likelihood that something untoward may happen and the consequence if this eventuated. The risk analysis and evaluation process will utilise the methodology as prescribed by the AS/NZS 4360:2004 with descriptors being adapted to the specific circumstances of the symposium.

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TABLE 1: Measures of consequence or impact (AS/NZS 4360:2004)

LEVEL	DESCRIPTOR	EXAMPLE DETAIL DESCRIPTION
1	Insignificant	No injuries, reporting required for procedural review, low financial loss
2	Minor	First aid treatment required, incident contained, no disruption to production schedule, extra man power resource diverted, medium financial loss
3	Moderate	Medical treatment required, incident contained with external expert assistance, minor disruption to production schedule, reconsideration of operational strategies, high financial loss
4	Major	Extensive injuries, disruption to production schedule with possible partial cancellation, incident has community and political repercussions with considerable external scrutiny, extensive review of organizational operational methods, major financial loss
5	Acute	Death, major production disruption with possible full cancellation of broadcast, major statutory/legal review of venue and organization, severe external scrutiny, huge financial loss

TABLE 2: Measures of likelihood (AS/NZS 4360:2004)

LEVEL	DESCRIPTOR	EXAMPLE DETAIL 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 only in exceptional circumstances

TABLE 3: Risk Analysis Matrix – Level of Risk (AS/NZS 4360:2004)

Likelihood	Consequence				
	(Insignificant) 1	(Minor) 2	(Moderate) 3	(Major) 4	(Acute) 5
Almost Certain A	High	High	Extreme	Extreme	Extreme
Likely B	Moderate	High	High	Extreme	Extreme
Possible C	Low	Moderate	High	Extreme	Extreme
Unlikely D	Low	Low	Moderate	High	Extreme
Rare E	Low	Low	Moderate	High	High

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Legend (AS/NZS 4360:2004)

Extreme Risk:	Immediate action required
High Risk:	Senior management attention needed
Moderate:	Management responsibility must be specified
Low Risk:	Manage by routine procedures

1.6 Risk Identification Consultation

Risks identified in consultation with the following stakeholders

NAME	COMPANY/ ORGANISATION	METHOD OF CONSULTATION	DATE	SIGNATURE
Mark Hollis	Guarded Group	Meeting, email, telephone	Ongoing	
Mathew Wood	Ranwood Solutions	Meeting, email, telephone	Ongoing	
Steph Born	Tangelwood Festival	Meeting, email, telephone	Ongoing	

1.7 Risk Identification and Analysis

Please refer to Tables and Legends in 1.5 for Risk Rating methodology as per the AS/NZS 4360:2004

Hazard	Risks	Risk Rating	Existing Risk Controls	Responsible to Monitor/ Supervise
1. Assault- Aggravated	<ul style="list-style-type: none"> • Injury • Negative publicity 	D3 Moderate	<ul style="list-style-type: none"> • Effective presence of security personnel and effective communication • Monitor visitor behaviour and ensure guests are not intoxicated • Conflicts to be dealt with immediately by security and if necessary the Police • Security personnel to be vigilant and visually check all people as they enter the site, ensuring that guests are not intoxicated • Intoxicated persons to be banished to campsite • Monitoring of immediate surrounds for any suspicious behaviour 	<ul style="list-style-type: none"> • TF • ECC • Security • First Aid • Vicpol
2. Assault – Sexual	<ul style="list-style-type: none"> • Injury • Negative Publicity 	D3 Moderate	<ul style="list-style-type: none"> • Effective presence of security personnel and effective communication • Monitor visitor behaviour and ensure guests are not intoxicated • Conflicts to be dealt with immediately by security and if necessary the Police • Security personnel to be vigilant and visually check all people as they enter the site, ensuring that guests are not intoxicated • Intoxicated persons to be banished to campsite • Monitoring of immediate surrounds for any suspicious behaviour • Safety hubs made available 	<ul style="list-style-type: none"> • TF • Security • ECC • Vic Police • First Aid

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<p>3. Disturbing the peace/Abusive Language/ Indecent Acts</p>	<ul style="list-style-type: none"> • Injury • Property Damage • Aggressive and violent behavior • Local community and property owners dissatisfaction • Negative Publicity 	<p>D2 Low</p>	<ul style="list-style-type: none"> • Effective presence of security personnel and effective communication • Security to confront anyone seen causing damage to property • Event staff to monitor guests and advise security if they see anyone causing damage to property • Intoxicated persons to be spoken to and removed from the event • Escalate to Police if necessary • Monitoring of immediate surrounds for any suspicious behavior 	<ul style="list-style-type: none"> • TF • Security • ECC • Vic Police
<p>4. Violent persons or unusual activity</p>	<ul style="list-style-type: none"> • Injury • Property Damage • Aggressive and violent behavior • Local community and property owners dissatisfaction • Negative Publicity 	<p>C2 Moderate</p>	<ul style="list-style-type: none"> • Effective presence of security personnel and effective communication • Police to be notified of an escalated incident • Intoxicated persons to be spoken to and removed from the event. • Crowd to be monitored by security and event staff and any incidents to be reported immediately to relevant supervisors • Security and Police on external perimeter to monitor surroundings 	<ul style="list-style-type: none"> • Security • ECC • VIC Police • TW
<p>5. Terrorism – Acts of Mass Violence</p>	<ul style="list-style-type: none"> • Injury / Death of persons • Damage of assets and property • Mass Carnage • Mass Hysteria 	<p>E5 High</p>	<ul style="list-style-type: none"> • Regular monitoring of guests and surrounding public • Bag searches upon entry • Wandering of persons upon entry • All personnel to report any suspicious unattended bags or boxes • Crisis management/rapid response procedures to be in place by the organisers • Emergency services to be advised of this event prior to 	<ul style="list-style-type: none"> • ECC • Security • VIC Police • TF

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			<ul style="list-style-type: none"> • Procedures for information transfer with local police area command and other government authorities and organisation 	
6. Bomb threat/ incident	<ul style="list-style-type: none"> • Injury / Death of persons • Damage of assets and property • Mass Carnage • Mass Hysteria • Negative Publicity • Evacuation • Disruption of the event 	E5 High	<ul style="list-style-type: none"> • Regular monitoring of guests and surrounding public • Bag searches upon entry • Wandering of persons upon entry • On site staff to have an effective “Bomb Threat Checklist” issued by organizer • Police to be notified immediately, who will then take control, Security to assist them • Maintain and isolate crime scene • Announcement to be made on the PA advising guests to evacuate safely • All personnel to report any suspicious unattended bags or boxes • Crisis management/rapid response procedures to be in place by the organisers • Emergency services to be advised of this event prior to • Procedures for information transfer with local police area command and other government authorities and organisation 	<ul style="list-style-type: none"> • ECC • Security • VIC Police • Emergency Services • TF
7. Fire	<ul style="list-style-type: none"> • Injury / Death of persons • Mass panic • Confusion • Negative publicity • Claims made against organisers • Disruption to the event 	E4 High	<ul style="list-style-type: none"> • Be aware of fire response procedures • Be aware of evacuation procedures and plans for an event related emergency 	<ul style="list-style-type: none"> • ECC • Fire • Medical • CFA • TF

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<p>8. Theft/ Burglary</p>	<ul style="list-style-type: none"> • Asset Loss 	<p>B2 High</p>	<ul style="list-style-type: none"> • Effective presence of security personnel and effective communication • Security guards will be roving event site ensuring maximum coverage • If an incident takes place, guards will attend situation immediately and advise Police ASAP 	<ul style="list-style-type: none"> • ECC • Security • VIC Police • TF
<p>9. Pick-pockets and credit card theft</p>	<ul style="list-style-type: none"> • Asset Loss 	<p>C2 Moderate</p>	<ul style="list-style-type: none"> • Effective presence of security personnel and effective communication • Security guards will be roving event site ensuring maximum coverage • If an incident takes place, guards will attend situation immediately and advise Police ASAP 	<ul style="list-style-type: none"> • Security • ECC • TF • VIC Police
<p>10. Large groups targeting small groups</p>	<ul style="list-style-type: none"> • Injury • Theft • Assault • Aggressive and violent behavior 	<p>C2 Moderate</p>	<ul style="list-style-type: none"> • Effective presence of security personnel and effective communication • Police to be notified of an escalated incident • Security and Police to monitor external surrounds during event and egress • Intoxicated persons to be banished to campsite • Crowd to be monitored by security and event staff and any incidents to be reported immediately to relevant supervisors • Police and security to monitor any large groups arriving for the event or loitering around the surrounding area 	<ul style="list-style-type: none"> • ECC • Security • TF • VIC Police
<p>11. Racial Violence</p>	<ul style="list-style-type: none"> • Injury • Aggressive and violent behavior • Negative publicity 	<p>D3 High</p>	<ul style="list-style-type: none"> • Effective presence of security personnel and effective communication • Police to be notified of an escalated incident • Security and Police to monitor external surrounds during event and egress 	<ul style="list-style-type: none"> • ECC • Security • VIC Police • TF

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			<ul style="list-style-type: none"> • Security personnel to be vigilant and visually check all people as they enter the site, ensuring that visitors are not already intoxicated • Intoxicated persons to be banished to campsite • Crowd to be monitored by security and event staff and any incidents to be reported immediately to relevant supervisors • Police and security to monitor any large groups arriving for the event or loitering around the surrounding area • Any racial issues to be dealt with immediately by Security and if necessary the Police. Security are not to single out any one nationality, as this will make any situation worse 	
12. Graffiti/ Defacing Public Property/ Vandalism	<ul style="list-style-type: none"> • Property Damage • Local community and property owners dissatisfaction • Negative publicity 	B1 Moderate	<ul style="list-style-type: none"> • Effective presence of security personnel and effective communication • Security to confront anyone seen causing damage to property • Event staff to monitor guests and advise security if they see anyone causing damage to property • Security and Police to monitor external surrounds 	<ul style="list-style-type: none"> • ECC • Security • TF • VIC Police
13. Alcohol Consumption	<ul style="list-style-type: none"> • Injury • Property Damage • Aggressive and violent behavior • Local community and property owners dissatisfaction 	B2 High	<ul style="list-style-type: none"> • This is an 18+ y/o event • Refuse entry to intoxicated persons • Bag/car searches to be conducted upon entry • Effective presence of security personnel and effective communication • Security to confront anyone seen causing damage to property and advise police 	<ul style="list-style-type: none"> • ECC • Security • VIC Police • Medical • TF

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	<ul style="list-style-type: none"> • Negative publicity 		<ul style="list-style-type: none"> • Security will ask guests to throw the alcohol out if they have been found consuming banned alcohol that has been smuggled in and guests will be removed from the event for breaching the conditions of the event • Signage will be placed at the entry points to advise guests of the No Glass / No Straight Alcohol policies • Security staff to be RSA trained 	
14. Drunk and Disorderly/ Persons arriving	<ul style="list-style-type: none"> • Injury • Aggressive and violent behavior • Local community and property owners dissatisfaction • Negative publicity 	B2 High	<ul style="list-style-type: none"> • Refuse entry to intoxicated persons • Bag/car searches to be conducted upon entry • Effective presence of security personnel and effective communication • Security to confront anyone seen causing damage to property and advise police • Security will ask guests to throw the alcohol out if they have been found consuming banned alcohol that has been smuggled in and guests will be removed from the event for breaching the conditions of the event • Signage will be placed at the entry points to advise guests of the No Glass / No Straight Alcohol policies • External response team to monitor surrounds for any patrons pre fueling or causing issues 	<ul style="list-style-type: none"> • ECC • Security • VIC Police • TF • Medical
15. Underage drinking/ transfer of alcohol	<ul style="list-style-type: none"> • Minors drinking • Injury • Aggressive and violent behavior • Local community and property 	D2 Low	<ul style="list-style-type: none"> • Minors not permitted on site during festival • This is an 18+ y/o event • Effective presence of security personnel and effective communication • Bag/car searches to be conducted upon entry 	<ul style="list-style-type: none"> • ECC • Security • VIC Police • TF

Tanglewood Music Festival Security Management Plan

	<p>owners dissatisfaction</p> <ul style="list-style-type: none"> • Negative publicity 		<ul style="list-style-type: none"> • Security and event staff to be vigilant of minors on site • Any minor caught attempting to bring alcohol into the event or found consuming alcohol on site will be handed over to the police 	
<p>16. Crowd Control/ Large numbers/ Crowd Congestion</p>	<ul style="list-style-type: none"> • Crowd crushing – pinch points • Crowd congestion • Overcrowding • Injury or death • Negative publicity • Claims made against organisers 	<p>B3 High</p>	<ul style="list-style-type: none"> • Effective presence of security personnel and effective communication • Controlled access monitoring number of guests entering site • Emergency evacuation procedures and plans are also in place for event • Review plans for any variation to the standard site set up; ensure no new pinch points or reduction in crowd areas • Contingencies in place to safely move crowd control barriers during event if hazards emerge such as briefing security and event staff • Review infrastructure prior to opening for compliance with plans, including stage and barriers • Ensure barriers are utilised where crowd pressure may be an issue and manage with adequate security personnel • Brief all security personnel re: Crowd Management & Safety • Ascertain site capacity to ensure numbers do not exceed • Monitor crowd volumes on the event day • Managed staffing strategies and solutions • Redeploy security and volunteers to any areas that seem to be getting overcrowded, in order to direct guests to other areas 	<ul style="list-style-type: none"> • ECC • Security • Medical • Emergency Services • VIC Police • TF

Tanglewood Music Festival Security Management Plan

			<ul style="list-style-type: none"> • Bring in additional security on short notice as required 	
17. Lost Persons	<ul style="list-style-type: none"> • Patron Injury • Kidnapping • Assault 	E2 Low	<ul style="list-style-type: none"> • Effective presence of security personnel and effective communication • Agreed Lost Persons Meeting Point • Agreed Lost Persons Communication Protocol • Security to repost Lost Persons • Police to be notified if required to be escalated 	<ul style="list-style-type: none"> • ECC • Security • Medical • VIC Police • TF
18. Foreign languages spoken by some visitors	<ul style="list-style-type: none"> • Crowd not understanding instructions 	C1 Low	<ul style="list-style-type: none"> • Dedicated groups to possibly have an interpreter • Where possible assign staff that speak that language • Training of staff to focus heavily on hand signals • Signage and messaging may need to cover a number of languages 	<ul style="list-style-type: none"> • ECC • Security • TF
19. VIP Area Breach	<ul style="list-style-type: none"> • Breach area capacity • Asset loss • VIP dissatisfaction • Sponsor/advertiser dissatisfaction 	C1 Low	<ul style="list-style-type: none"> • Temporary 6ft fencing to be erected in these areas • Security personnel to be used on perimeter • Control access points for VIPs entering site • Credentials charts to be issued to security • Effective presence of security personnel and effective communication 	<ul style="list-style-type: none"> • ECC • Security
20. Perimeter Breach	<ul style="list-style-type: none"> • Public injury including on fence line • Access event and back of house areas without 	B2 High	<ul style="list-style-type: none"> • A distinct line of permanent farm fencing is erected around perimeter • Security personnel to be used on perimeter • Control access points, including emergency exit points • Effective presence of security personnel and effective communication 	<ul style="list-style-type: none"> • Security

Tanglewood Music Festival Security Management Plan

	<p>accreditation or security checks</p> <ul style="list-style-type: none"> • Breach site capacity due to failure to maintain density • Asset loss • Poor PR due to the above 		<ul style="list-style-type: none"> • UVA Drone to be monitoring areas • Motorbike and ATV to be driving perimeter laps 	
21. Climbing Structures	<ul style="list-style-type: none"> • Injury or death • Disruption to event • Claims made against organisers 	<p>C2 Moderate</p>	<ul style="list-style-type: none"> • Effective presence of security personnel and effective communication • Security to monitor for patrons climbing on objects • Security to deter patrons from climbing • External security roaming teams to monitor external surrounds for patrons climbing trees and structures • Structures deemed climbable to be fenced or hoarded • Security are not to attempt to remove climbers or follow climbers in accordance with Constant WHS provisions 	<ul style="list-style-type: none"> • Security • TF • ECC
22. Crowd confusion due to temporary event site	<ul style="list-style-type: none"> • Local community and property dissatisfaction • Negative publicity • Aggressive behavior • Public or staff injury 	<p>C2 Moderate</p>	<ul style="list-style-type: none"> • Directional and informative signage • Prominent signage • Staff used in key directional positions 	<ul style="list-style-type: none"> • TF • Security

Tanglewood Music Festival Security Management Plan

23. Medical Incident	<ul style="list-style-type: none"> • Injury to guests or staff • Illness to guests or staff 	B3 High	<ul style="list-style-type: none"> • Trained First Aiders & qualified paramedics on site • All Security personnel are qualified First Aiders and security will attend any situations they are aware of and will report to Control • Ambulance will be phoned if required • Designated first aid area should also be implemented by the organisers on site • Appropriate reporting procedures in place • Emergency services to be notified of the event in advance 	<ul style="list-style-type: none"> • ECC • Medical • Security • Emergency Services • TF
24. Inadequate Security Personnel	<ul style="list-style-type: none"> • Violent behavior • Pathways not clear • Unable to comply with crowd management policy and evacuation procedures egress. 	D3 Moderate	<ul style="list-style-type: none"> • Effective presence of security personnel and effective communication • All security personnel have the appropriate licensing and qualifications as per VIC Security Act and Regulations, Police Licensing requirements and Code of Practice 	<ul style="list-style-type: none"> • Security • TF

Operational

25. Emergency Evacuation	<ul style="list-style-type: none"> • Mass panic • Confusion • Serious Injury • Negative publicity • Claims made against organisers • Disruption to event 	C4 Extreme	<ul style="list-style-type: none"> • Brief security personnel • Announcement to be made on the PA advising guests to evacuate safely • Crisis management/rapid response procedures to be in place by the organisers • Emergency services to be advised of this event prior to • Pathways to be kept clear at all times • Entry/Exits to be clearly defined and free of obstacles at all times 	<ul style="list-style-type: none"> • ECC • Security • Fire • Medical • TF
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Tanglewood Music Festival Security Management Plan

			<ul style="list-style-type: none"> • Procedures for information transfer with local police area command and other government authorities and organization 	
26. Egress of guests at the end of the event	<ul style="list-style-type: none"> • Unruly behavior • Property Damage • Local Community and property owners dissatisfaction • Negative publicity 	C3 High	<ul style="list-style-type: none"> • Signs to inform patrons not to drive if still under the influence • Close egress gates until 8am following day to prevent tired drivers on the road • Security will need to conduct area patrols reducing any risk of robbery, assault etc as guests leave the area • Security positioned around key external points and roadways ensuring a safe egress • Bus queuing system will be implemented 	<ul style="list-style-type: none"> • ECC • Security • VIC Police • TF
27. Event Day Cancellation	<ul style="list-style-type: none"> • Patron dissatisfaction • Unscheduled venue egress • Injury • PR damage to TanglewoodEvents 	E5 High	<ul style="list-style-type: none"> • Decision to cancel event will be made by Tanglewood Events. • Effective delay/cancellation policy to be implemented • Clear communication to guests of any lengthy delay • Contingencies in place for any delays 	<ul style="list-style-type: none"> • TF
28. Minors and Under Age Children	<ul style="list-style-type: none"> • Patron Injury • Kidnapping • Assault 	C1 Low	<ul style="list-style-type: none"> • Effective presence of security personnel and effective communication • Security and event staff to monitor as best as possible unaccompanied minors on site • Check with minors leaving early if they are being picked up by a parent • Agreed Lost persons/Child Meeting Point • Advertise the children's pick -up area in the lead up to event 	<ul style="list-style-type: none"> • Security • TF • Medical • VIC Police

Occupational Health & Safety

Tanglewood Music Festival Security Management Plan

<p>29. Hazard ID and Reporting</p>	<ul style="list-style-type: none"> • Injury to persons • Damage to assets 	<p>C2 Moderate</p>	<ul style="list-style-type: none"> • All personnel to report any hazards to the client/organiser immediately and effective site specific reporting procedures to be implemented • Festival to implement traffic management & control plan • Hazard ID forms to be readily available 	<ul style="list-style-type: none"> • Security • TF • Medical • Fire • ECC
<p>30. Vehicles colliding with public</p>	<ul style="list-style-type: none"> • Injury or possible death to persons • Delays or restriction to emergency services vehicle ingress/egress • Delays, disruptions to event • Potential traffic congestion • Negative publicity 	<p>D4 High</p>	<ul style="list-style-type: none"> • Security and staff to monitor and walk through vehicles during bump in/out • Deploy security personnel to egress, in order to manage pedestrian traffic, these staff to be equipped with traffic vests and high visibility jackets • Deploy security personnel to internal roads, in order to manage pedestrian traffic during crowd build up, these staff to be equipped with traffic vests and high visibility jackets • Police to assist with crowd management during arrivals and egress 	<ul style="list-style-type: none"> • Security • TF • ECC
<p>31. Slips, Trips and Falls</p>	<ul style="list-style-type: none"> • Injury to persons • Negative publicity • Public liability claims 	<p>A2 High</p>	<ul style="list-style-type: none"> • Conduct standard Constant Hazard Identification report • Report all electrical cords, draping and cabling that may be in the way of public walkways and/or requires taping down or to be placed in cable trays or run overhead, above reach of persons and vehicles • Ensure step endings are highlighted with high visibility tape. • Report any spillages • Report any raised edges or un-even surfaces in flooring • Monitor and review all areas for potential hazard 	<ul style="list-style-type: none"> • TF • Security • Operations

Tanglewood Music Festival Security Management Plan

			<ul style="list-style-type: none"> • Communicate to staff and contractors the importance of keeping areas clear and clean from congestion • Assign staff to problematic areas to monitor and when required provide assistance and instruction • Ensure staff are aware of the first aid location/representatives for immediate medical response • Installation of crowd control barricades when structures are being erected for the bump in and bump out phase to ensure safety of public • Restricted access to worksites during all construction phases • All personnel to report any hazards to the Control immediately and effective site specific reporting procedures to be implemented 	
32. Public Liability Claim	<ul style="list-style-type: none"> • Compensation Claims • Legal Claims • Negative Publicity 	D4 High	<ul style="list-style-type: none"> • Contracted security company has adequate public liability coverage for security related incidents involving their staff • All stakeholders and contractors should have adequate public liability coverage of their own • Organisers to supply safety hazard signs, bollards etc to assist in hazard awareness and containment • Organisers to follow all WHS requirements and standards associated with the event 	<ul style="list-style-type: none"> • TF • Security
33. Licensing/Qualifications	<ul style="list-style-type: none"> • Unauthorised Staff • Work cover shutting down site • Compensation claims 	E4 High	<ul style="list-style-type: none"> • All security personnel have the appropriate licensing and qualifications as per VIC Security Act and Regulations, Police Licensing requirements and Code of Practice 	<ul style="list-style-type: none"> • TF • Security

Tanglewood Music Festival Security Management Plan

	<ul style="list-style-type: none"> • Legal Claims • Negative Publicity 		<ul style="list-style-type: none"> • All stakeholders and contractors to have appropriate licensing and qualifications relevant to their industry 	
34. Glass present	<ul style="list-style-type: none"> • Injury to guests/staff • Asset loss • Use as a weapon • Broken glass 	C3 High	<ul style="list-style-type: none"> • Have no alcohol sold in glass • No guests are allowed glass on site. Security to monitor and advise guests. This event has a strict no glass policy advised at time of online ticket purchase • Bag searches to be conducted • Client to ensure enough rubbish bins are available for any glass that may have been brought on site • Enough cleaning staff to be employed to empty rubbish bins regularly 	<ul style="list-style-type: none"> • TF • Security

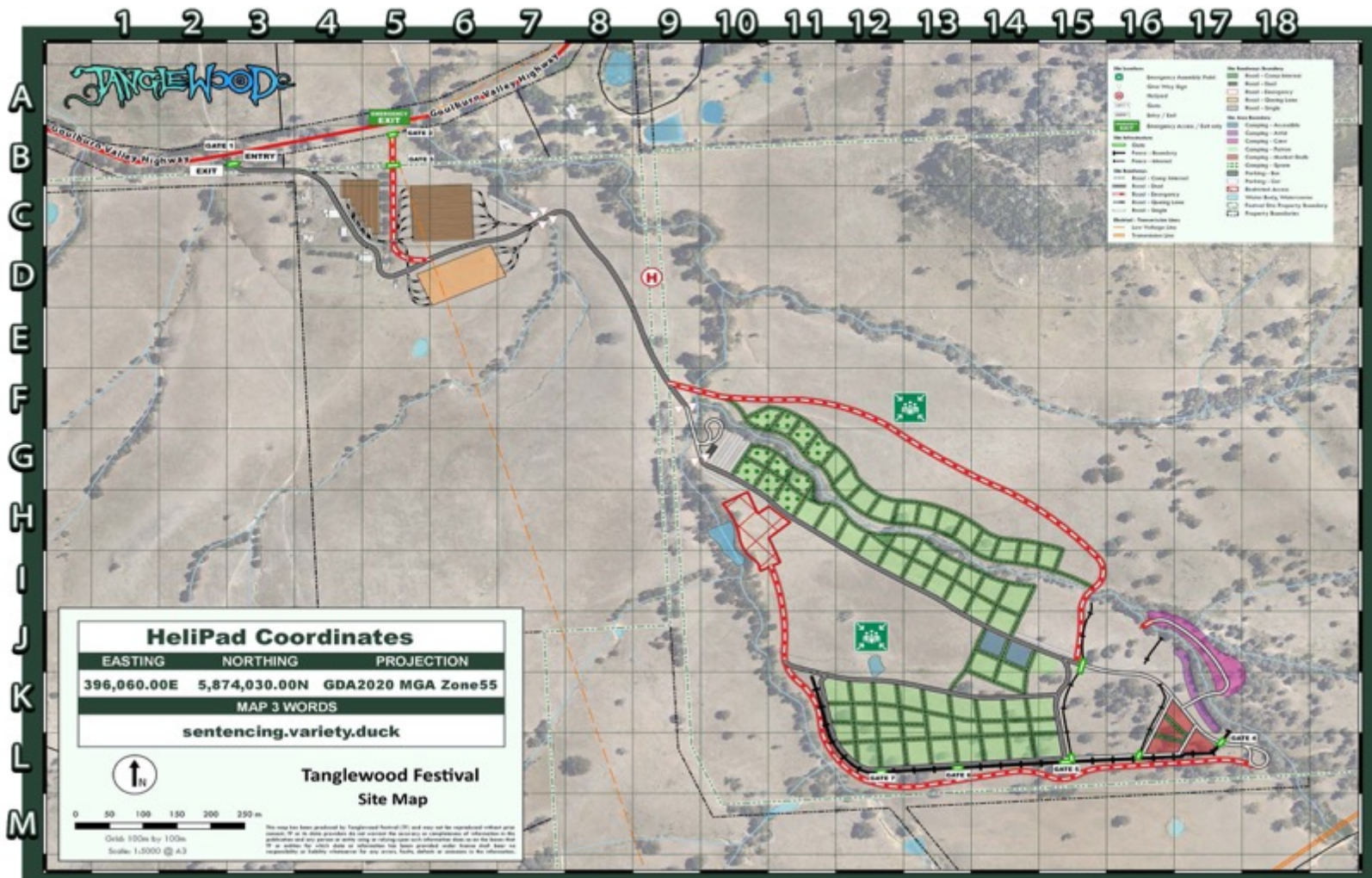
1.8 Conclusion

The Event organisers, are working closely to ensure a smooth and safe Event. Through early discussions with Council and Police, Tanglewood festival is committed to taking all relevant and suggested advice on board. This document contains information gathered from reliable sources and activities including:

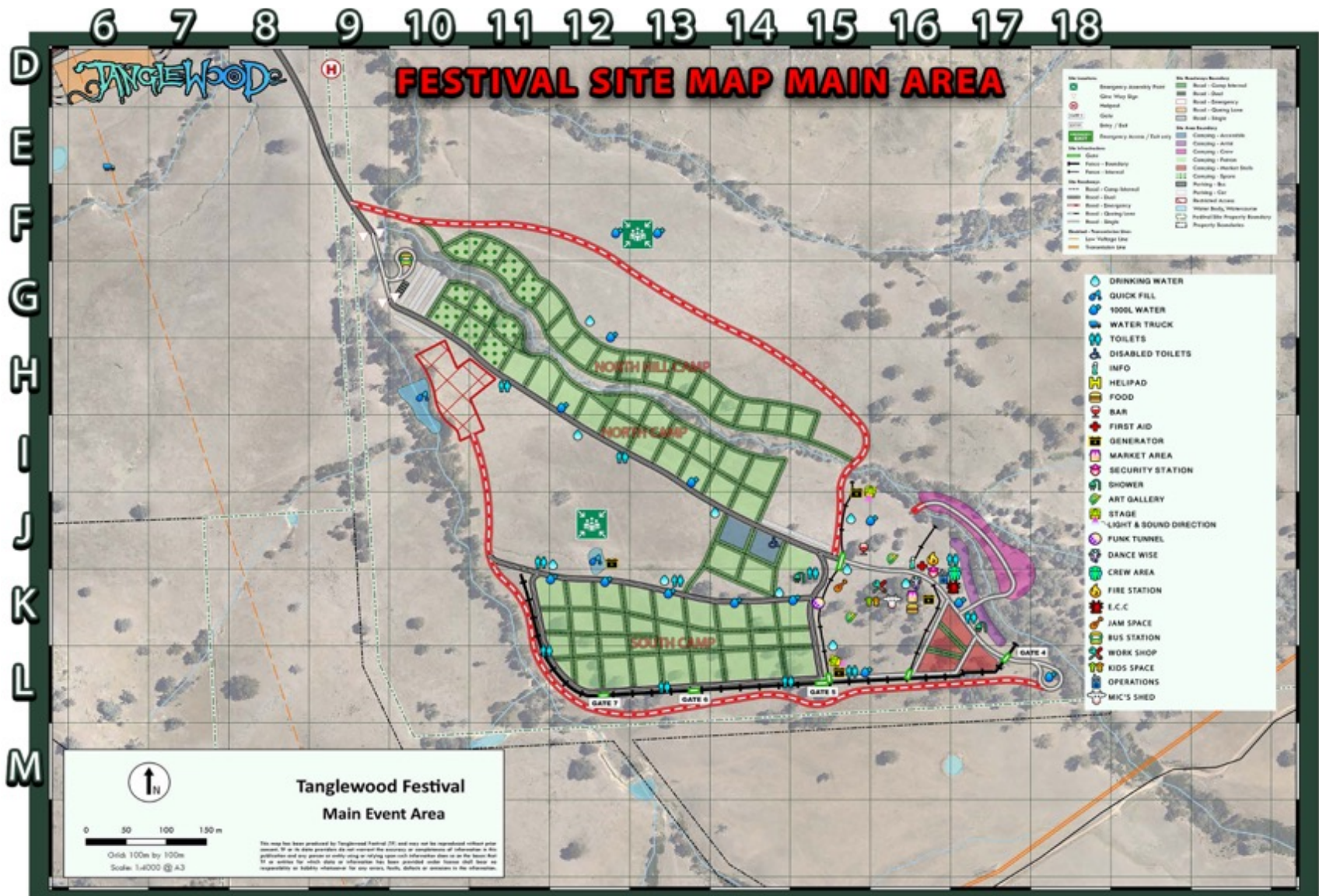
- Close liaison with Tanglewood.
- Experience with demographic with previous events at the same location
- Extensive prior preparation and planning including repeated site visits.
- Comprehensive Security and Operational Risk Review applying Australian Standards. This document and the assessment of the specific risks it contains are intended to be an operational manual that is open to ongoing revision. It should be ensured that for all risks that carry high consequences, or likelihood, or both, that the treatment methods have been carefully considered.

Tanglewood Music Festival Security Management Plan

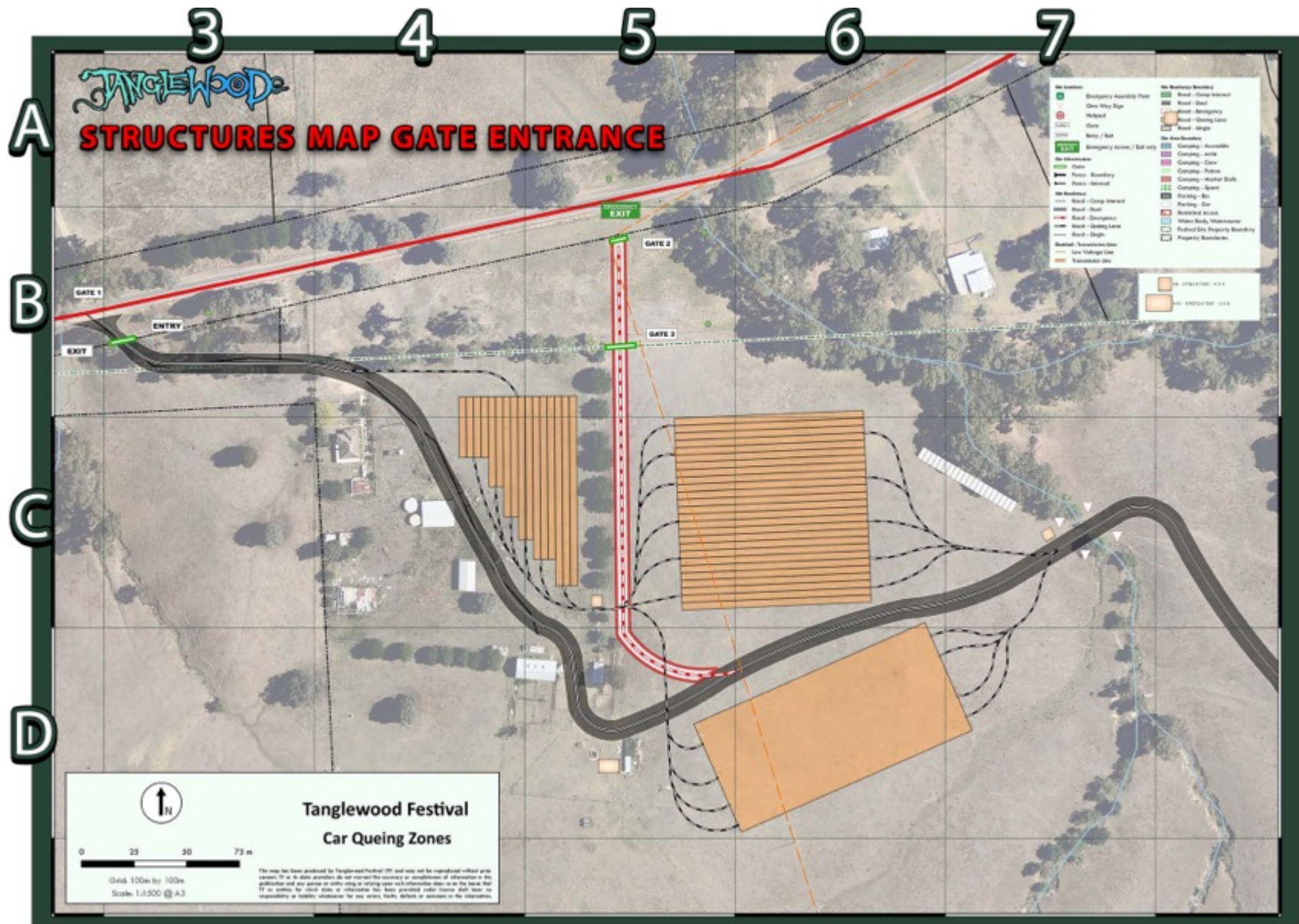
Site Maps



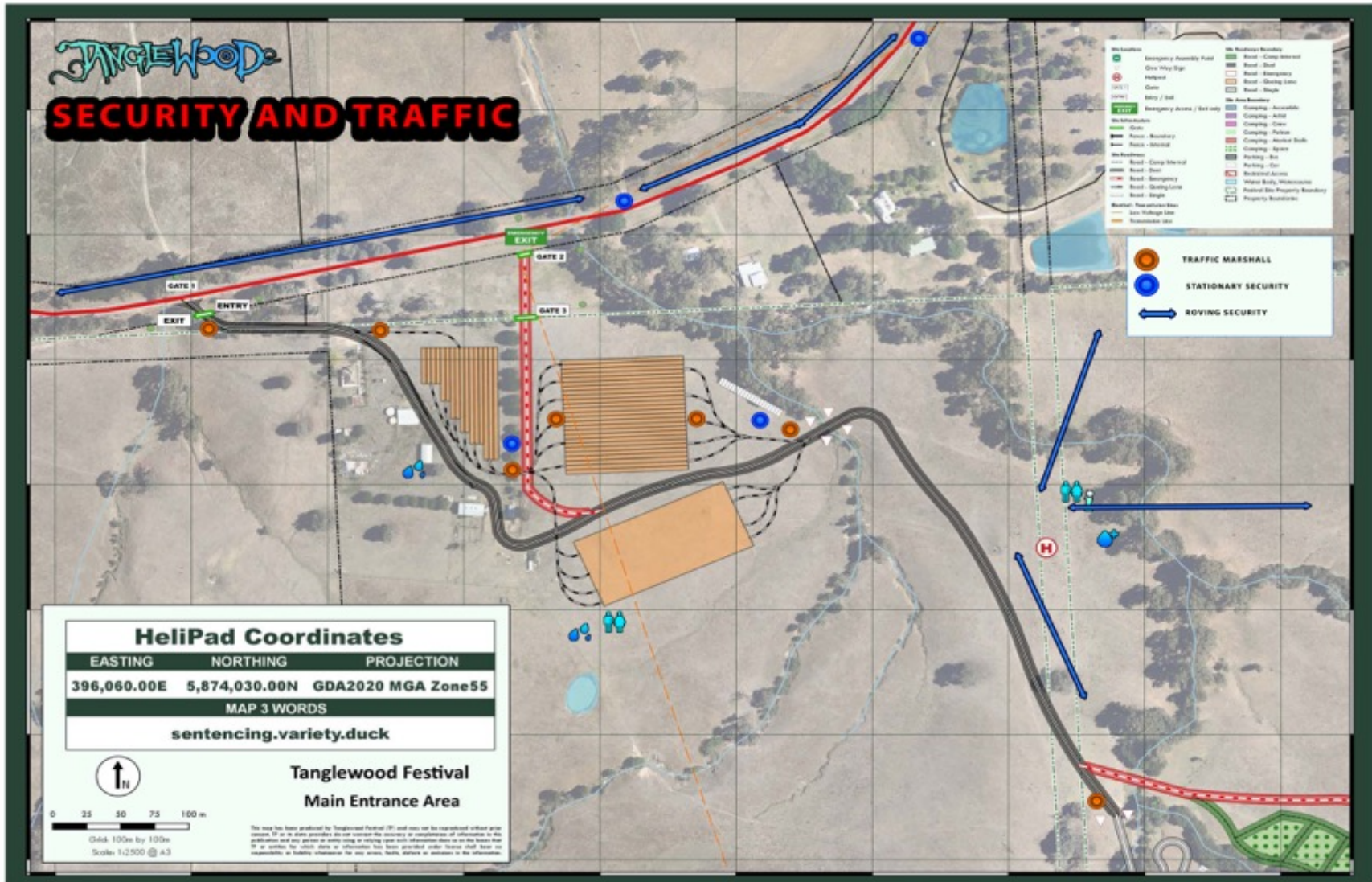
Tanglewood Music Festival Security Management Plan



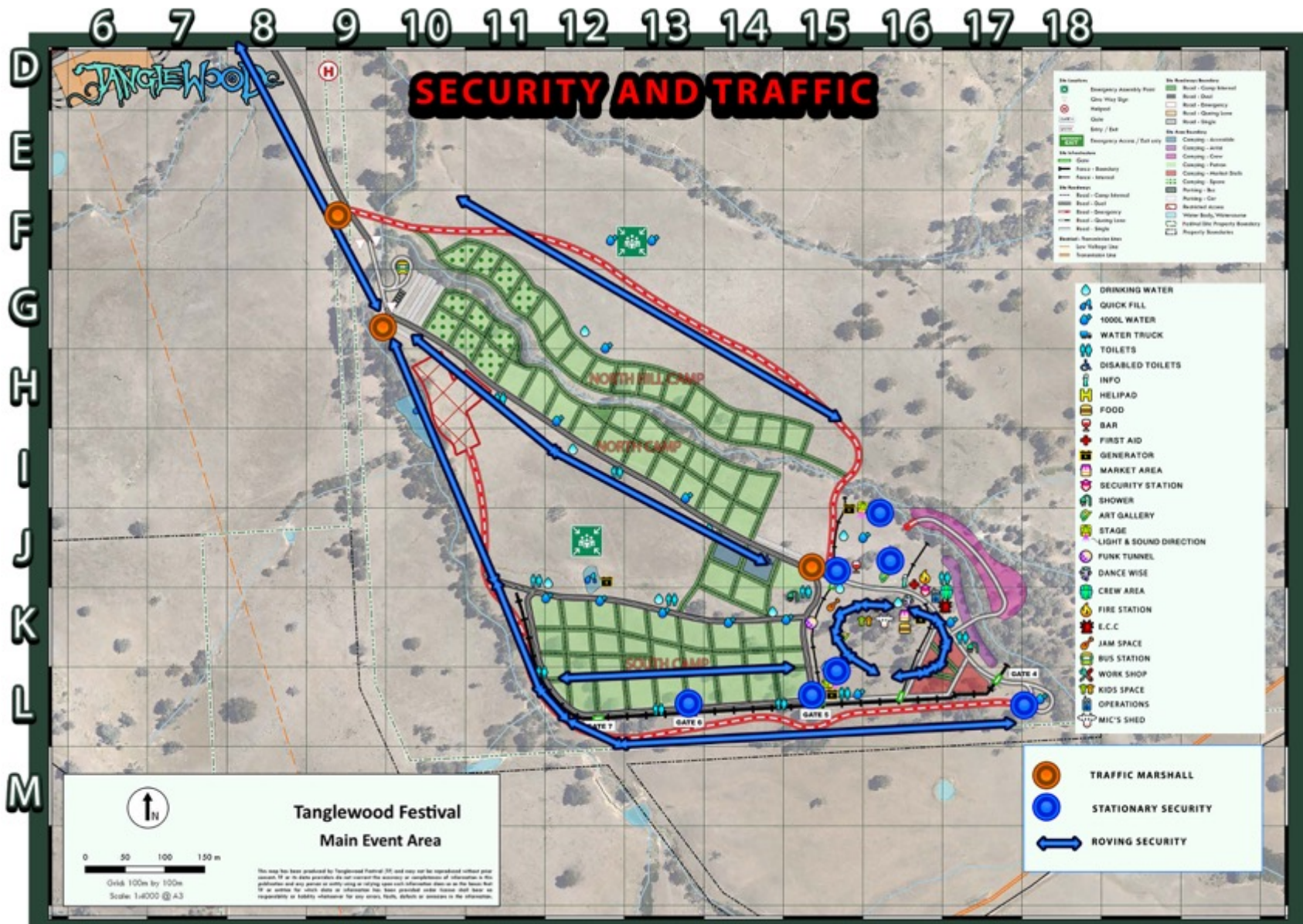
Tanglewood Music Festival Security Management Plan



Tanglewood Music Festival Security Management Plan



Tanglewood Music Festival Security Management Plan



Emergency Evacuation Routes and Assembles

This will follow the Emergency Management Plan and will be coordinated through ECC

Security will be instructed to assist from the Emergency Coordinator:

- Event Organisers
- Security Operations Manager
- Security Staff
- Event staff
- Volunteers
- Artists
- Patrons

Security Deployment

Security Positions Overnight Security

- Keep unauthorized persons out of the site
- Asset Protection
- Liaise between client and local authorities as required
- Manage any early bump in vehicles.
- Report any suspicious-looking items left unattended on or near the site
- All issues and incidents are to be reported to Event management during this time

Event Day Staff Security Manager

The Security Manager will:

- Be on site for the duration of the Event to supervise and manage security activities
- Liaise between security, client, police and council
- Brief Supervisors of their duties
- Deal with any escalated situations and contact emergency services if the need arises
- All escalated security-related decisions need to be reported to the Security Manager
- Manage the security team in the case of an emergency or evacuation

- Assist in the case of an emergency or evacuation

Event Supervisor

The Security Supervisor will:

- 1) Be on site for the duration of the Event to supervise all security requirements and activities within the Camping Areas
- 2) Assist with signing security staff on at the beginning of the shift and signing them off at the completion of the shift
- 3) Brief all Security Team
- 4) Deploy all security officers
- 5) Ensure correct licences are worn, correct uniform is worn, correct reporting procedures are adhered to
- 6) PPE is used
- 7) Look out for intoxicated persons
- 8) Manage patron ingress/egress
- 9) Manage car searches
- 10) Monitor RSA
- 11) Deal with any escalated situations and contact emergency services if the need arises
- 12) All security related decisions need to be made by the security supervisor or security manager
- 13) Manage the security team in the case of an emergency or evacuation
- 14) Assist in the case of an emergency or evacuation

Entries & Gates

- Ensure all patrons have correct accreditation
- Ensure all bags are searched upon entry
- Ensure no alcohol leaves Event site

Tanglewood Music Festival Security Management Plan

- PPE is used
- Look out for intoxicated persons
- Monitor RSA
- Deal with any escalated situations and contact emergency services if the need arises
- All security-related decisions need to be escalated to the security supervisor or security manager
- The security team will assist in the case of an emergency or evacuation

Banned Items

- no glass (with some exemptions like perfume)
- no fuel
- no gas bottles
- no cookers
- no fire works
- no fire twirlers (LED toys excepted)
- No bean bags
- no nangs
- NO DOGS

Camping Grounds Roamer

- Monitor all camp sites for prohibited alcohol
- Assist entry guards where required
- Monitor camp sites for unruly behaviour
- Assist any patron who requires help locating their camp site
- Welfare call-ins to security control once an hour
- Assist with first aid incidents
- Assist in the case of an emergency or evacuation
- Report any suspicious-looking items left unattended on or near the site
- All issues and incidents are to be reported to Security Control during this time
- Lookout for any aggressive behaviour, intoxicated guests, vandalism, suspicious behaviour and any other security issues as they arise

Tanglewood Music Festival Security Management Plan

- Assist with first aid incidents

Stage Guard

- Monitor crowd behind the pit barrier
- Keep a lookout for anyone getting crushed against barriers
- Keep a look out for anyone struggling in the barrier
- Remove anyone requiring assistance using the correct system of two persons per lift
- Give water to those requiring it
- Keep a lookout for any aggressive behavior, intoxicated guests and any other security issues as they arise.
- Do not let anyone over the barrier unless they are in need of medical assistance
- Any crowd surfers (not expected with this audience) will be given a warning and then removed from the event if they are repeat offenders
- Assist in the case of an emergency or evacuation

Major Security / Medical Incident Protocol

All major incidents are to be directed through the ECC for command and control necessary parties that will be involved are as follows:

- Victoria Police
- Victoria Ambulance Service
- CFA



RISK MANAGEMENT PLAN

Title	Version	Date	Author	Reviewed by
Risk Management Plan	V 2.0	1 st Sep 2021	Stephanie Born	Leigh Born, Tanglewood Festival
Risk Management Plan	V 1.6	31 st Aug 2021	Stephanie Born	Mathew Wood, Ranwood Solutions, Emergency Management
Risk Management Plan	V 1.5	27 th Aug 2021	Stephanie Born	Emily O'Brien, First in last out, Risk and Emergency management consultant
Risk Management Plan	V 1.2	24 th Aug 2021	Stephanie Born	Lew Short, Blackash Bushfire consulting
Risk Management Plan	V 1.0	20 th Aug 2021	Stephanie Born	Mark Hollis, Guarded Group
Risk Management Plan	V 1.0	20 th Aug 2021	Stephanie Born	Brodie White, Medical Edge
Risk Management Plan	V 0.5	July 2021	Stephanie Born	Imogen Hobbs, Safety & Event consultant

Risk Management Plan overview

The plan is created to ensure that reasonable steps have been taken to ensure that events at 969 Goulbourn Valley Hwy Thornton VIC 3712 are conducted in a manner which provides for the safety of all persons that might be present at any time, including public, employees, independent contractors, their employees and attendees.

The risk management plan and register will be reviewed at 12 monthly intervals at the beginning of each festival planning cycle, to include the learning from each festival cycle and to ensure appropriate integrations with current policy and procedure takes place.

Disclaimer

Whilst all care has been taken in the preparation of this document (and all supplementary documents), no responsibility will be accepted by the author for any errors, omissions or inaccuracies. This document has been produced to provide a working resource to ensure the hazards inherent in the production of this event are identified and the subsequent risks eliminated or managed:

It is not intended to be relied upon as the sole safety and risk management tool for the event, or to be a substitute for legal or other professional advice. The completion of this document does not remove the responsibility of the company/producers to ensure all obligations under legislation are adhered to. No responsibility can be accepted for unacceptable on-site working practices and any known or unknown consequences that may result from reliance on information provided in this document.

Tanglewood Festival accepts that all risk management documents are “live” and should be continually monitored to ensure arising risks are measured and adequate risk mitigation and controls are enforced.

Glossary of Terms

ABR.	Name
AAA	<i>Access all Areas</i>
ALARP	<i>As Low as Reasonably Possible</i>
AV	<i>Ambulance Victoria</i>
AS	<i>Australian Standard</i>
AS/NZS	<i>Joint Australian and New Zealand Standard</i>
BCA	<i>Building code of Australia</i>
BOH	<i>Back of House</i>
CFA	<i>Country Fire Authority</i>
COC	<i>Certificate of Currency</i>
CPAP	<i>Continues Positive Airway Pressure</i>
DHHS	<i>Department of Health and Human Services</i>
DRSABCD	<i>Danger, Response, Send for help, Airway, Breathing, Cardiopulmonary Resuscitation (CPR), Defibrillation</i>
ECC	<i>Emergency Coordination Centre</i>
EM	<i>Emergency Manager</i>
EMP	<i>Emergency Management Plan</i>
EMPC	<i>Emergency Management Planning Committee</i>
EMT	<i>Emergency Management Meetings held every 8 hours during the event.</i>
EOC	<i>Event Operations Centre</i>
EP	<i>Event Plan</i>
ERT	<i>Emergency Response Team</i>
FOH	<i>Front of House</i>
FOP	<i>Fire Operations Plan</i>
ISO	<i>International Standardization Organization</i>
MOP	<i>Medical Operations Plan</i>
MVA	<i>Motor Vehicle Accident</i>
NMP	<i>Noise Management Plan</i>
OHS	<i>Occupational Health and Safety</i>
PA	<i>Public Address System</i>
PI	<i>Professional Indemnity</i>
PL	<i>Public Liability</i>
PSO	<i>Public Safety Officer</i>
RACE	<i>REMOVE persons from immediate danger. ALERT nearby staff and members of the public and call your site emergency number. CONFINE fire and smoke, close windows and doors (if safe to do so) EXTINGUISH and control the fire (if safe to do so)</i>
RMP	<i>Risk Management Plan</i>
RSA	<i>Responsible Service of Alcohol</i>
SDS	<i>Safety Data Sheet</i>
SES	<i>State Emergency Services Victoria</i>
SOP	<i>Security Operations Plan</i>
SWMS	<i>Safe Work Method Statement</i>
TMP	<i>Traffic Management Plan</i>
WHO	<i>World Health Organization</i>
WMP	<i>Waste and Water Management Plan</i>
VIC POL	<i>Victoria Police</i>

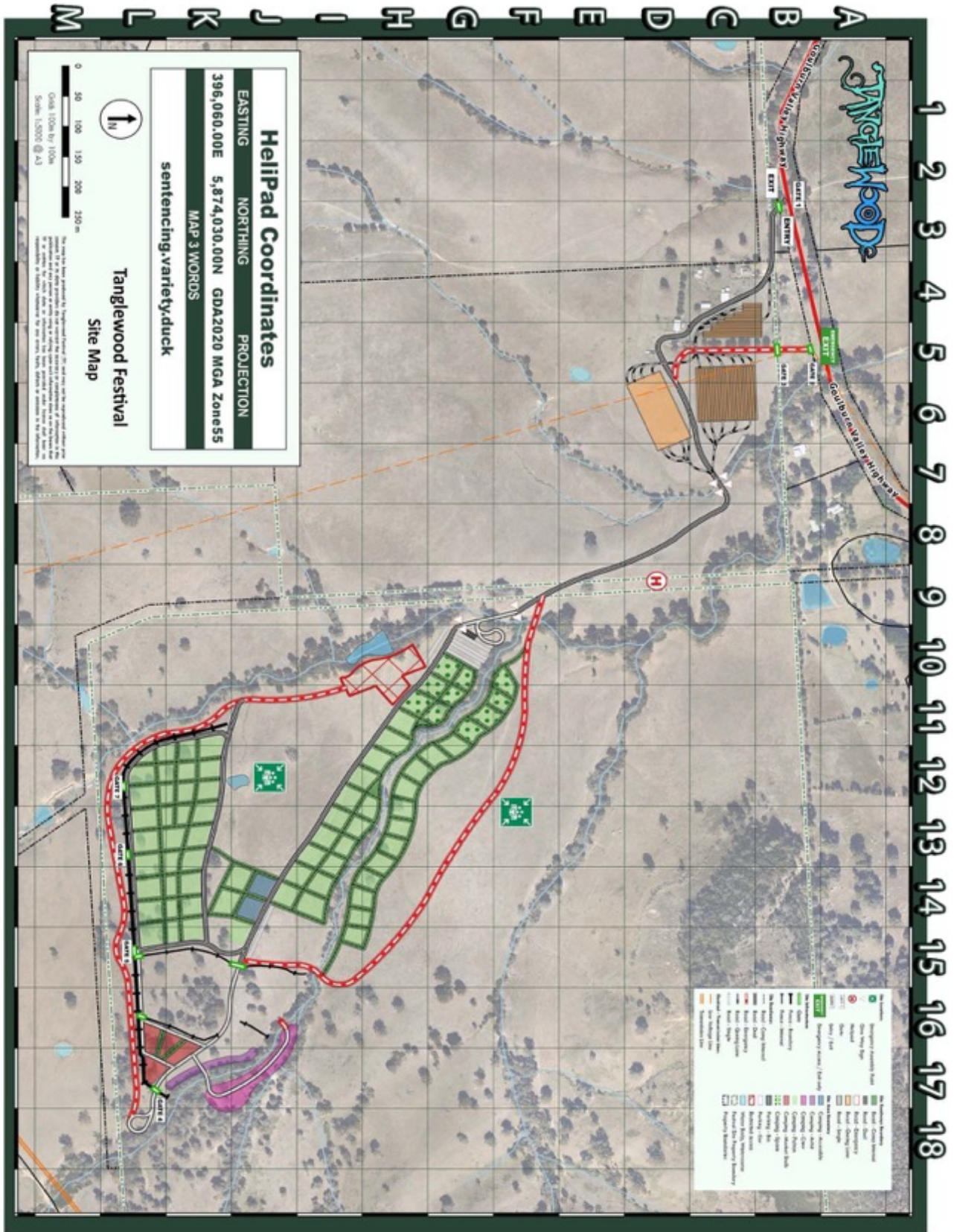
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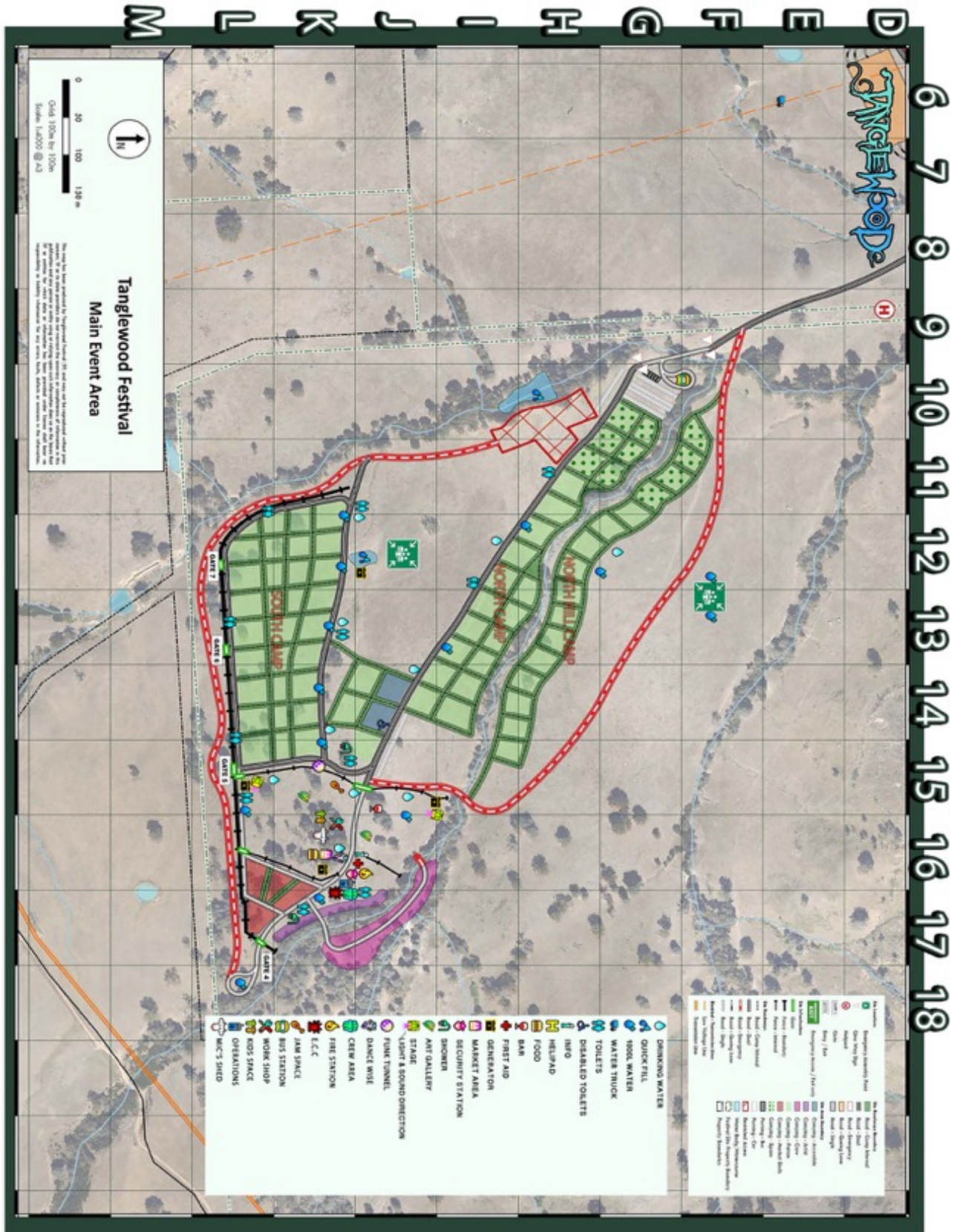
1. Event Details

Venue Type	Predominately open grazing farmland
Property Address	969 Goulbourn Valley Hwy Thornton 3712 VIC
Parcel / Allotment	LOT 1 and 2 TP342881R
Parish / Township	Thornton
Local Government Area	Murrindindi Shire Council
Type	Farming Zone
Geographic Coordinates	-37.281295, 145.836637
Vic Roads Country Street Directory	VicRoads 62 F6
Fire Danger Rating / Total Fire Ban / BoM Forecast / CFA District (Victoria)	North West CFA – District 12
Venue Size	Approx. 100 Acres
Event Dates	30 th of Dec – 2 nd of January 2021/ 2022
Event Director	Steph Born p: [REDACTED] e: steph@tanglewoodfestival.com.au
Emergency Manager	Matt Wood p: [REDACTED] e: ranwoodsolutions@gmail.com
Safety Officer	p: e:
Event Description	A multi day camping music and arts festival, with electronic and live music stages, market stalls, food stalls & workshops. It is a BYO/ Licensed event.
Demographic	Over 18s, with the exemption of children aged 0 – 12yo accompanied by a parent or legal guardian. Majority of patrons aged 25 – 50yo and families. Many backpackers and travellers, but most of the patronage returning from previous years.
Capacity	3000 patrons + 700 crew, volunteers, artists, contractors and emergency management staff (security, medical, ECC, Fire Management, Dance wise)

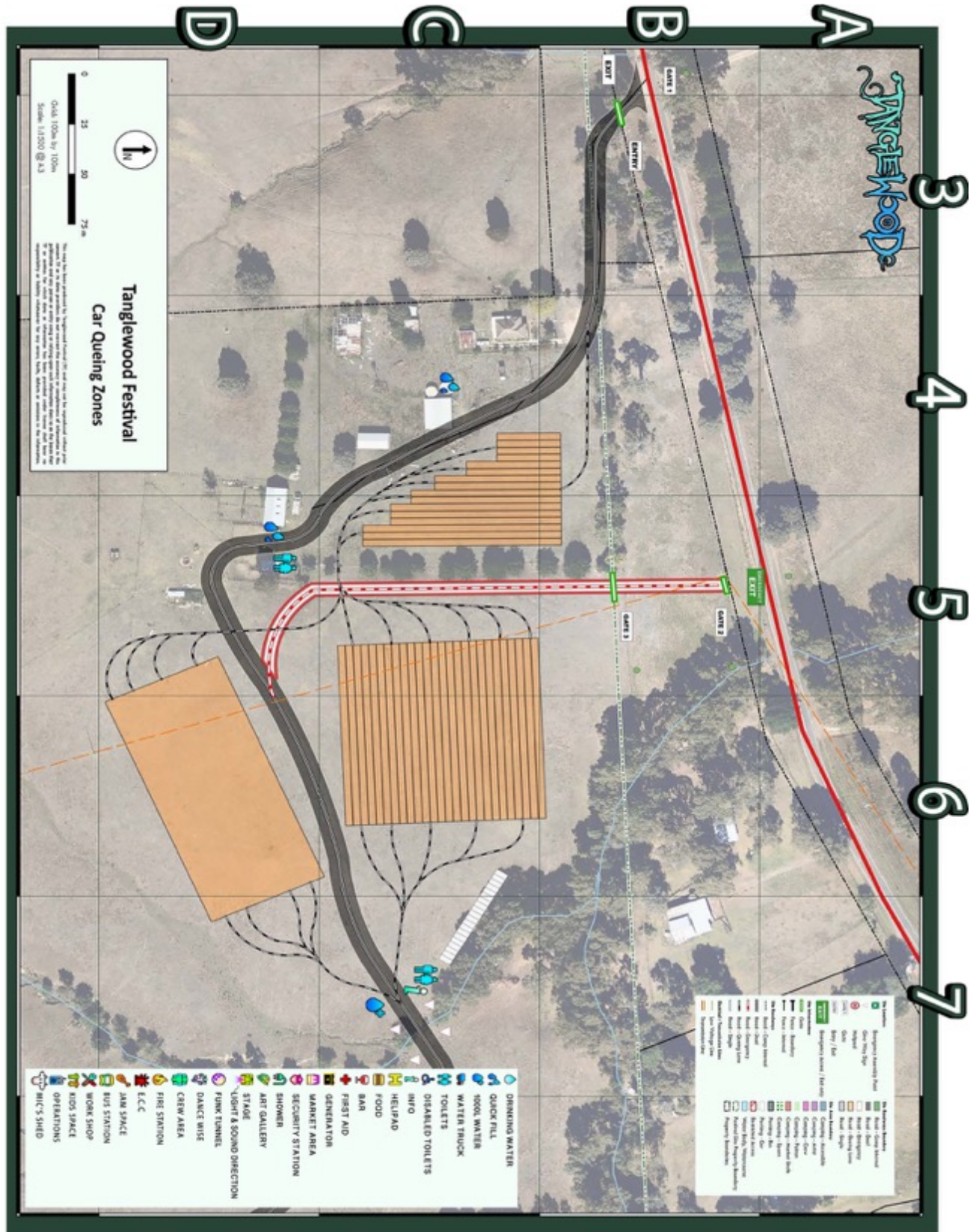
Event Full Site Map



Main Event Site Map



Access and Gate Map



2. RISK ASSESSMENT AND MANAGEMENT

This Risk Management Plan (RMP) is developed in line with ISO 31000:2018 and the Australian Standard: Occupational Health and Safety Management Systems – Specification (AS 4801-2001) along with relevant Australian Standards and the National Construction Code (NCC) 2015... Active Armed Offender Guidelines for Crowded Places

The RMP has been developed in a specific context: the hazards identified and the controls determined are specific to the occupational health and safety risks inherent in the operation of the Tanglewood Music and Arts Festival. A series of hazards, and the resultant risks, associated with the business activities have been identified and a series of consequences associated with those risks is weighed against the likelihood that they will occur. This then contributes to the development and implementation of a series of risk control methods.

This RMP is a live and ever-changing document and will be reassessed prior to each festival to ensure any new potential risk are identified. Changes to risks and controls should be reflected and actioned immediately. The risk assessment will be reviewed every 12 months with the intention of ensuring best practice. It is critical that all hazards and resultant risks are identified in the planning and delivery stages of an event, so that best practice control methods can be put in place. This enables all participants and stakeholders to be clear about their responsibilities both in the context of the plan and under the Act. Once all control methods are determined, these can then be fed into Checklists, Reviews, Training Manuals and Information Kits, to ensure that controls are regularly and comprehensively enacted.

3. Risk Identification and Control

Analysing data from past events run by Tanglewood Festival on this site and other music Festivals highlight and identify most areas of risk. The Risk Identification is the process of finding, recognising and describing risks. Risks can be identified through various means, including:

- Past event reports;
- Internal Meetings;
- Workshops;
- Research and consultation;
- Stakeholder feedback

This process has identified various inherent safety risks and also takes into consideration current health, climate, safety, advice from authorities and changes in codes, standards and legislation, for additional risks that need to be planned for and assessed.

To achieve the RMP, Tanglewood Festival aims to adopt the following operational guidelines:

- Source local service providers and suppliers to provide goods and services aligned with highest quality and best standards of event industry practices, to ensure adequate duty of care for workers and patrons;
- Engage land managers and venue owners to assist in the management of any issues that arising in the course of the event and work with the event management to resolve any risks arising in an efficient manner; and
- Engage contractors who demonstrate administratively, and through their performance at the event, that they have functioning systems in place for the prevention and management of risks to the health, safety and wellbeing of workers and event patrons – the public.
- Ensure all staff, contractors and volunteers have read and understand WHS Policy
- Ensure all staff, contractors and volunteers complete and sign a general site safety induction prior to beginning work on the event and are given a site-specific induction by their manager to the individual events sites they may be working on.

Risk treatments and controls have been developed to reduce the risks to a level deemed acceptable to Tanglewood Festival. The controls are based on relevant Codes of Practice, Compliance Standards, Australian and International standards and industry best practice.

These risks can be controlled through the application of well-established systems, policies and procedures.

4. Roles and responsibilities

Tanglewood Festival Responsibility

The Tanglewood Festival event management have a responsibility to the ensure the safety and wellbeing of all staff, volunteers and visitors.

It is essential that all staff and volunteers are inducted on risk management and any relative emergency management planning prior to the commencement of work.

Management has the responsibility to:

- Identify hazards, assess risks and implement control strategies to minimise risk or injury to people and property;
- Ensure the relevant Acts and Regulations that apply to working conditions and the work environment area observed and enforced;
- Encourage consultation in addressing safety issues;
- Design, purchase, install and maintain a safe work environment including infrastructure, equipment, tools and machinery.
- Develop and implement safe systems of working including SWMS, JSAS, Hazard checklist, etc
- Provide adequate safety information, training and supervision

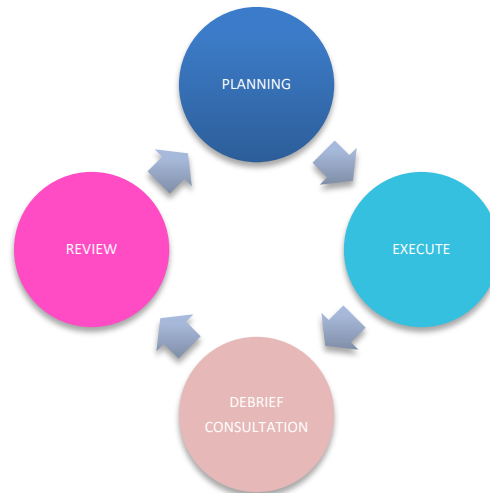
Contractor, Employee and Volunteers Responsibilities

All contractors, employees and volunteers have the responsibility to:

- Adhere to safe work practices, instruction, standard industry procedures and guidelines;
- Immediately report any unsafe work conditions, equipment, machinery to Management. Where possible remove or “Tag Out” any faulty equipment from circulation;
- Cease any works deemed unsafe, until further consultation with Management;
- Perform all works duties in a manner which ensures individual health and safety and that of all employees and public;
- Encourage all contractors and employees to create and maintain a safe and healthy work environment;
- Cooperate with others to enable the sustained health and safety of all employees is achieved.

5. Action plans

Festival Management will activate the following action plan review at the beginning of each festival cycle to ensure adequate risk management consultation, analysis and risk mitigation planning: -



1. Management to review preliminary draft RMP and provide feedback and further information to any other arising safety or hazard concerns to ensure all known safety and risk elements have been assessed for inclusion in the risk management plan,
2. RMP plan will be circulated to all relevant personnel, stakeholders, relevant government agencies and key contractors. Each organisation should review the risk controls in the Risk Register and Action Plans and decide which control actions will be implemented. It is recommended that most risk controls are implemented to achieve the modified/residual risk score.
3. Nominate a Safety Officer who has the responsibility to ensure that each section of the Risk Register and Action Plans is completed to the satisfaction of management, they will also consult with other relevant responsible parties of identified hazards and ensure that their levels of controls are in place and continue to be monitored and re assessed.
4. Where controls have been considered by management and not implemented, then these considerations and changes will be documented with appropriate reasoning considering the identified risk – noting that residual risk scores are given. If the cost of control is too high in relation to the high risk, then management would not conduct the activity that creates such high risk all together.
5. A signed copy of the RMP and Risk Register will be always available in the site office. This document will be read by all senior management. Any additions to the Risk Register will be updated and amendments or changes, submitted to office and distributed to relevant management prior to the commencement of work. This can also be followed up at morning tool box or daily EMT meetings.

6. Risk Analysis Criteria

Risk Category and Consequence

Risk Category > Consequence V	(S) SAFETY	(O) OPERATIONAL	(E) ENVIRONMENT	(R) REPUTATION	(F) FINANCIAL
SEVERE	One or multiple fatalities or permanent disability/ill health to one or more persons.	Cancellation of the entire event.	Permanent pollution or death to flora & fauna, water or soil.	Prominent international media coverage. Triggers changes at Board or executive level.	Bankruptcy, Closure of business
MAJOR	Serious injury or illness requiring immediate hospital admission via Ambulance (In-patient).	Cancellation of an activity or segment of the event (10 hr to 1 day).	Serious pollution or harm to flora, water or soil with midterm recovery.	International and national media coverage. Affecting major stakeholders and partners.	Loss of greater than \$40,000
MODERATE	Moderate injury or illness requiring hospital admission. (Out- patient).	Moderate delays to event delivery (5-10 hours).	Moderate pollution or harm to external flora, water or soil with short term recovery	State media coverage over several days. Potential for involvement by regulators.	Loss of between \$20,000 - \$40,000
MINOR	Minor injury or Interest temporary ill health requiring treatment by a medical practitioner.	Minor delays to event delivery (1-5 hours).	Minor localised pollution or harm to flora with immediate recovery.	Interest by regulators. Some social media adverse image if publicised.	Loss of between \$10,000 - \$20,000
Insignificant	First aid treatment on site.	Little or no delay to event delivery (0-1 hour).	Loss of containment of substance (remains on site).	Kept on site. Potentially some community complaints.	Loss of under \$1,000

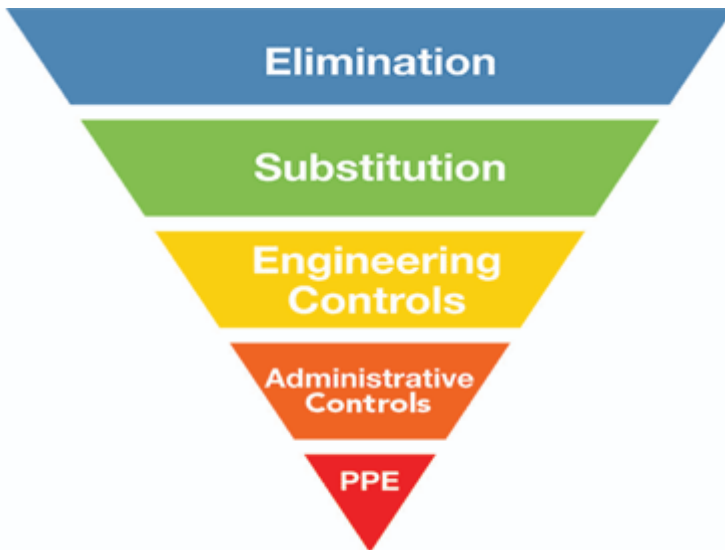
Risk Evaluation

RISK MATRIX		SEVERITY / CONSEQUENCE				
		Insignificant 1	Minor 2	Moderate 3	Major 4	Severe 5
LIKELIHOOD (How likely is it to happen)	A - Almost Certain Is expected to occur in most circumstances	Medium	High	High	Very High	Very High
	B - Likely Will probably occur in most circumstances	Medium	Medium	High	High	Very High
	C- Possible Might occur occasionally	Low	Medium	High	High	Very High
	D - Unlikely Not likely to occur but has been known to	Low	Low	Medium	Medium	High
	E – Rare Has not occurred but still rare possibility	Very Low	Low	Medium	Medium	Medium

Risk Tolerance

RISK Tolerance			
Very High	VH	AVOID	Immediate action is required. Cannot proceed. Further risk assessment and controls required. Risk shall be eliminated or if elimination is not possible controlled by taking specialised actions to reduce the likelihood or consequences, or both
High	H	TREAT	Urgent action required. Combination of multiple specific risk controls with rigid regime of checking required. Resources and time shall be allocated, and persons made responsible for risk control.
Medium	M	TREAT	Specialised and routine controls shall be applied, along with monitoring.
Low	L	TREAT/ ACCEPT	Control the risks with routine controls and monitor for factors and conditions that could increase the risk.
Very Low	VL	ACCEPT	Accept the risk. Record by take no action other than monitoring of activity

The Hierarchy of controls



Elimination: Physically remove the hazard
Substitution: Replace the hazard, change the hazard, use a less hazardous process
Engineering Controls: isolate people from the hazard, create barriers exclusions and improve monitoring
Administrative Controls: Change the way people work, design and communicate written or verbal procedures and training. Monitoring
Personal Protective Equipment (PPE): protect the worker with protective equipment, clothing suitable to hazard, training and supervision/ monitoring.

7. Risk Assessment

Potential Hazard	Risk Cat	Potential Risk	Inherent Risk Ranking			Controls Measures	Accountable Person	Residual Risk Rating			Comments
			L	C	R			L	C	R	
1. Catering and Market											
1.1 Cool room temperature controls or power failure	S F	Food spoiling, food poisoning, mass illness, dehydration	C	4	H	<ul style="list-style-type: none"> Well maintained hire equipment Regular servicing Regular temp checks stall holder Stall holders require food handling certificate Electrical on site to maintain power Backup generators for cool rooms 2 daily checks by PSO Council EHO invited to conduct inspection 	Safety Officer	D	4	M	Safety officer primarily responsible, market manager and electrician to support in monitoring
1.2 Cross contamination of foods	S	Nausea, allergic reaction, fatality	D	5	V H	<ul style="list-style-type: none"> Food vendors to have a list of used ingredients available Any stalls considered to be free of allergy foods (gluten, nuts) kept separate from other food vendors and not share facilities. Patrons with allergies should be aware and alert vendors before purchase Children not served without a guardian Food handling certificates required from food vendors Stall holder guide and induction outlining health and safety regulations, council conditions and festival rules. 	Market Manager	E	5	M	

						<ul style="list-style-type: none"> Medical Operations Plan and medical centre in place, EpiPen located at medical 					
1.3 Cooking source catches fire	SO	Burn injury, structure damage, fire spread to next stall or through site	C	4	H	<ul style="list-style-type: none"> Structures placed appropriate safe distance from each other to limit spread Cooking facilities placed appropriate distances from marquee walls and other flammable materials. Marquees and wall materials to be in accordance with AS/NZS 1530 Cooking facilities secured and protected from public access and weather. PSO and fire management safety checks before activities commence and continual monitoring through out the event Section 40 permits required by food vendors with cooking facilities Appropriate fire extinguishers and fire blankets to AS 2444 to be located in all temp structures with cooking facilities. Stall holder guide and induction outlining health and safety regulations, council conditions and festival rules. Training on fire extinguishers 	Safety Officer Fire Manager	E	4	M	Safety officer primarily responsible, market manager and fire management to support in monitoring
1.4 Gas leak	S	Poisoning, Gas fire	D	4	H	<ul style="list-style-type: none"> Gas bottles, lines, connections and appliances checked for compliance by Safety Officer and Fire Manager before trading can commence. Gas bottle stored and secured in upright position in accordance with AS/NZS 1596 Only 2 spare gas bottles per stall and stored with no access from public. Vendors and gas bottle storage monitored regularly during the event. Stall holder guide and induction outlining LP Gas regulations and code of practice, council conditions and festival rules. 	Safety Officer Fire Manager	E	4	M	Gas leak to be noted in stall holder induction. Procedure and how to alert management if they smell gas

1.5 Gas Bottles stored incorrectly on their side	S	Pressure release valve is not able to work increasing danger of explosion if gas bottle was to catch on fire.	C	5	VH	<ul style="list-style-type: none"> Safety officer and Fire Management checks ensure all gas bottles are stored in an upright positions and secured in accordance with AS/NZS 1596 before trading can commence. Gas compliance and lines are checked by fire management and safety officer Daily safety checks to ensure conditions have not changed from initial safety check. Stall holder guide and induction outlining LP Gas regulations and code of practice, council conditions and festival rules. 	Safety Officer	E	5	M
1.6 Sullage leak	SE	Ground contamination,	D	1	L	<ul style="list-style-type: none"> Sullage stored in secure tanks Sullage emptied 2 times a day and monitored Exclusion zone not accessible to public Sullage signed non potable water / wastewater Spill kit located in operations 	Market Manager Facilities Manager	E	1	VL
1.7 Potable water contamination	S	Gastro Outbreak	D	3	M	<ul style="list-style-type: none"> Potable water delivered by approved town water supply truck Potable water stored in food grade sealed water tanks and monitored Potable water tanks and drinking taps are signed appropriately Drinking water locations identified in inductions 	Safety Officer Facilities Manager	E	3	M
1.8 Waste build up	SRE	Ground contamination, pest infestation, spread of disease, Complaints on social media.	D	1	L	<ul style="list-style-type: none"> Waste management plan in place Bins supplied to stall holders and public Bins signed for different types of waste Bins monitored and emptied regularly Stall holders can alert market manager if required to be emptied outside of schedule Training and inductions for staff and stall holder outlining waste drop off and bin locations, 	Waste Manager	E	1	VL

					health and safety regulations, council conditions and festival rules.						
1.9 Blocked Egress, untidy BOH	S	Trip slip or fall, Minor injury, Unable to exit safely in an emergency	C	3	H	<ul style="list-style-type: none"> Ample BOH space provided for each stall holder as to the description (diagram) supplied in application. Safety officer to monitor on daily inspections that BOH is kept tidy and clear of obstructions BOH areas fenced off from public Waste management regularly check for waste and build up of cardboard. Stall holders receive market guide and inductions on health and safety, council conditions and festival rules 	Safety Officer Market Manager	E	3	M	
1.10 Electrical failure	OF	Unable to trade, food spoiling and thrown away.	C	1	L	<ul style="list-style-type: none"> Engage a electrician/s to be on call 24 hours during the event Electrician to run power to each stalls distribution box Stall holders required to give exact power draw required to run their stall so it can be allocated to them All appliances and leads are checked for current test and tag in accordance with AS/NZS 3760 Generator will not be overloaded, run at reduced capacity to allow for spikes. Back up generator power available to run cool rooms and limited appliances 	Safety Officer Electrician	E	1	V L	Power outages that have occurred in the past have been for a maximum of 10 minutes according to operations logs. Most instances are back on line with in 2 – 3 minutes.
1.11 Marquee caught in wind	S	Injury to staff or public, damage to structures/ equipment	C	3	H	<ul style="list-style-type: none"> All marquees to be pegged and weighted in accordance with ABCD Temp structure Standard ECC and operations to monitor weather and give extra warning to stall holders if 	Safety Officer	D	3	M	

						<p>high winds are expected, more weights may be required.</p> <ul style="list-style-type: none"> ▪ Safety Officer checks before stall holder can commence trading and continues to monitor. ▪ Stall holder guide and induction outlining health and safety regulations, council conditions and festival rules. 				
1.12 Stall holder non compliance not operating safely	SORF	Risk of non compliance to council conditions, event shut down, financial loss, injury to public or staff	C	4	H	<ul style="list-style-type: none"> ▪ Stall holders that do not comply will not be permitted to trade. ▪ Extensive application collects all information needed, food handlers, street trader, insurance. ▪ Stall holder guide and induction, outlining health and safety regulations, council conditions and festival rules. ▪ Safety checks and regular monitoring 	Safety Officer Market Manger	D	4	M
1.13 Unsecured signage or décor	S	Injury to public or staff	C	2	M	<ul style="list-style-type: none"> ▪ Signage and décor must be approved by management ▪ Safety officer checks to ensure all structures, signage décor are secured ▪ Regular monitoring of changing landscape ▪ Stall holder guide and induction outlining health and safety regulations, council conditions and festival rules. 	Safety Officer Market Manager	E	2	L
1.14 Electricity, faulty leads, connections, in walk ways and weather	SO	Slip trip and fall, Electrocutation, power failure	C	3	H	<ul style="list-style-type: none"> ▪ All leads power boards and electrical appliances to have current tag and test in accordance with AS/NZS 3760 ▪ Safety officer checks power leads are tagged, over all quality, not covering walkways or if covering walk ways cable traps or mats must be supplied in accordance with AS/NZS 3002 ▪ All connections must be out of the weather tapped or in approved boxes. 	Safety Officer	D	3	M

						<ul style="list-style-type: none"> Stall holder guide and induction outlining health and safety regulations, council conditions and festival rules. 					
1.15 Bump in not timely or incorrect equipment	SO	Poses risk to safety if not complete by public arrival.	C	1	L	<ul style="list-style-type: none"> Exclusions zone created around area that is not completed or hazard. Stall holder guide and induction outlining health and safety regulations, council conditions and festival rules given to stall holders with a timeline of when they expected to be set up and opening times. 	Market Manager	E	1	VL	Additional barricades and fencing will be located at the operations office
1.16 Long wait times on food or unhappy with quality/service	SRF	Risk of verbal abuse to workers, social media posts of complaints and loss of stall fees.	C	1	L	<ul style="list-style-type: none"> Ensure there are enough food stalls and variety to service 3000 patrons plus staff for the 3 days of the event. Ensure that there is enough variety of foods and cover all dietary requirements, food intolerances and demographics. Ensure food choices are affordable for all patrons. A complaint system in place for patrons to voice their concerns with management Patron surveys emailed to all ticket holders after the event. Support systems in place for staff that experience abuse or complaints. 	Market Manager Event Organiser	E	1	VL	
2. Plant and Machinery											
2.1 Malfunction of equipment	O	Unable to complete work or maintain work.	C	2	M	<ul style="list-style-type: none"> Hired from reputable company Regularly serviced with log book If malfunction occurs hire company to send someone to service or replace Allow additional time for set up, pack down and maintenance on top of schedule for unforeseen circumstances 	Site Manager	E	2	L	

2.2 Storage	OS	Not stored correctly with public access causing injury	B	3	H	<ul style="list-style-type: none"> All plant machinery and crew vehicles to be stored in compound behind operations and ECC. Compound is fenced with accreditation access only All keys are kept in the operations office and must be signed out by area manger/ operator 	Site Manger Safety Officer	E	3	M	
2.3 Storage / Asset protection	OSF	Not stored correctly with public access causing theft	C	3	H	<ul style="list-style-type: none"> All plant machinery and crew vehicles to be stored in compound behind operations and ECC. Compound is fenced with accreditation access only All keys are kept in the operations office and must be signed out by area manger/ operator Security stationed at the compound area 	Site Manager Security Manager	E	3	M	
2.4 Incorrect operations	S	Causing damage to equipment or property	B	3	H	<ul style="list-style-type: none"> All operators must be licenced to operate A copy of all operators licences will be kept in the operations office Inductions and training for all staff before work can commence. SWMS provided where applicable 	Site Manager Safety Officer	D	3	M	
2.5 Incorrect operations	S	Causing injury to staff or public, fatality	C	5	VH	<ul style="list-style-type: none"> All operators must be licenced to operate A copy of all operators licences will be kept in the operations office Inductions and training for all staff before work can commence. SWMS provided where applicable Exclusion zone created around any works being completed 	Site Manager Safety Officer	E	5	M	
2.6 Visibility and movement	S	Causing injury or fatality to staff or public	C	5	VH	<ul style="list-style-type: none"> No operations of plant machinery will take place at night with out the expressed permission of the event organiser and safety officer 	Site Manager Safety Officer	E	5	M	It is likely that machinery will still need to be used during the event. As long as there are spotters

						<ul style="list-style-type: none"> ▪ Crew Cars operating at night must have flashing light on roof and hazard lights on and drive at walking pace. ▪ No use of plant machinery can take place once public has arrived with out escort from safety officer and required spotters wearing appropriate PPE, hi vis to AS/NZS 1906 and radio communications. ▪ An exclusion zone will be created. 					front and back while it is being moved risk is mostly eliminated as long as staff spotting are briefed of dangers and keeping them selves at a safe distance. This would be under direction of the safety officer.
2.7 Working from heights machinery / cherry picker / scissor lift	S	Incorrect operation causes injury to persons, not harnessed in and operator falls, causing fatality.	C	5	V H	<ul style="list-style-type: none"> ▪ All operators must be licenced to operate machinery and licence must be provided on job application and carried on persons at all times. ▪ All operators to check safety equipment before starting work. ▪ All operators must be harnessed in AS/NZS 18791, wearing PPE, hi vis, hard hat to AS/NZS 1801 ▪ Exclusion zone created around work areas 	Site Manager Safety Officer	E	5	M	
3. Temporary Structures											
3.1 Stage Collapse	SO	Causing serious injury and/or fatality	C	5	V H	<ul style="list-style-type: none"> ▪ All staging hired / built by reputable contractors and in accordance with AS/NZ 1170 and ABCD Temp structure Standard ▪ All staging less than 150sm ▪ Checked by safety and engineer/rigger where applicable before entertainment set up can commence ▪ Council building surveyor invited for inspection of all structures before event commence 	Site Manager Safety Officer	E	5	M	
3.2 Tent or marquee collapse	S	Causing injury to patrons or staff	C	4	H	<ul style="list-style-type: none"> ▪ All marquees erected by reputable contractor in accordance with ABCD Temp structure Standard 	Site Manager Safety Officer	E	4	M	



**Tanglewood Festival
Risk Management Plan**

						<ul style="list-style-type: none"> All marquees under 100sm Checked by safety and engineer/rigger where applicable before event can open to the public Council building surveyor invited for inspection of all structures before event commence. 				
3.3 Rigging Failure	S	Causing injury to patrons or staff	C	4	H	<ul style="list-style-type: none"> Qualified rigger to install and sign off Rigging use will be checked and monitored daily during the event to ensure conditions have not changed 	Site Manager	E	4	M
3.4 Emergency Egress	S	Not being able to exit safely in an emergency causing injury, mass panic	C	3	H	<ul style="list-style-type: none"> All structures are under prescribed sizes for events that require an occupancy permit All marquess are left with walls open and ample egress in accordance with ABCD Temp structure Standard Safety checks daily during the event will monitor that conditions have not changed 	Safety Officer	E	3	M
3.5 Wind	S	Inappropriate weighting on structure allows it to take off causing injury to patrons or staff	C	3	H	<ul style="list-style-type: none"> All marquees erected by reputable contractor in accordance with AS/NZS 1170 and ABCD Temp structure Standard Safety officer / rigger checks will confirm that structures have been weighted correctly Anemometer used to receive real time wind readings on location. Wind monitored regularly through out the event and structures monitored for any changes or movement Weather with Australian Bureau of Meteorology for early warning system 	Safety Officer	E	3	M
3.6 Electricity, faulty leads, connections, in walk ways and weather	SO	Slip trip and fall, Injury Electrocutation injury, power failure	C	3	H	<ul style="list-style-type: none"> All leads power boards and electrical appliances to have current tag and test to AS/NZS 3760 Safety officer checks power leads are tagged, over all quality, not covering walkways or if 	Safety Officer	D	3	M

						<ul style="list-style-type: none"> covering walk ways cable traps or mats must be supplied in accordance with AS/NZS 3002 All connections must be out of the weather tapped or in approved boxes. Stall holder guide and induction outlining health and safety regulations, council conditions and festival rules. 					
3.7 Fire	SO	Fire started in structure spreads to other areas of the site	C	4	H	<ul style="list-style-type: none"> Fire extinguishers to AS 2444 located in all structures containing fire hazards and/ or electrical and cooking equipment Fire management team and resources on site to respond Training and inductions for all staff on RACE procedure and correct use of extinguishers Appropriate distance between structures to reduce spread of fire Fire Management and operations plan in place 	Safety Officer Fire Manager	E	4	M	Unlikely to occur, any fires that started with in a structure on site would be easily controlled with fire extinguisher in place and fast response from fire management team.
3.8 Rigging – pegs	S	Pegs sticking out of the ground cause, trip, fall, abrasion or twisted ankle.	B	2	M	<ul style="list-style-type: none"> Where practicable keep pegs in BOH areas away from public and notify staff of their locations Where practicable ensure pegs are fastened all the way into ground and covered Ensure exposed pegs are covered with cones or other soft highly visible items 	Safety Officer Site Manager	D	2	L	
3.9 Rigging – Ropes and cables	S	Ropes and cables tied down to ground at head height causing minor head injury/laceration	B	2	M	<ul style="list-style-type: none"> Where practicable keep ropes/rigging in BOH areas away from public and notify staff of their locations Ensure ropes at head height are tied off with flags that make them visible even in the dark. 	Safety Officer Site Manager	D	2	L	
3.10 BOH untidy	S	Cables, storage boxes lying around, poor lighting, causes a slip trip or fall	B	1	M	<ul style="list-style-type: none"> Training and inductions for management staff in house keeping Ensure all cables are run overhead or under cable traps in accordance with AS/NZS 3002 Ensure appropriate lighting is in BOH areas 	Safety Officer Site Manager	D	1	L	

						<ul style="list-style-type: none"> Safety officer checks before event commence and continue to monitor during the event. 					
4. General Work Place Safety / Event Staff											
4.1 Manual handling	S	Causing muscular or skeletal injury	A	2	H	<ul style="list-style-type: none"> Inductions and training for all staff and volunteers Heavy items lifted by forklift and unpacked before disrupted Trolleys provided in all work areas Works safe posters displayed in work areas 	Event Manager	D	2	L	This will also require routine monitoring to ensure staff are correctly handling large items
4.2 Working with ladders 2m	S	Falling from ladder causing injury	C	2	M	<ul style="list-style-type: none"> Inductions and training for all staff and volunteers on safe ladder use or consider how it can be done more safely, with out a ladder Ensure ladder is placed on a even surface and non slippery surface Step ladders up to 2m to meet AS 1657 	Site Manager	D	2	L	
4.3 Working with ladders larger than 2m	S	Falling from ladder causing serious injury / hospitalisation / fatality	C	5	VH	<ul style="list-style-type: none"> Inductions and training for all staff on safe ladder use or consider how it can be done more safely, with out a ladder Jobs tasks at heights or Ladder must be approved through site manager, who will asses the job task and supervise Where greater heights need to be reached a cherry picker / boom lift can be used by qualified persons to eliminate the use for the ladder all together. SWMS to be provided where applicable If it is not practicable to use a cherry picker/ boom lift, the use of a ladder must be cleared with management, ensure that the ladder is of AS/NZS 1892, secured, used by an experienced person, kept on a even non slippery surface and where applicable use a harness or fall 	Site Manager	E	5	M	This will require routine monitoring and regular training to ensure staff work appropriately with in these measures.

						matts to reduce the risk of injury if someone were to fall.					
4.4 Bullying	S	Workplace bullying causes emotional stress to other staff.	D	2	L	<ul style="list-style-type: none"> ▪ Workplace bullying policy zero tolerance to work place bullying ▪ Contract outlining what is expected of staff and workplace bullying policy ▪ Inductions and training for staff ▪ Reporting procedure and safe space for reporting and support offered to affected staff members 	Event Manager	E	2	L	Never been an issue in the past. Will continue to promote these safe work practices.
4.5 Abuse or aggressive behaviour	S	Staff member receives abuse or aggressive behaviour from a patron or another staff member causing them to feel unsafe or psychological injury	D	3	M	<ul style="list-style-type: none"> ▪ Zero tolerance to bad behaviour, if they are being unreasonable, staff or a patron bad behaviour will result in them being evicted from the event site. ▪ Inductions and training for staff ▪ Reporting procedure and safe space for reporting and support offered to affected staff members ▪ Security on site to support in communicating with aggressive persons, if issue persist Victoria Police will be called. 	Event Manager	E	3	M	
4.6 Exposure to traumatic experiences	S	Emergency or traumatic incident on or off the event site causing direct psychological injury or ongoing trauma	C	3	H	<ul style="list-style-type: none"> ▪ Ensure good incident logging is provided on all that responded ▪ Event Manager/Operations to follow up with each staff member encouraging them to check in for a personal debrief if needed, offer counselling or other support systems, time off their shift. ▪ Hold a hot brief or follow up in next EMT meeting for all staff involved 	Event Manager	D	3	M	

						<ul style="list-style-type: none"> Wellbeing staff to be located on site that can help manage staff fatigue or reaction to stress from incident response. Staff meditation and massage therapists also available for down time. Offer patrons contact details for management so that they can follow up after the event and with persons affected permission collect their details so that management can follow up with a welfare check after the event has concluded. 				
4.7 Fatigue	S	Staff over worked or fatigued causing them to have an accident or burn out	B	3	H	<ul style="list-style-type: none"> Roster staff on with appropriate break times and ensure that they do not work over time. Procedure for regular welfare checks on all management heads and for them to check in with all of their staff. Additional volunteers and staff on site to cover shifts if staff are unwell or fatigued Make a topic of conversation in tool box morning meetings to ensure staff feel comfortable coming forward if they need time off. Accommodation off site in near by hotel with air-conditioning that staff can take a break, rest and shower. Accommodation off site provided for all staff working night shifts 	Event Manager	D	3	M
4.8 Exposure to elements	S	Exposure to sun heat rain or cold causing sunburn, dehydration, sunstroke hyperthermia	B	3	H	<ul style="list-style-type: none"> Staff are equipped with appropriate PPE for weather conditions hat, sunscreen, rain coat, long sleeves in accordance with AS/NZS 4399 Staff are supplied with appropriate shelter Provide ample breaks and time out of the weather 	Event Manager Volunteer Manager	D	3	M

						<ul style="list-style-type: none"> Regular welfare checks, water, hydrolyte and sunscreen provided to staff working outdoors Inductions and training for staff on the importance of looking after them selves in all weather conditions Weather updates provided in morning toolbox meetings and over radio communications during the day 				
4.9 Visibility	S	Staff not being seen being injured by workers or equipment	C	4	H	<ul style="list-style-type: none"> All staff must wear HIVIS in accordance with AS/NZS 4602 or 1906 if working with traffic or night, when the event build is in progress Exclusion zones created around high risk work areas Inductions and training for all staff and volunteers, also reminding them not to assume they can be seen by plant and machinery Plant and machinery requires spotters when being moved wearing HIVIS and coms Driving on site to be kept at a walking pace (10kmph) and hazard lights on 	Safety Officer Site Manager	D	4	M
4.10 Complaints	SR	Minor stress related injury to staff, damage to reputation if it is not handled correctly.	C	2	M	<ul style="list-style-type: none"> 24 hour hotline connected to management for complaints Procedure for staff to pass complaints on to management who are trained to deal with it or more likely to have the right answers. Support for staff who may have dealt with complaints debrief with all involved. Security onsite for any complaints that become aggressive in nature Media team on site and have approved media responses to complainants 	Event Manager	E	2	L

4.11 Accommodation	SO	Staff not being able to achieve ample sleep, being able to work to their full potential, fatigue, accidents, no show for shift.	C	1	L	<ul style="list-style-type: none"> ▪ Staff guide before they attend the event outlines the event and a good idea of what to bring so that you can camp comfortably. ▪ Camping equipment supplied for any staff or artist flying in from interstate. ▪ Crew, market, artist camping areas designated Back of house to main event site. These areas are considered quiet camping areas, any one found there creating too much noise is asked to re located to general camping. ▪ Hotel accommodation provided for Night Shift workers ▪ Off site accommodation available to anyone who prefers not to camp on site. 	Event Manager	D	1	L	
4.12 Correct use of equipment	SF	In correct use leading to minor injury or equipment broken	B	3	H	<ul style="list-style-type: none"> ▪ All staff to be inducted and trained in work areas. ▪ Licences for tools and equipment where applicable must be supplied on application and will be kept in a folder in operations. ▪ If no licence is required, workers should have experience with tools or equipment they are using, if this is not the case it would be acceptable for someone with a lot of experience to supervise them using the equipment. ▪ A big message in inductions is if you do not know ask. ▪ All tools and equipment are locked up in site/ operations office and must be signed out to be used. Manager can also check in with each person to ensure they are qualified to use it before signing it out. ▪ Where applicable the correct PPE in accordance with relevant AS for each job task 	Site Manager	D	3	M	

						is available and will be supplied when equipment is signed out. ▪ SWMS provided where applicable					
4.13 Dust	S	Dust on site causes asthma, eye irritations, breathing difficulties	A	2	H	▪ Dust suppression vehicle on site regularly watering roads and on call if more is needed. ▪ Dust masks AS/NZS 1716 given to staff working on gate, roads or with in site vehicles, or on request of any staff member.	Safety Officer	D	2	L	
4.14 Hazardous substance	S	Incorrect handling leads to spillage and/or injury, chemical burn, poisoning	C	4	H	▪ Safety data sheets (SDS) supplied ▪ PPE provided in accordance with AS/NZS 3765 and SDS provided. ▪ Spill kits located at waste facility ▪ Hazardous substances are in a locked area, the key must be obtained through management which will check you have had sufficient training and PPE to handle substances ▪ Training and inductions for all staff ▪ Lock up area signed hazardous substances in accordance with AS 1319	Event Manager Safety Officer	E	4	M	
4.15 Biohazardous substance	S	Contamination spread of disease, gastro	C	4	H	▪ Trained staff / cleaners ▪ Appropriate PPE provided ▪ Exclusion zone created around area until it can be removed completely ▪ Bio waste removed by approved company	Waste Manager Safety Officer	E	4	M	
4.16 Medical waste sanitary waste sharps	S	Contamination of wound, needle stick injury	C	5	V H	▪ Sharps containers provided ▪ Sanitary bins provided ▪ Only trained staff / cleaners will deal with clinical waste, sanitary waste and sharps ▪ Appropriate PPE provided ▪ Exclusion zone created around area until it can be removed completely	Waste Manager Safety Officer	E	5	M	

					V H	<ul style="list-style-type: none"> All bio hazardous waste removed from site from an approved company Inductions and training for all staff Advertisement on social media the event guide and on the back of toilet doors of how to dispose of this waste correctly Routine cleaning and monitoring 				
4.17 Wearing inappropriate or no shoes	S	Staff member not wearing appropriate footwear, amputation, foot crush, fractures	C	5	V H	<ul style="list-style-type: none"> Training and inductions for all staff before they can commence work Appropriate footwear to AS/NZS 2210 to be always worn on work site and during work hours. Regular monitoring from site manager and Safety Officer to ensure compliance by staff members 	Site Manager Safety Officer	E	5	M
5. Traffic										
5.1 Collision with event staff or patron	S	Personal injury requiring hospitalisation	C	4	H	<ul style="list-style-type: none"> Ensure all TMP is implemented Traffic Marshals trained Event Traffic Manager supervising workers All traffic Marshals to wear appropriate PPE, Traffic wands, HI VIS to AS/NZS 1906.4 Event speed limit signage in place before event commencement Traffic Marshals at designated posts throughout site Security patrols through roadways Hazard lights on all Event crew vehicles No patrons permitted to drive on event site after dark. All crew licensed Patron driving permitted only in daylight hours Restricted Event personnel vehicle operation after dark Delineated roadways 	Event Traffic Manager	D	4	M

<p>5.2 Vehicle traversing event site loosing control, Collision with equipment</p>	<p>S F</p>	<p>Equipment damage</p>	<p>C</p>	<p>4</p>	<p>H</p>	<ul style="list-style-type: none"> ▪ Hard barricading in the form of solid timber fencing between event main area and camping/day parking areas ▪ Security check point at entrance to event main area ▪ Main event area exclusion zone for patrons ▪ Equipment clearly marked, visible or barricading/fencing in place ▪ Only event staff with correct licences permitted to operate vehicles/machinery on site. ▪ Speed limiting in place ▪ Demarcated roadways ▪ Strict access requirements maintained for access to main event site, this will include waste management, sewage waste removal ▪ water supplies, security, emergency vehicles, restricted event personnel, supervised event entertainment 	<p>Event Traffic Manager</p>	<p>D</p>	<p>4</p>	<p>M</p>	
<p>5.3 Patron driving through camp ground</p>	<p>S</p>	<p>Collision with tent/ camping</p>	<p>C</p>	<p>5</p>	<p>V H</p>	<ul style="list-style-type: none"> ▪ Demarcated roadways ▪ All event signage visible and in place before event opening ▪ Speed limiting in place ▪ No driving in camp grounds except emergency an crew after dark ▪ Security to patrol event roads and enforce campground driving restrictions ▪ Cars not permitted inside camp blocks, parked around the outside and facing away from tents. ▪ Day parking area clearly marked ▪ Traffic Marshals delivering clear direction information to patrons ▪ Event guide with event map provided at ticket check 	<p>Event Traffic Manager</p>	<p>E</p>	<p>5</p>	<p>M</p>	
<p>5.4 Patron getting lost on event site</p>	<p>S</p>	<p>Driving in excluded areas</p>	<p>C</p>	<p>1</p>	<p>L</p>	<ul style="list-style-type: none"> ▪ Demarcated roadways ▪ All event signage visible and in place before event opening 	<p>Event Traffic Manager</p>	<p>D</p>	<p>1</p>	<p>L</p>	<p>Unlikely to occur with measure in place but</p>

						<ul style="list-style-type: none"> ▪ Speed limiting in place ▪ Day parking area clearly marked ▪ Traffic Marshals delivering clear direction information to patrons ▪ Event guide with event map provided at ticket check ▪ Hard barricading in the form of solid timber fencing between event main area and camping/day parking areas ▪ Security check point at entrance to event main area ▪ Main event area exclusion zone for patrons 					continue to monitor and increase signage if necessary
5.5 Traffic congestion on Goulburn Valley Highway	S	Potential vehicle collision / Serious injury / permanent disability	B	4	H	<ul style="list-style-type: none"> ▪ Designated queuing area on property with capacity for maximum patrons attending ▪ Designated queuing area appropriately demarcated ▪ Traffic Marshals to ensure traffic promptly directed to queuing bays ▪ Traffic Marshals in designated areas to provide direction to patrons ▪ Security personnel at gate ▪ 60km speed restriction 1km from entrance in either direction ▪ 40km speed restriction 500m from entrance in either direction ▪ Event in Progress signage on Goulburn Valley Highway ▪ Accredited Traffic Management Provider engaged to manage and implement all signage and traffic management requirements external to the event ▪ Notify residence of upcoming event ▪ Implement TMP controls 	Event Traffic Manager Security Manager	D	4	M	Area on the property has been allocated for queuing area to prevent any build up on the highway
5.6 Traffic congestion on Goulburn Valley Highway	SR	Loss of amenity to local community and road users/ Staff receive abuse from road users for causing delays	C	3	H	<ul style="list-style-type: none"> ▪ Designated queuing area on property with capacity for maximum patrons attending ▪ Designated queuing area appropriately demarcated 	Event Traffic Manager Security Manager	D	3	M	

						<ul style="list-style-type: none"> ▪ Traffic Marshals to ensure traffic promptly directed to queuing bays ▪ Traffic Marshals in designated areas to provide direction to patrons ▪ Security personnel at gate ▪ 60km speed restriction 1km from entrance in either direction ▪ 40km speed restriction 500m from entrance in either direction ▪ Event in Progress signage on Goulburn Valley Highway ▪ Accredited Traffic Management Provider engaged to manage and implement all signage and traffic management requirements external to the event ▪ Notify residence of upcoming event ▪ Implement TMP controls ▪ A 24 hour hotline available for residence to contact management if any issues or complaints arise. ▪ Support systems in place for staff and procedures for direction of complaints. 				
5.7 Traffic congestion on Goulburn Valley Highway	SR	Impacts Access for emergency vehicles leading to delays in AV, VICPOL or CFA attendance to incidents and emergencies	B	4	H	<ul style="list-style-type: none"> ▪ Designated queuing area on property with capacity for maximum patrons attending ▪ Security to patrol Hwy to monitor traffic flow ▪ Additional holding bay area in front paddock to get more cars off the road ▪ Designated queuing area appropriately demarcated ▪ Traffic Marshals to ensure traffic promptly directed to queuing bays ▪ Implement TMP controls ▪ Accredited Traffic Management Provider engaged to manage and implement all signage and traffic management requirements external to the event 	Event Traffic Manager Security Manager	D	4	M

5.8 Traffic congestion or car blocking road on event site	S	Emergency personnel unable to attend incident causing any medical emergency to escalate, Serious injury	B	4	H	<ul style="list-style-type: none"> Implement TMP controls Designated areas for Traffic Marshals to provide adequate direction to patrons Security and Fire management patrolling internal road Roads minimum of 6m in width to allow for two way traffic or emergency vehicle passing Designated access gates bypassing any queuing/ticketing/security check areas One way traffic areas contain traffic marshal STOP/SLOW signage 	Event Traffic Manager Security Manager	D	4	M	Requires constant patrolling throughout the event as conditions can change regularly.
5.9 Collision with car / multiple cars	S	Minor to serious injury	C	4	H	<ul style="list-style-type: none"> Ensure all TMP is implemented External signage for speed reduction in place with VMS boards alerting of upcoming event entrance. Event speed limit signage in place before event commencement Entrance well lit and signage. 	Event Traffic Manager	D	4	M	
5.10 Speed restriction signage tampered with or not visible on Goulburn Valley Highway	S	Excess speed limits reached causing collision serious injury or fatality	C	5	VH	<ul style="list-style-type: none"> Fineblade Traffic Management to implement signage to CoP and Road Safety Act 2004 standards Fineblade Traffic Management to implement regular checks of signage Event Traffic Manager to conduct checks of Traffic signage and alert company of any issues or irregularities 	Fineblade Traffic Management Event Manager	E	5	M	Responsibility of external Traffic Management provider, Event staff will also monitor to adhere to council/ Vic Roads conditions.
5.11 Intoxicated driver in event	S	Intoxicated driver in charge of a vehicle Fatality	C	5	VH	<ul style="list-style-type: none"> Security and fire management patrolling internal road Security patrolling event and campsite Patron driving permitted only during daylight hours Free water / hydrolyte available from info area Free breathalysers available at info area and front gate for the duration of the event. Food vendors operation open late hours All Bar staff hold and supply copies of current RSA qualification 	Security Manager Event Organiser	D	5	H	This is a serious problem in Australia especially over the holiday period. Although unlikely to occur has to be monitored and plans upgraded with consultation from authorities and health advice. Tanglewood is invested in initiatives to ensure all

						<ul style="list-style-type: none"> ▪ Bar Manager and Supervisor managing Bar at all times ▪ Education provided for patrons on effects of alcohol and free breathalysers. ▪ Consultation with Victoria Police ▪ All event entertainment and Bar closed at 10pm 1st January ▪ Sober worker policy and for cause breathalysing for event staff ▪ Drug testing offered by independent supplier ▪ Social media campaign for responsible consumption information provided at info tent ▪ Dancewize engaged to support responsible consumption and assist with managing intoxicated patrons 				drivers are safe before leaving the event site. Workers will insist free breathalyser has been done before leaving site.	
5.12 Speed	S	Person travelling to fast causing Collision with pedestrian serious injury	C	4	H	<ul style="list-style-type: none"> ▪ Speed limit set at 10kmph (walking pace) through event site and camping. ▪ Security patrols to ensure site speed limits are adhered to ▪ Hazard lights on while driving on site ▪ Wide roads with pedestrian walk ways on the side of roads 	Security Manager	E	4	M	It has never been an issue in the past, will continue to monitor.
5.13 Heat	S E	High temperatures cause exhaust to heat up on ground, igniting a grass fire.	C	3	H	<ul style="list-style-type: none"> ▪ Vehicles queuing are asked to turn ignition off while they are waiting to be processed. ▪ Fire extinguishers located at gate and car park areas. ▪ Fire procedures, management team and equipment in place. ▪ Fuel reduced across the event site, grass length no more than 10cm / 100ml 	Traffic Manager Gate Manager	E	3	M	
5.14 Heat	S	Staff / traffic / security working in hot conditions become dehydrated / heatstroke	C	3	H	<ul style="list-style-type: none"> ▪ Shade provided for static positions in the elements ▪ Appropriate PPE hats supplied for staff ▪ Regular welfare checks on staff in static positions delivering meals, sunscreen and water. ▪ Regular breaks provided ▪ Hydrolyte provided at info tent or crew area. 	Event Manager	D	3	M	

5.15 Rain	S	Roads become water logged and vehicles become immobilised	C	2	M	<ul style="list-style-type: none"> Existing roads upgraded before each event with additional road arrogate Appropriate water run off roads ways and bridge/culvert crossings over existing water ways. Traffic Marshalls will monitor road conditions and radio it in to ops and front gate. 	Land Owner Event Manager	E	2	L	Has been an issue in the past, but since the land owner has upgraded many of the existing roads it would only happen in rare circumstances
5.16 Dust	S	Extensive road use creating dust, causing allergies, eye irritations, asthma	A	2	H	<ul style="list-style-type: none"> Eye protection, dust masks provided for traffic marshals security and gate staff. 5000Ltre dust suppression vehicle onsite 24 hours a day regularly watering roads. Additional asthma medication saline eye wash available at medical tent. 	Safety Officer	D	2	L	
5.17 Emergency on site or close by	S	Emergency causes panic and patrons get in their vehicles attempt to leave blocking emergency access	C	4	H	<ul style="list-style-type: none"> Clear messaging in an emergency to stay and take shelter at the emergency assembly area. Area wardens and security will keep patrons calm and direct them to the assembly areas. Staff and volunteers inducted and trained in procedures Traffic Marshalls and security will stop all traffic on site (exempt emergency vehicles) and keep roads clear. 	Emergency Manager	D	4	M	
5.18 Delivery Vehicles / Trucks	S	Delivery vehicles for water or food for vendors traversing through event site, collision with patron or event staff.	C	4	H	<ul style="list-style-type: none"> Delivery vehicles are redirected around the back emergency roads into the back end of the main event site to avoid high patron activity. Sufficient turn around space provided in drop off areas away from foot traffic so turning around can be done safely. All road ways are a minimum of 7m most 10m in width with walkways for pedestrians on the side of them. If it is not practicable to stay on the outside roads and a truck needs to enter the site it must drive at walking pace, with hazard lights on and an escort vehicle or spotters where necessary 	Event Manager	E	4	M	
5.19 Handbrake failure	S	Hand break fails on a patron or crew vehicle	C	4	H	<ul style="list-style-type: none"> All camping located on flat ground minimal to no risk of cars rolling if handbrake fails 	Event Manager Traffic Manager	D	4	M	

		causing collision and serious injury of person/s				<ul style="list-style-type: none"> All cars are parked around outside of the camp blocks and facing away from camping. Traffic Marshalls and volunteers to assist in campers arriving. Only crew vehicles are permitted to drive on the event site. Crew vehicles are registered well maintained, serviced and in good working order All staff must carry full car licence or licence for vehicle they are operating to operate them on the event site. Training and inductions for all crew staff and volunteers in these procedures and who is permitted to operate a vehicle on the event site. 					
6. Weather and Environmental hazards											
6.1 Earthquake	S O F	Earthquake causes mass panic, changes footings and rigging of structures making them less secure.	E	2	L	<ul style="list-style-type: none"> Patrons encouraged to stay calm and stay away from tree line/ structures. Operations and ECC check reports of damage, size and location. Safety officer, site managers and riggers to do full inspection of the site and all structures to ensure no damage or change in footings. Engineer and/or council building surveyor to be called if applicable 	Emergency Manager	E	2	L	No history or never known to happen in this area. If a minor earthquake was to happen during event operation it would be minor with little to no damage expected.
6.2 Heat	S	Extreme temperatures or heat wave, causing dehydration, sunstroke, sunburn.	A	3	H	<ul style="list-style-type: none"> Provide shaded areas for spectators and patrons to use ECC and operations monitor weather and display it at info tent for patrons Event staff to walk around event site and campsite encouraging patrons to drink more water by giving away water Additional hydrolyte available at medical tent 	Event Manager	C	3	H	The event falls over new year which is traditionally hot weather. This is something that will need to be continually monitored and controlled.

					<ul style="list-style-type: none"> ▪ Misters installed under the stage shaded area and market. ▪ Bar has free water and practices RSA ▪ Ice and Icey poles for sale on site and deliveries to campgrounds 						
6.3 Fire – Grass	S	Due to heat and dry weather a car exhaust, cigarette butt, piece of glass or mirror causes grass fire on the event site.	C	3	H	<ul style="list-style-type: none"> ▪ Fire management and evacuation plan and procedures in place ▪ Festival guide MC, gate staff campsite monitors and social media promotion educating patrons on risks of fire in regional Victoria during summer ▪ Inductions and training for all staff and volunteers ▪ Fire extinguisher use and training for all staff and managers ▪ NO fires, BBQs, gas bottles, candles, fire toys, fuel, incense permitted at the event and cars searched on entry for prohibited items. ▪ Campsites and event site patrolled regularly by security and fire management crew, volunteers and patrons encouraged to alert management if they witness anyone using prohibited items. ▪ Gate staff and traffic marshals ask ignitions to be switched off in car queuing areas while waiting. ▪ All site vehicles hired from reputable companies, well maintained and serviced. ▪ NO GLASS permitted on site this includes mirrors confiscated in car searches upon entry or if found during campsite inspections ▪ Pocket ashtrays given for free to all staff and patrons on arrival education on bin your butts found in festival guide rules and info tent ▪ Fire management planning for prevention in place. Reduction of fuel on site grass no longer than 100ml and fire fighting resources located 	Fire Manager Event Manager	E	3	M	The risk of grass fire spreading is rare with all fire safety measures in place before the event, reduction in fuel and grass length, equipment and qualified staff on site. This will require continual monitoring for fast response time, Fire management team are rostered on 24 hours a day with additional staff in peak times.

						at all toilet blocks, stages, market stalls, car parks and other site/security vehicles.					
6.4 Fire - structure	SO	Fire starts in structure spreads to other areas of site, burn injury	C	4	H	<ul style="list-style-type: none"> ▪ Fire extinguishers to AS 2444 located in all structures containing fire hazards and/ or electrical and cooking equipment ▪ Fire management and evacuation plan and procedures in place ▪ Fire management team and resources on site to respond ▪ Training and inductions for all staff ▪ Appropriate distance between structures to reduce spread of fire AS/NZS 1170 ▪ Fire Management and operations plan in place 	Safety Officer Fire Manager	E	4	M	Unlikely to occur, any fires that started with in a structure on site would be easily controlled with fire extinguisher in place and fast response from fire management team.
6.5 Fire – Bush fire direct threat	S	A bush fire starts in the area that is heading towards the event site threatening patron safety, smoke inhalation, burn injury from ember attack, mass panic, Fatality	C	5	VH	<ul style="list-style-type: none"> ▪ Bush fire risk assessment completed for event site. Determined space and resources required to stay and take shelter keeping patrons safe from smoke, embers and heat. ▪ Fire Management and evacuation plan and procedures in place ▪ Event will be cancelled or postponed if event days fall on code red fire danger. ▪ Area identified for best protection of number of patrons and staff to be safe from embers, smoke and heat. ▪ Enough resources on site to shelter in place at emergency assembly area until threat has passed ▪ Emergency response team and evacuation procedures to AS 3745 in place to safely move staff and patrons to emergency assembly areas. ▪ Inductions and training for all staff. ▪ Evacuation procedures located In event guide and inductions for staff. 	Event Manager Emergency Manager Fire Manager CFA	E	5	M	This is an ongoing planning and monitoring strategy. In the lead up to the event consultation with outside authorities and CFA will aid organisers in making decisions early if cancellation is the best control to keep everyone safe.

						<ul style="list-style-type: none"> Site specific training carried out for use of emergency equipment and evacuation procedures in the event of a fire. 					
6.6 Fire - Bush fire	S O F	A bush fire in the area potential to affect event site, the event must cancel.	C	5	V H	<ul style="list-style-type: none"> If the threat was know before the event was to commence the event would be cancelled or postponed eliminating the risk all together ensuring good communication with patrons and event staff that have not already arrived to site. A postponement date agreed upon with in planning permit so another date can be planned for if safe to do so. If the risk emerged while event was in progress a bush fire risk assessment completed for event sit has identified areas for best protection of number of patrons and staff to be safe from embers, smoke and heat for a shelter in place evacuation strategy. Monitoring of weather and local emergency warnings by ECC and operations Enough resources on site to shelter in place at emergency assembly area until threat has passed Emergency response team and evacuation procedures in place to safely move staff and patrons to emergency assembly areas. 	Event Manager Emergency Manager Fire Manager CFA	E	5	M	
6.7 Fire / natural disaster – Bush fire not affecting event site or area	S	A known bushfire in the state/country causes panic to a patron that want to leave the event because home/ livestock or loved ones home is threatened	C	1	L	<ul style="list-style-type: none"> Monitor outside emergency situations that might effect staff or patrons Offer support to them or use of internet and/or phone if they need to contact loved ones. Aid in arranging for them to be able to leave the event safely if that is what they require. If they are without a vehicle or not fit to drive support in finding alternative transport 	Event Manager	E	1	V L	This has been known to happen in the past of 2019/20 bushfire season. As long as situations are monitored this event can be prepared for.
6.8 Fire - smoke	S	Smoke from nearby fire or somewhere in the state causes	C	2	M	<ul style="list-style-type: none"> Monitor weather channels and alert staff and patronage if it is expected to be a problem 	Event Manager Medical Manager	E	2	L	There is no indoor structures to encourage patronage to take

		patrons/staff smoke inhalation, asthma, difficulty breathing				<ul style="list-style-type: none"> Cancel or postpone event activities until smoke subsides Encourage patrons to rest in shade until smoke subsides Encourage staff and patrons to wear masks or scarfs A bush fire risk assessment completed for event sit has identified areas for best protection of number of patrons and staff to be safe from embers, smoke and heat for a shelter in place evacuation strategy. Medical on site to provide treatment if necessary (oxygen asthma medication) 					shelter in. Best action would be to stop entertainment if smoke is a health risk to stop people excreting them selves.	
6.9 Fire - embers	S	Embers from near by fire threaten the event site and patrons safety causing grass fires, burn injury's,	C	3	H	<ul style="list-style-type: none"> Bush fire risk assessment completed for event site has identified areas for best protection of number of patrons and staff to be safe from embers, smoke and heat for a shelter in place evacuation strategy. Fire management plan in place and enough resources to protect all on site. Medical on site to provide treatment if necessary (oxygen asthma medication) Training and inductions for all staff Fuel reduction on site limits risk of spread of fire 	Fire Manager		E	3	M	
6.10 Fire - Embers	FOR	Embers from near by fire threaten the event site causing grass fires/ structure fires, tents and vehicle damage.	C	3	H	<ul style="list-style-type: none"> Bush fire risk assessment completed for event site has identified areas for best protection of number of patrons and staff to be safe from embers, smoke and heat for a shelter in place evacuation strategy. Fire management plan in place and enough resources to protect all on site. Medical on site to provide treatment if necessary (oxygen asthma medication) Training and inductions for all staff Fuel reduction on site limits risk of spread of fire 	Fire Manager		D	3	M	

6.11 Storms - Flood	SO	Heavy rains cause flooding to roadways, part of the event site causing limited vehicle movement.	C	1	L	<ul style="list-style-type: none"> ▪ All existing roads on the property have been upgraded with additional gravel/road arrogate. ▪ Creek crossings have been upgraded with culverts to direct water flow under the roads. ▪ Event site located on elevated ground with good drainage ▪ Not part of any natural water ways or flood ways. ▪ In heavy rainfalls traffic will be stopped exempt emergency and crew vehicles and held in queuing area until heavier falls pass. ▪ Speed limit is walking pace 10kmph ▪ All staff have training and inductions 	Landowner	E	1	VL	This has been an issue in the past, the land owner has upgraded the roads to reduce/eliminate this risk and would only happen in extremely rare circumstances.
6.12 Storms – Electrical	SFO	Electrical storm – dry lighting causes fire near by or on the site. Grass fire Injury to persons Loss of assets Cancelation of event	C	5	VH	<ul style="list-style-type: none"> ▪ A bush fire risk assessment completed for event site has identified areas for best protection of number of patrons and staff to be safe from embers, smoke and heat for a shelter in place evacuation strategy. ▪ Monitoring of weather and local emergency warnings by ECC and operations ▪ Advanced warning and PA systems in place if lightening is expected to hit the site. ▪ Enough resources on site to shelter in place at emergency assembly area until threat has passed ▪ Emergency response team and evacuation procedures in place to safely move staff and patrons to emergency assembly areas. 	Emergency Manager	E	5	M	
6.13 Storms – Electrical	SO	Electrocution to staff member or public	C	5	VH	<ul style="list-style-type: none"> ▪ Monitor weather during set up and pack down and 24 hours during event live. ▪ If lightening is predicted tools down is called and no work can go ahead 30 minutes either side of lightening prediction. ▪ Patrons and staff encouraged to take cover and entertainment may be stopped until threat has passed. 	Event Manager Emergency Manager	E	5	M	

						<ul style="list-style-type: none"> Staff and volunteers inducted for safe work practices 					
6.14 Storms deep flowing water course	S	Fast rising water risk of flooding tents washing away campsites people or children.	D	2	L	<ul style="list-style-type: none"> The part of the site chosen to host the event contains no rivers or water ways. Event site overlays show it is not affected by floodway The event site is located on elevated ground with good drainage The water sources (farm dams) are located away from camping and event activities. They have exclusions around them and used for firefighting resource. Water is monitored on security and fire management patrol schedule 	Event Manager	E	2	L	
6.15 Wind air born objects or flying debris	S	Storm with high winds creates air born debris that causes personal injury, head injury	C	3	H	<ul style="list-style-type: none"> Patrons and staff encouraged to take cover/ shelter during these kind of storms Weather monitored and if extreme storm is expected early preparation can be made to PA staff and patrons of what to expect and how to stay safe. All structures, décor, staging, signage are secured, correctly weighted in accordance with AS/NZS 1170 ABCD Standard All trees checked by arborist before the event is open to public, patrons and staff encouraged not to stand under trees during a storm or camp under them at any time. Anemometer on site and monitoring for early warning systems 	Safety Officer	E	3	M	It is not common to experience this kind of extreme weather in Victoria or if it is expected it is usually know in advance. This would give event organisers the best opportunity to decide on safest options if controls in place are not relevant to identified risks outlined in weather reports.
6.16 Wind - structure damage	S O F	High winds cause damage to structures	C	2	M	<ul style="list-style-type: none"> All structures, décor, staging, signage are secured, correctly weighted in accordance with AS/NZS 1170 ABCD Standard All structures checked by Safety officer and council building surveyor invited to inspect site before the event. Any structures that are identified as not suitable can be replaced or better weighted pegging before the event commences 		E	2	L	

						<ul style="list-style-type: none"> Anemometer on site and monitoring for early warning systems 					
6.17 Wind – dust allergens and pollen	S	Causes high level of asthma attacks, allergy attacks, compromised breathing, eye irritation	C	3	H	<ul style="list-style-type: none"> Monitor weather and health advice for any upcoming storms and flow information to the public through info tent PA and MC social media. Communication with medical provider and ensure they have enough facilities/staff and resources to treat high numbers of presentations. Encourage all staff and patrons to wear masks, masks of AS/NZS 1716 can be provided. Dust suppression vehicle on site watering the roads regularly Training and inductions for staff, tool box meeting called for expected weather and what to look out for patron and staff health. Medical Management plan in place, additional resources asthma medication, eye washes available 	Event Manager Medical Manager	D	3	M	
6.18 Heavy Rain	SO	Stage marquee and structure collapse	C	2	M	<ul style="list-style-type: none"> All marquees are installed correctly by qualified or experienced contractors All structures to be monitored regularly through out the event and more so in the rain, roof line checked for water pooling and site manager to adjust or call contractors to rectify if necessary. Design of stretch marquees used allows for water to run off easily and not pool in points of the roof. In the event of extreme weather and heavy rain entertainment would be stopped or postponed until weather passed. House keeping of event site and structures would occur before entertainment commenced 	Site Manager	E	2	L	This has happened in the past with one of the bigger marquee that is why we switched providers and also design of the stretch marquees and domes are better for not allowing the water to pool in the roof. It is still something that needs to be monitored with smaller marquees and food vendors if heavy rain occurs

7. Stages and Entertainment											
7.1 Amusement rides	S	Amusement ride (Train transporting performers) poor visibility for driver causes collision with patron	C	4	H	<ul style="list-style-type: none"> Ensure licenced capable driver operating vehicle Vehicle moves in one way direction, always forward no need to reverse Vehicle only operated with safety officer and spotters wearing high vis AS/NZS 4602 and radio communications with driver in attendance. Staff operating this vehicles movement are briefed before each time it is used. Vehicle moves at walking pace it is loud and fitted with horn to alert patrons it is coming Vehicle kept on wide road ways and away from pedestrian movement where practicable 	Safety Officer	E	4	M	
7.2 Inflatable Structure	S	Inflatable fish (Nylon Zoo) in kids space, used for story telling and puppet shows. Not weighted correctly, power failure letting air out.	C	1	L	<ul style="list-style-type: none"> Using their own power source not connected to other event power. Weighted in accordance with engineering certificate and AS 3533.4.1 Not permanent structure only used at show times under supervision and monitored Staff operating it have years of experience setting it up and conducting children's shows. Checked by safety officer before commencement 	Event Manger	E	1	V L	
7.3 Crowd surge / Crowd crush	S	Crowd moves quickly, causing crush, mass injury, serious injury, fatality	E	5	M	<ul style="list-style-type: none"> Event is well spaced out large open areas with no small exits from stage areas Low volume spectators with more than enough space The event does not promote headliners that would cause the crowd to move suddenly and is mindful of scheduling Do not exceed capacity set out in planning permit conditions for the event 	Event Manager	E	5	M	
7.4 Crowd control	S	Patrons attempting to climb on stage, pulling back equipment injuring	C	3	H	<ul style="list-style-type: none"> Security located at the front of stages to quickly respond in this instance 	Production Manager Security Manager	D	3	M	This is unlikely to occur. Will need security to

		themselves, other patrons or staff				<ul style="list-style-type: none"> All equipment is secured to stage, speakers are strapped Barrier at the front of the stage to deter the public climbing up 					continue to monitor as long as stage is operating
7.5 Asset protection	FO	Patrons gain access to BOH and theft of equipment occurs causing loss of income, insurance claims and delay in operation	C	4	H	<ul style="list-style-type: none"> Security stationed at entry to BOH checking accreditations 24 hours during the running of the event Security fencing installed around the BOH to ensure no unauthorised access 	Production Manager Security Manager	E	4	M	
7.6 Lighting strobes lasers	S	Lighting at patrons eye level causes retinol eye damage	C	3	H	<ul style="list-style-type: none"> All lighting installed by professional lighting operators, pointing away from patron eye levels to AS/NZS 2211 Lighting installed before the event so testing can be conducted and levels adjusted before the event goes live. Lighting plan developed to ensure that it is localised to the event site and doesn't effect neighbouring properties 	Production Manger	D	3	M	
7.7 Lighting lasers	S	Interfere with flight path	C	5	VH	<ul style="list-style-type: none"> All lighting installed by professional lighting operators, to AS/NZS 2211 pointing away from patron eye levels and not directed into the sky at any level where it could interfere with overhead flight paths. 	Production Manager	E	5	M	
7.8 Power failure	O	Causes delay in scheduling	C	1	L	<ul style="list-style-type: none"> Generator dedicated to power of stage Power installed by electrician to AS/NZS 3002 Professional audio engineers and equipment used Electrician on site and on call during the event Generators do not run more than 70%capacity to allow for spikes and to ensure they are not overloaded. Generators hired from reputable company that are well serviced and can be replaced if malfunction occurs. 	Production Manager	D	1	L	
7.9 Exposed cables	S	Cause trip slip or fall, electrocution	C	2	M	<ul style="list-style-type: none"> All cables to be tagged and tested to AS/NZS 3760 	Production Manger Safety Officer	D	2	L	

						<ul style="list-style-type: none"> All cables to be covered flown or cable traps to AS/NZS 3002 Safety officer to check before entertainment commences Stage crew to install all power related equipment for artists performing All power leads and connections kept out of weather and rain. 					
7.10 BOH Egress	S	Blocked exit with equipment or not large enough, causes trip hazard or unable to exit promptly in an emergency	C	2	M	<ul style="list-style-type: none"> Large exits on stage BOH Staff inducted on good house keeping Large area for storage of equipment BOH away from exits Safety Officer to check before event commences and will continue to monitor during the event 	Production Manager Safety Officer	D	2	L	
7.11 Accreditation	R	Public without accreditation are able to access backstage and interact with crew artists and equipment, causing annoyance	C	1	L	<ul style="list-style-type: none"> Security stationed at entrance to Backstage 24 hours, checking all that enter for accreditation AAA passes Artist Manager, stage Manager will be Backstage and can evict anyone from the area that might have had access with another artist or AAA pass and is not permitted to be there. 	Stage Manager Security Manager	E	1	V L	
7.12 Décor	S	Décor that is used around the stage not secured and causes minor injury	C	2	M	<ul style="list-style-type: none"> All décor is approved by management, safety officer and secured safely Monitored during the event for changes 	Production Manager	D	2	L	
7.13 Performer behaviour	S F	Performer throws something or stage dives into the audience causing injury to one or multiple and themselves. Leading to insurance claim	C	3	H	<ul style="list-style-type: none"> Performers are briefed and given a written contract, outlining their responsibility to the safety of themselves and the public, including no dangerous performances, stage diving. Performers are expected to follow the rules the same as any other person. Only hire musicians from reputable agencies or that have been recommended as professional acts Part of the performer application is they require their own current COC for PL insurance 	Artist Manager	E	3	M	Never has been an issue in the past, do not really book the rock star un experienced bands, but will continue to communicate this with performers

7.14 Stage structure / stairs / Rails / slippery	S	Performer or staff member slips or falls off stage or stairs causing injury.	C	2	M	<ul style="list-style-type: none"> Stage platform only 500ml off ground and in accordance with AS/NZS 1657 ABCD Standard Stage hired by reputable company with wide stairs, hand rail and well lit. Rail around sides of stage. Hi visibility grip tape on stair and platform edges Carpets and mats used on stage or slippery surfaces 	Production Manager	D	2	L
7.15 Performer misses Flight or broken down.	FOR	Performer misses their flight, flight delays vehicle troubles, delays playing another show, Family emergency, means that they are late or can no longer perform. This risks public complaints, schedule delays additional costs for new transport and or replacement of act.	C	2	M	<ul style="list-style-type: none"> Have some back up local artists that are able to play additional sets at late notice to fill in for late or missing acts. Can offer full or partial refunds to any patrons that came to see an act that pulls out last minute and can not be advertised on social media in time Cancelation insurance policy in place to cover any acts that cancel due to unforeseen circumstances Book transport for the day before where practicable for the artists performing 	Artist Manager	D	2	L
7.16 Rigging – pegs	S	Pegs sticking out of the ground cause, trip, fall, abrasion or twisted ankle.	B	2	M	<ul style="list-style-type: none"> Where practicable keep pegs in BOH areas away from public and notify staff of their locations Where practicable ensure pegs are fastened all the way into ground and covered Ensure exposed pegs are covered with cones or other soft highly visible items Safety officer checks before event commence and continue to monitor during the event. 	Safety Officer Stage Manager	D	2	L
7.17 Rigging – Ropes and cables	S	Ropes and cables tied down to ground at head height causing minor head injury/laceration	B	2	M	<ul style="list-style-type: none"> Where practicable keep ropes/rigging in BOH areas away from public and notify staff of their locations Ensure ropes at head height are tied off with flags that make them visible even in the dark. Safety officer checks before event commence and continue to monitor during the event. 	Safety Officer Stage Manager	D	2	L

7.18 BOH untidy	S	Speaker boxes cables lying around poor lighting, causes a slip trip or fall	B	1	M	<ul style="list-style-type: none"> Training and inductions for management staff in house keeping Ensure all cables are run overhead or under cable traps Ensure appropriate lighting is in BOH areas Safety officer checks before event commence and continue to monitor during the event. 	Safety Officer Stage Manager	D	1	L
8. Camping										
8.1 Lighting	S	Insufficient lighting leads to patrons getting lost, subject to assault, collision with vehicle	D	3	M	<ul style="list-style-type: none"> Small event site with basic layout and landmarks easy to find campsites Signage and named areas on map for easy location identification Security and fire management patrolling regularly Lighting towers at toilet blocks and festoon lighting on main paths Friendly patronage that looks out for others No driving on site exempt emergency vehicles after dark Large roadways with walkways Dancewise and campsites monitors patrolling on foot regularly through campsites 	Site Manager	E	3	M
8.2 Pedestrian walk ways	S	Not enough space for pedestrians to walk off the road causes collision with vehicle and pedestrian injury	C	3	H	<ul style="list-style-type: none"> Wide roads with paths for pedestrians to walk Speed limit 10kmph walking pace through campsites No driving on site after dark exempt staff and emergency vehicles Security patrolling regularly 	Event Manager	E	3	M
8.3 Quiet and chill space	SR	Patrons needing quiet times, rest, children napping. If there is no quiet space this could lead to exhaustion	C	1	L	<ul style="list-style-type: none"> Dedicated family camping and quiet zones No generators or powered speakers permitted in campsites Security patrol campsites regularly 	Event Manager	D	1	L

		fatigue in patrons which is a risk joining in activities accidents or MVA.				<ul style="list-style-type: none"> Signage and education to patrons about respecting their neighbours in quiet times and importance of resting/ Quiet times Music is not running 24 hours and dedicated no entertainment times to allow for plenty of rest. 					
8.4 Blocked emergency access	S	Emergency vehicle not able to attend incident	D	4	M	<ul style="list-style-type: none"> All roads and access signed emergency access no parking Dedicated emergency access that runs outside of the main event site with access to all main points of site. Roads are minimum of 7m with plenty of room to get around another vehicle Campsites are in grid block system so can be accessed from all sides Security and fire management patrolling regularly Traffic Marshalls and volunteers to direct where is permitted to park on arrival Festival guides and social media educated patrons on the importance of keeping access clear and where is permitted for parking 	Event Manager	E	4	M	Will require monitoring, in the case a car is left in road there is ample room to get around them with size of road ways and additional emergency access on boundary fence lines
8.5 Cooking facilities / smoking	SR	Cooking facilities or incorrectly disposed cigarette butts could start a fire / non compliance	C	3	H	<ul style="list-style-type: none"> Consultation with CFA outlines conditions to be met Fire management plan in place No gas bottles, cooking facilities, BBQs , candles, fire toys, fuel, incense are permitted in the event. Cars are searched on arrival and prohibited items confiscated Security and fire management patrolling campsite regularly Staff and volunteers inducted and encouraged to notify management if witnessed any prohibited items on site. Patrons educated though social media, MC and PA festival guide and signage around the 	Event Manager Fire Manager	E	3	M	

						<ul style="list-style-type: none"> campsite what items are prohibited and the dangers of using these items. ▪ Pocket ashtrays given for free to every patron on arrival ▪ Community / family kitchen with access to power and hot water open 7am – 10am and 4pm – 7pm. 					
8.6 Incident response	S	Services unable to locate incident location in campgrounds	C	3	H	<ul style="list-style-type: none"> ▪ Inductions and training for all staff noting locations ▪ Grid referenced map given to all security and emergency response staff ▪ Campsites in grided blocks with named areas and landmarks ▪ Procedure for person calling in incident to wait at location or on roadside (unless to wait with patient) until response team arrives so they can flag them down ▪ ECC response to incidents deploys correct emergency response and continues communications to direct them there ▪ Campsites and event area well lit 	Event Manager	D	3	M	
9. Waste, Water and Facilities											
9.1 Biohazardous waste	S	Worker or member of public come into contact with bio waste causing gastro outbreak	C	3	H	<ul style="list-style-type: none"> ▪ Only trained personnel to deal with biohazardous waste using appropriate PPE to AS/NZS 3765 ▪ Exclusion zone around the area until it can be removed of safely 	Waste Manager Safety Officer	E	3	M	
9.2 Medical waste, sanitary waste sharps	S	Staff or public comes into contact with medical waste or sharps, needle stick injury, spread of infection through open wounds	C	5	VH	<ul style="list-style-type: none"> ▪ All medical/clinical waste disposed of in clinical waste bins provided by medical company to AS 4939 and AS/NZS 3816 and removed/disposed of by approved provider. ▪ Correct PPE to AS/NZS depending on type, worn by staff when dealing with patient, public or types of waste. ▪ Approved sharps containers sanitary waste bins provided in toilets and medical centre and removed by approved providers 	Waste Manager Medical Manager	E	5	M	This has never happened in the past but will need to be heavily monitored and engagement with site specific training before each shift to ensure staff are aware of procedures.

						<ul style="list-style-type: none"> ▪ PPE provided for staff that are required to remove items found in event area, gloves containers and mechanical pickers to pick up and dispose of without using direct contact. ▪ Training and inductions for all staff in procedures in dealing with clinical waste and sharps, if needle is found not to touch, create exclusion and alert ECC of it location and wait there until it can be removed safely. 					
9.3 Waste build up at bins, campsites, event site.	SR	Attracts pests, spread of disease, risk of litter traveling to nearby properties or water ways	D	1	L	<ul style="list-style-type: none"> ▪ Waste management plan in place ▪ Regular removal of bins and regular monitoring ▪ Waste management on radio communications if waste builds up in an area they can be notified and respond promptly ▪ Waste staff continually walking site and campgrounds picking up loose litter and educating patrons giving them rubbish bags and encouraging them to keep their campsites clean. ▪ Ban on one use plastics and encouraging the use of reusable drink bottles and cups reducing the waste on site and carbon footprint of the event ▪ Can collection bins separate from other waste reduces event waste and a fundraiser for local football club 	Waste Manager	E	1	VL	Although not likely to occur due to our high sustainability standards and waste initiatives it is still one of our highest priorities and will be continually monitored. Tanglewood Festival has been commended by patrons and authorities on how clean the event site is during and after the event.
9.4 Waste disposal	S	Incorrect procedures lead to staff being infected with disease	D	3	M	<ul style="list-style-type: none"> ▪ Waste management plan in place ▪ Inductions and training for staff ▪ Trained and experienced staff to deal with waste disposal ▪ Correct PPE to AS/NZS 2161 used for collection and sorting of waste (gloves trash picker/mechanical masks where applicable) ▪ Showers provided for staff for conclusion of shifts or contamination incident ▪ Medical grade hand sanitiser located at waste stations and vehicles 	Waste Manager	E	3	M	

						<ul style="list-style-type: none"> Waste disposal and pick up area secured facility with lockable skips and away from public areas 					
9.5 Disposal of N2O (nang) canisters	S	Left on site risk for farm animals and machinery, risk of unused canister's exploding	C	3	H	<ul style="list-style-type: none"> NO NANGS permitted on site Security vehicle searches confiscate them on arrival Anyone found using them onsite will have them confiscated and warned of eviction, secondary offence will lead to eviction from the event Staff trained of safe collection of the canisters N2O canister's held separately from other waste (gas bottle storage) and disposed of with any unused gas bottles at recycling facility End of the event clean up all waste staff walk the entire site with in 1 meter of each other to identify and remove any left over waste items 	Waste Manager	E	3	M	
9.6 Waste driving with trailer	S	Waste removal with trailer has to turn around reversing and causing collision with person, causing injury.	C	3	H	<ul style="list-style-type: none"> Waste vehicle with trailer attached procedure to never reverse always move forward and use turn around areas or road grid system In the event that it has to reverse, waste manager to appoint volunteer to spot for them to ensure public are kept at a safe distance Training and inductions for staff in procedures 	Waste Manager	E	3	M	
9.7 Not enough toilet facilities	SR	Patrons complain, bad reviews on social media, patrons defecate outside of toilets	C	2	M	<ul style="list-style-type: none"> Ensure ample toilets, more than the recommended standard for events Ensure toilets are strategically placed, with never to much distance in between, staging areas close to entertainment food and camping. Urinals at main toilet blocks to reduce queuing and ensuring facilities are used correctly 	Facilities Manager Event Manager	D	2	L	Has been an issue in the past, additional toilets and toilet locations have been added all around site with attention to past problem areas. This will need to be monitored to ensure that extra measures have been sufficient

9.8 Not enough drinking water locations	S	Patrons and staff not accessing enough water become dehydrated	C	3	H	<ul style="list-style-type: none"> Wastewater and facilities plan in place Potable water located through campsite, toilets blocks, medical, bar and entertainment areas Town water delivery every morning Water storage tank monitored on a schedule throughout the day and additional deliveries ordered is necessary Additional water containers located at operations if there is a water outage or needed at additional locations 	Site Manager	E	3	M
9.9 Main drinking water tank leaks	S	Leak in water tank leads to loss of drinking water and dehydration	D	1	L	<ul style="list-style-type: none"> Wastewater and facilities plan in place Water tank located in an area excluded from public access Water tank/fittings checked before the event Town water delivery every morning Water storage tank monitored on a schedule throughout the day and additional deliveries ordered is necessary Additional water containers located at operations if there is a water outage or needed at additional locations 	Site Manager	E	1	V L
10. Noise										
10.1 Noise at stages	S	Exceeds recommended limits for extended periods of time causing hearing damage to public and staff	C	5	V H	<ul style="list-style-type: none"> Noise management plan in place with in EPA legislation and guidelines Experienced sound engineers monitoring sound levels regularly Ear plugs and hearing protection are provided in accordance with AS/NZS 1270 for free to staff and at a cost to patrons and are recommended to use if working in the area for long periods of time. Regular change over of shifts and breaks for stage crew and sound engineers 	Production Manager	E	5	M
10.2 Noise internal to site	R	Exceeds limits recommended in noise management plan for	C	3	H	<ul style="list-style-type: none"> Noise management plan in place with in EPA legislation and guidelines 	Production Manager	D	3	M

		extended periods of time risk of non compliance				<ul style="list-style-type: none"> Experienced sound engineers monitoring sound levels regularly Noise monitoring devices left at boundary fences to collect data on regular intervals Stage managers maintaining schedule and set times cut short if running behind time. Training for staff and briefing on EPA/ council conditions that must be adhered to 					
10.3 Noise in camping	R	Exceeds limits, patrons play music/ renegade stages. Outside operating hours, causing disturbance to patrons, neighbours.	C	2	M	<ul style="list-style-type: none"> Noise management plan in place within EPA legislation and guidelines Stage managers maintaining schedule and set times cut short if running behind time. Experienced sound engineers monitoring sound levels regularly Music finishes each night with large breaks in between, exempt NYE which has extended operating hours. Quiet camping / family camping areas away from speakers and entertainment Signage and education to patrons promoting quiet times Security patrolling campsites regularly No generators or powered speakers permitted in campsites 	Security Manager Production Manager	D	2	L	
10.4 Noise at surrounding properties	SR	Exceeds limits and prescribed operating hours causing loss of amenity to neighbours, complaints and non-compliance	C	3	H	<ul style="list-style-type: none"> Noise management plan in place within EPA legislation and guidelines Experienced sound engineers monitoring sound levels regularly Half of the subwoofer speakers turned off in the later hours eliminating any audible sound at residence that might travel past event site. 24-hour hotline, phone number supplied to surrounding neighbours that can call in with any issues. Training for staff and briefing on EPA/ council conditions that must be adhered to 	Production Manager	D	3	M	2 noise complaints have been received in the 4 years of running the event. Further consultation with authorities, neighbours and new measures implemented into planning will reduce/ eliminate the risk
10.5 Noise effect on livestock	SER	Sound travelling from site causes stress to	D	1	L	<ul style="list-style-type: none"> Noise management plan in place within EPA legislation and guidelines 	Production Manager	E	1	V L	No recorded effect on livestock or wildlife.

		livestock in surrounding area				<ul style="list-style-type: none"> Large distances between entertainment and livestock Speakers pointing away from livestock 					<p>Studies suggest no effect on livestock at low frequencies and distances between entertainment and where livestock are kept. Studies also show no effect of mammals at the Melbourne Zoo or horses at Flemington racecourse when there large concerts with much louder volumes than Tanglewood experiences.</p> <p>Land owners cattle have been grazing in adjacent paddock to event for the last 4 years and never experienced any issues.</p>
11. Patrons											
11.1 Pre-existing medical conditions	S	Patron attending needs refrigeration for medication or access to power for CPAP machine while sleeping, risk of decline in condition hospitalisation	C	3	H	<ul style="list-style-type: none"> Medical Management plan in place Trained medical staff and doctor on site Patrons with conditions encouraged to present at medical when they arrive at the event and alert them of any treatment required if any issues were to arise Powered site available in accessible camping Refrigeration facilities located in medical 	Event Manager Medical Manager	E	3	M	
11.2 Disability	SR	Person with disability does not have access to facilities, feels discriminated complaints non compliance	D	3	M	<ul style="list-style-type: none"> Accessible camping and facilities located close to event entertainment on flat ground Support offered from event staff help with transport if needed Advertised on website and social media 	Event Manager	E	3	M	

11.3 Not wearing shoes	S	Persons not wearing shoes, lacerations, bruising	B	2	M	<ul style="list-style-type: none"> ▪ Medical operations plan in place ▪ All staff and volunteers trained and inducted ▪ All staff required to wear closed shoes to AS/NZS 2210 while working. ▪ Education to patrons on the importance of wearing shoes ▪ Patrons encouraged to wear shoes in entertainment areas ▪ Event site cleared of as much debris, sticks, rocks that can cause injury as possible ensure grounds are well lit and hazards marked, or exclusions created 	Event Manager	B	2	M	We can advise patrons to wear shoes, but we cannot force them. If numbers become higher in presentations to medical could consider other controls or put rules in place.
11.4 Lost child	S	Distress to parents and child, kidnapping, injury to child	C	3	H	<ul style="list-style-type: none"> ▪ Lost child procedure ▪ Training and inductions for all staff on lost child procedure ▪ Paper wrist band with parent's name and phone number written on it so parents can be easily located ▪ All traffic stopped on site exempt emergency vehicles until lost child is found ▪ Children should be always accompanied by parent or guardian ▪ All staff working at children's area are experienced and have working with children check ▪ Good responsible crowd that looks out for others 	Security Manager	E	3	M	Not a large event so easily promptly located. Very family orientated and never had an incident of a lost child in the past.
12. Alcohol and drug related hazards risks											
12.1 Intoxicated patron	S	Injury, dehydration	B	3	H	<ul style="list-style-type: none"> ▪ Security management plan in place ▪ Medical Management plan in place ▪ Security and bar staff all hold current RSA ▪ Staff trained in intoxicated person response procedure ▪ Education to patrons on drinking responsibly and looking out for each other ▪ Messaging through social media and MC on stages 	Security Manager Bar Manager	C	3	H	Will need to be monitored and if increase in presentations additional controls will need to be considered or assessment of why there has been an increase

						<ul style="list-style-type: none"> Chill areas, free water patrons encouraged to use Dancewise harm minimisation and education with chill space for patrons to use and hydrate Campsite monitors patrolling campsites Security and fire management patrolling event arena and campsites regularly 					
12.2 Drug or drink driving	S	MVA serious injury or fatality to them selves or other road users	C	5	V H	<ul style="list-style-type: none"> Security and fire management patrolling internal road Security patrolling event and campsite Patron driving permitted only during daylight hours Free water / hydrolyte available from info area Free breathalysers available at info area and front gate for the duration of the event. Food vendors operation open late hours All Bar staff hold and supply copies of current RSA qualification Bar Manager and Supervisor managing Bar at all times Education provided for patrons on effects of alcohol and free breathalysers. Consultation with Victoria Police All event entertainment and Bar closed at 10pm 1st January Sober worker policy and for cause breathalysing for event staff Drug testing offered by independent supplier Social media campaign for responsible consumption information provided at info tent Dancewise engaged to support responsible consumption and assist with managing intoxicated patrons 	Security Manager Event Organiser	D	5	H	<p>This is a serious problem in Australia especially over the holiday period. Although unlikely to occur has to be monitored and plans upgraded with consultation from authorities and health advice.</p> <p>Tanglewood is invested in initiatives to ensure all drivers are safe before leaving the event site. Workers will insist free breathalyser has been done before leaving site.</p>
12.3 Drug affected patrons	S	Confusion, Dehydration	B	2	M	<ul style="list-style-type: none"> Medical Operations Plan in place Staff trained in responding to drug affected persons Dancewise on site and operational 24 hours with trained staff in mental first aid and drug 	Medical Manager Event Manager	C	2	M	

						<p>effected or mentally effected persons. They specialise in harm reduction and education for festival goers, and they support medical staff and have additional triage and chill space for patrons needed non-medical assistance and support. They also have a large crew of volunteers with specialised training that rove campsites and event areas, can aid those in need and on radio communications if medical response is required.</p> <ul style="list-style-type: none"> ▪ EMT meetings held every 8 hours throughout the event where all department heads attend and discuss any emerging risks or identified trends with drug presentations. ▪ Event rules and social media advertise against the use of illicit substances ▪ Education and encouragement for patrons to not be deterred, to come for help no questions asked ▪ Consolation with Victoria Police Health authorities and harm minimisation agencies strategies. 					
12.4 Drug overdose	S	Hospitalisation / fatality	C	5	V H	<ul style="list-style-type: none"> ▪ Medical Operations Plan in place ▪ Staff trained in responding to drug affected persons ▪ Fully trained medical staff paramedics and a doctor on site with equipment facilities and life support. ▪ Dancewise on site and operational 24 hours with trained staff in mental first aid and drug effected or mentally effected persons. They specialise in harm reduction and education for festival goers and they support medical staff and have additional triage and chill space for patrons needed non medical assistance and support. They also have a large crew of volunteers with specialised training that rove campsites and event areas, can aid those in 	Medical Manager Event Manager Emergency manager	D	5	H	2 overdoses have occurred over the 4 years of running Tanglewood requiring AV and hospitalisation. Since then we have included a doctor and life support facilities to provide the care that patience would need quickly. It would only be in rare circumstance that a patient would require hospitalisation and/or risk fatality

						<p>need and on radio communications if medical response is required.</p> <ul style="list-style-type: none"> ▪ EMT meetings held every 8 hours through out the event where all department heads attend and discuss any emerging risks or issues with drug presentations. ▪ Event rules and social media advertise against the use of illicit substances ▪ Education and encouragement for patrons to not be deterred, to come for help no questions asked ▪ Consolation with Victoria Police Health authorities and harm minimisation agencies strategies. 					<p>It is the events responsibly to continue to improve harm minimisation strategies and risks related to festival drug over doses. We will continue to work with our emergency response team, authorities and dance wise to find new initiatives and controls to mitigate the risk related to drug overdoses</p>
12.5 Access to medical aid	S	Patrons fear coming for medical help for them selves or friend because they are concerned for reappreciation if taken illicit substances. Lead to hospitalisation or fatality	C	5	V H	<ul style="list-style-type: none"> ▪ Education to patrons to always come for help no questions asked. ▪ Harm minimisation strategy posters in toilets around campsites about what support is available at the event. ▪ MC to promote on stage to look after one another always ask are you ok, always ask for help no questions asked. ▪ Emergency response staff trained to be approachable and how to respond in a medical incident. ▪ Medical Operations Plan in place ▪ Staff trained in responding to drug affected persons ▪ Fully trained medical staff paramedics and a doctor on site with equipment facilities and life support. ▪ Dancewise on site and operational 24 hours with trained staff in mental first aid and drug effected or mentally effected persons. They specialise in harm reduction and education for festival goers and they support medical staff and have additional triage and chill space for patrons needed non medical assistance and 	Medical Manager Event Manager Emergency Manager Dancewise Security Manager	D	5	H	<p>This has been an ongoing initiative from all festivals across Australia, it is the events responsibility to ensure everyone feels comfortable and safe coming for help</p>

						support. They also have a large crew of volunteers with specialised training that rove campsites and event areas, can aid those in need and on radio communications if medical response is required.					
12.6 Intoxicated minor	S R	Serious injury/hospitalisation, bad publicity, non-compliance	E	4	M	<ul style="list-style-type: none"> Only up to aged 12yo permitted to attend the event always accompanied with a parent or legal guardian. NO 13 – 17yo. All IDs checked on entry to obtain wrist band, children under 12yo have children’s wrist band with parents contact details written on them. No minors permitted in the bar area Security positioned at the bar to aid in monitoring All bar staff have current RSA Medical Management plan in place Security Management plan in place 	Event Manager Security Manager	E	4	M	We do not allow minors aged 13 – 17yo children that attend is accompanied by their parents.
13. Security - Criminal activity											
13.1 Asset Protection not adequate	S F	Patrons able to access stage or offices, theft to equipment or cash, damage to property or equipment	C	3	H	<ul style="list-style-type: none"> Security management plan in place Security stationed 24 hours a day in sensitive areas Accreditation required Responsible crowd with no incidents of theft or property damage in the past 	Security Manager Event Manager	E	3	M	Issue at some festivals, has never been known to happen at this event. Still cannot be complacent and monitoring will continue and increase if necessary
13.2 Asset Protection – Vehicles broken into / Vehicles not locked, bags left around lost property	S F	Asset loss	C	2	M	<ul style="list-style-type: none"> Security Management Plan in place Adequate security presence and regular patrols through event site and campsites Education to patrons to look after their belongings and lock vehicles Safe lock up for artist equipment in office Safe in office with stationed security Lost property procedure 	Security Manager Volunteer Manager	E	2	L	Issue at some festivals, has never been known to happen at this event. Even lost property, phones wallets are returned full of the cash that was in them. Still can not be complacent and monitoring will continue and increase if necessary

13.3 Accreditation not adequate	S	Patrons able to access exclusions zones causing annoyance to staff artists or theft.	C	1	L	<ul style="list-style-type: none"> Gate staff have list of accreditations and AAA passes any that are not located must be radioed through to event manager/ director Security briefed on different accreditations and what they mean Festival guide and map given to patrons including rules of what is expected Exclusion areas are fenced off or well signed BOH areas have stationed security and accreditation is required 	Security Manager Event Manager	E	1	V L	
13.4 Vehicle searches	SR	Cause delays in ticketing, not adequate allows prohibited items in, not done by qualified/ security causing injury to staff, Complaints in wait times	C	2	M	<ul style="list-style-type: none"> Security Management plan in place Security Briefed and trained on procedure and prohibited items Appropriate vehicle search times adhered to but not dismissed to ensure as much as practicable prohibited items are found Searched to always be carried out by qualified security staff that have training in traffic management to ensure their own safe persons working around vehicles Security will direct patrons to open their own luggage to search through and be wearing appropriate PPE Increased security staffing for gate opening times to allow for higher traffic flow Disposal bins located at gate and ticketing system for confiscated items that are permitted to be held and returned when leaving the event 	Security Manager Traffic Manager	E	2	L	We will not compromise on vehicle searches even if it means patrons complain about wait times. Additional lines and a holding bay have been allocated so there is no issue with build-up of cars on roads so that security have ample time to search vehicles. If the need increases additional security staff will be rostered on.
13.5 Drug Trafficking	SR	Drug traffickers cause drug over dose, fatality, bad publicity	C	5	V H	<ul style="list-style-type: none"> Regular security patrols and large presence in the event area and campsites Security Management plan in place Extensive vehicle searches on arrival Zero tolerance to criminal activity, known drug traffickers will be evicted from the event site, blacklisted from future events and Victoria Police called and handed all information and incident reports relating to offence. 	Security Manager	D	5	H	This is a serious problem and one that needs to be in consultation with outside agencies and Victoria Police for safest operations/ practices and procedures. While we have a zero tolerance policy to drug use and

						<ul style="list-style-type: none"> ▪ Consultation with Victoria Police and harm minimisation agencies like Dancewise for safest strategies/ operations/ procedures /messaging/education that can be used on social media, mailing lists and advertising around the event. 					trafficking we want to eliminate/deter illegal activity and drug trafficking we do not want to discourage those in need of medical assistance coming for help.
13.6 Bomb threat	S	Mass hysteria/panic, mass serious injury, vicarious trauma, fatality	D	5	V H	<ul style="list-style-type: none"> ▪ Security Management Plan in place ▪ Bomb threat procedure in place ▪ Evacuation plan and emergency response plans in place ▪ Site specific training conducted for staff in these procedures ▪ Emergency Manager and ECC operational 24 hours 	Security Manager Emergency Manager	E	5	M	
13.7 Suspicious items / Packages	S	Mass hysteria/panic, mass serious injury, vicarious trauma, fatality	D	5	V H	<ul style="list-style-type: none"> ▪ Suspicious item procedure in place ▪ Security management plan in place ▪ Regular security patrols and sufficient security presence ▪ Evacuation plan and emergency response plans in place ▪ Site specific training conducted for staff in these procedures ▪ Emergency Manager and ECC operational 24 hours 	Security Manager Emergency Manager	E	5	M	
13.8 Terrorist threat	S	Mass hysteria/panic, mass serious injury, vicarious trauma, fatality	D	5	V H	<ul style="list-style-type: none"> ▪ Terrorist threat procedure in place ▪ Security management plan in place ▪ Evacuation plan and emergency response plans in place ▪ Site specific training conducted for staff in these procedures ▪ Emergency Manager and ECC operational 24 hours ▪ Effective presence of stationary and roving security 	Security Manager Emergency Manager	E	5	M	

13.9 Hostile vehicle	S	Mass hysteria/panic, mass serious injury, vicarious trauma, fatality	D	5	V H	<ul style="list-style-type: none"> Hostile Vehicle procedure in place Security Management plan in place Evacuation plan and emergency response plans in place Site specific training conducted for staff in these procedures Emergency Manager and ECC operational 24 hours Low number of festival attendees compared to other targeted events No driving on main event site exempt core staff and emergency vehicles Natural barricades fencing and art installations create barrier around entertainment areas Effective presence of stationary and roving security Vehicles parked on outside of camping blocks (facing away from camping) create barricade around camping blacks and patrons 	Security Manager Emergency Manager	E	5	M	
13.10 Hostile armed intruder	S	Mass hysteria/panic, mass serious injury, vicarious trauma, fatality	D	5	V H	<ul style="list-style-type: none"> Hostile armed intruder procedure in place Security Management Plan in place Evacuation plan and emergency response plans in place Site specific training conducted for staff in these procedures Emergency Manager and ECC operational 24 hours 	Security Manager Emergency Manager	E	5	M	
13.11 Trespassing on event site	S F	Entry without a ticket, loss of income, property damage (fences)	C	1	L	<ul style="list-style-type: none"> Security Management plan in place Wrist bands worn by all patronage and staff for identification of who is permitted on site Advertising on social media and website zero tolerance to trespassers Any trespassers found will be prosecuted, handed over to Victoria Police 	Event Manager Security Manager	D	1	L	
13.12 Trespassing neighbouring properties	S R	Property damage (fences) bad publicity and disturbance to property owners	C	2	M	<ul style="list-style-type: none"> Security Management plan in place Advertising on social media and website zero tolerance to trespassers 	Event Manager Security Manager	D	2	L	Has been an issue in the past with few incidents of trespass, have increased security

						<ul style="list-style-type: none"> Any trespassers found will be prosecuted, handed over to Victoria Police Additional permitter patrols Drone patrols Goulbourn valley hwy patrols 					<p>numbers for permitter patrol and patrols on Goulbourn Valley Hwy. Will continue to monitor and increase measures if necessary</p>
13.13 Assault	S	Injury, Vicarious Trauma	C	3	H	<ul style="list-style-type: none"> Security Management Plan in place Emergency management plan and emergency manager in place 24 hours Effective security presence, regular patrols and stationary positions Reporting procedure in place Support systems in place for affected workers and victim Staff and volunteers trained and inducted on procedures Support to victims if they want to report to Victoria Police Education to patrons about the rule's treatment of others, promote coming forward and reporting assaults ZERO tolerance to bad behaviour persons will be evicted Promotion of the zero-tolerance policy advertised on posters in toilets MC on stage and social media Attract good demographic and crowd behaviour 	Security Manager	E	3	M	<p>Tanglewood has had zero incidents of assault/antisocial or aggressive behaviour in the 4 years of running the event.</p> <p>Tanglewood Festival has a responsibility to everyone's safety on site, if any persons threaten someone's safety or wellbeing, they are not welcome at the event, any criminal or aggressive behaviour Victoria Police will be called.</p>
13.14 Sexual Assault	S	Injury, Vicarious Trauma	C	3	H	<ul style="list-style-type: none"> Same as 13.13 	Security Manager Event Manager	D	3	M	<p>Has not been an issue at our event in the past but is an issue at many other events, will continue messaging and education to patrons and monitor changing practices through outside authority</p>

										recommendations and other events	
13.15 Discrimination / verbal assault	S	Psychological Injury	C	2	H	<ul style="list-style-type: none"> Same as 13.13 Tanglewood is a safe space for all walks of life everyone is accepted exempt those that can not follow the event rules and treat everyone, our staff and volunteer's, this site, our neighbours, the community with respect Staff are trained on discrimination and bullying any staff members found guilty of discrimination or bullying will be relieved of their position. Staff are encouraged to come forward with information relating to discrimination and bullying. 	Security Manager Event Manager	E	2	L	
14. General											
14.1 Interactions with minors	SR	Adult themes, offend children or guardians,	C	1	L	<ul style="list-style-type: none"> All staff that are working in children's area are required to have a working with children card. This is provided to management on application for the positions. All staff working in children's area are required to have experience working with children or in the children's entertainment industry Guardians are required to be always with their children, and they cannot be left in the children's area unattended Children's space set up away from roadways and main entertainment areas. Children's registration form is required before attending the event, this outlines the style of event and what to expect The registration form is signed as an agreement and children are expected to follow the rules same as an adult. 	Event Manager Children's Space Facilitator	E	1	V L	

						<ul style="list-style-type: none"> A children's wrist band must be worn with the parent's name and phone number written on it. Family camping blocks are designated close to facilities but further from roads, noise and entertainment for quiet times with children. Main stage area is a large natural amphitheatre. The back of the dance floor area is left open with hammocks and another family space for families to be able to enjoy the stage and entertainment without being crowded by people. Education to patrons about festival rules and expected behaviour, to respect their fellow patrons and families/ children 				
14.2 Uncontrolled animals domestic	S	Animal bite or injury to persons	C	3	H	<ul style="list-style-type: none"> No animals permitted on site exempt landowners (which are secured) and service animals Evidence of service animal must be supplied These rules are advertised on the ticket, in social media, on the website and on the gate at entry 	Event Manager	E	3	M
14.3 Insect bites	S	Insect bite causes swelling or allergic reaction	C	2	M	<ul style="list-style-type: none"> Medical Management Plan and medical centre Exclusion zone around areas of concern with insects Ointments and sting goes available at medical tent Inductions and training for staff on what might be found in the area Patrons directed to medical tent can be found easily on-site map in event guide. 	Medical Manager Safety Officer	E	2	L
14.4 Bee Sting	S	Anaphylactic shock / Fatality	C	5	VH	<ul style="list-style-type: none"> Medical operations plan in place Ample medical staff with fast response units Additional medical, EpiPen's available and medical licence's to administer by medical staff 	Medical Manager	E	5	M

						<ul style="list-style-type: none"> Doctor on site for peak times and on call for the duration of the event 					
14.5 Snake bite	S	Wound injury and poisoning / fatality	C	5	V H	<ul style="list-style-type: none"> Fuel reduction across the entire event site and surroundings reduces risk of snakes entering site No camping or entertainment located close to water bodies or bushland where snakes are likely to inhabit Inductions and training for staff on procedures for snake sightings and/or bites Information on types of snakes located in the area given to operations and medical Snake handler contact details located in operations Medical staff and a doctor located on event site Snake bite kits located in site vehicles and medical tent 	Medical Manager Event Manager	E	5	M	Only one snake sighting in the 4 years of the event taking place and it was close to the furthest dam which is excluded from public access, fire truck fill point.
14.6 Fallen tree Fallen tree branch	S	Fallen tree branch injury to persons fatality	D	5	H	<ul style="list-style-type: none"> Limited large trees on site All trees checked by qualified arborist before each event Education to patrons and staff risks of camping under trees Exclusion zone created around any identified risks 	Site Manager Safety Officer Landowner	E	5	M	
14.7 Fallen tree branch or tree	SF	Damage to equipment car tent.	D	3	M	<ul style="list-style-type: none"> Limited large trees on site All trees checked by qualified arborist before each event Education to patrons and staff risks of camping under trees 	Site Manager Safety Officer Landowner	E	3	M	
14.8 Gastro outbreak	S	Person to person transmission / illness / dehydration may require hospitalisation in severe cases.	C	3	H	<ul style="list-style-type: none"> Medical Management plan in place Waste management plan in place Inductions and training for all staff crew and food vendors in safe work practices and hygiene to reduce likelihood of spread of any contagious disease Food safe practices in place EHO invited to inspect site before event commences 	Medical Manager Event Manager	D	3	M	

						<ul style="list-style-type: none"> Isolated toilet located at medical for any suspected gastro cases Sanitiser and wash stations available readily through the event site Fluids and hydrolyte can be supplied at medical Suspected cases of gastro directed to leave site and isolate at home PPE supplied and supervision that it used correctly Trained staff for clean up or removal of any biohazardous waste 				
14.9 Non urgent medical	SR	Non urgent medical transport requiring hospital admission for minor injury / illness taking ambulance resources or long wait times for AV attendance because non urgent	C	3	H	<ul style="list-style-type: none"> Medical Operations Plan in place Trained medical staff onsite and a doctor on call if needed. Dedicated staff member for non-urgent medical transport to hospital if needed 	Event Manager	D	3	M
14.10 Insufficient first aid set up / pack down	S	No medical on site for set up and pack down causes lack of treatment to workers that injury them selves	C	3	H	<ul style="list-style-type: none"> Training and induction for all staff, how to locate medical aid. First aid kits located at workstations and main medical bag located in operations office for duration of set up and pack down Dedicated first aid staff onsite for the duration of set up and pack down. Medical provider to attend site from the 29th of December to early 3rd of January where main event set up activities, market stall set up and pack down and volunteers on site. 	Event Manager	E	3	M
14.11 Insufficient medical	SR	Patrons not receiving the care they need on site strain on local AV resources	C	3	H	<ul style="list-style-type: none"> Medical operations plan developed A fully equipped medical provider will be on site for the duration of the event with doctor, paramedics and resources to provide care needed for most injuries and health issues expected at an event like this 	Event Manager Medical Manager	D	3	M

14.12 Injuries from glass	S	Lacerations	C	3	H	<ul style="list-style-type: none"> Medical operations plan developed No glass permitted on site Security Vehicle searches on entry confiscating prohibited items Bar and food vendors must serve in reusable plastic or compostable serve ware. 	Security Manager Event Manager	E	3	M	
14.13 Uneven surfaces	S	Trip, fall, twisted/ sprained ankle	B	3	H	<ul style="list-style-type: none"> Medical centre and operations plan in place Land maintenance removing tripping hazards such as large rocks branches Ensure all areas and walkways are well lit Where hazards are identified (large dips / tree roots) marking paint cones or exclusion zone can be implemented Safety officer will identify hazards in initial walk around Training for staff and volunteers to look out for hazards and report their location, wait with the hazard until safety or site manager can attend to assess. 	Event Manager Safety Officer	C	3	H	Can not flatten every surface in an open paddock, control measures in place will decrease or limit the severity of injury's
14.14 Injury caused by staff member direct actions, equipment or hazard un controlled	FR	Member of the public sues the event for personal injury through negligence of the event organisers or management	E	2	L	<ul style="list-style-type: none"> Tanglewood Festival holds \$20 million cover in PL insurance. Event plan RMP and supporting documents in place to identify hazards and potential risks so they can be controlled or eliminated. All staff are inducted trained in procedures and safe work practices Staff are trained and briefed on their responsibilities Site specific training occurs on site to address any identified risks EMT meetings held every 8 hours for the duration of the event to assess and address or put controls in place for any emerging risks or identified hazards Safety officer employed to check event site and routine inspection for the duration of the event All staff are experienced and recommended 	Event Manager	E	2	L	

						<ul style="list-style-type: none"> All contractors provide their own PL insurance and PI insurance policy where applicable. Tanglewood Festival employs highly trained medical, security, fire management and emergency staff to ensure best care is given to patrons The event site and layout is chosen with safety of patrons and staff in mind 					
14.15 UV exposure	S	Sunburn, heat stroke, dehydration	B	3	H	<ul style="list-style-type: none"> Education given to patrons in event guide social media posters and advertising, the importance of staying out of the sun, slip slop slap, wear a hat, drink water. Training and inductions for staff and volunteers Shelter provided PPE provided to AS/NZS 4399 Free sunscreen and water available around the site Weather monitored and staff notified of upcoming weather each day 	Event Manager	D	3	M	Will require constant monitoring and additional training and educating in morning toolbox meetings
14.16 Water bodies	S	Public access / drowning	C	5	VH	<ul style="list-style-type: none"> No water bodies flowing rivers on site 2 farm dams for firefighting purposes no public access and signed do not enter Dams are patrolled regularly by fire management and security and well lit Dams are shallow with gradual decline 	Event Manager	E	5	M	
14.17 Property damage internal	FR	Public damage hire equipment / property/ fences	E	1	VL	<ul style="list-style-type: none"> Security operations plan in place Security patrolling regularly Event site located away from main dwelling and farming equipment Respectful crowd and education to patrons 'NO dickhead policy' Hire equipment plant machinery, generators fenced off and excluded from public Insurance policy in place 	Event Manager	E	1	VL	
14.18 Poor communications	S	Lead to bad response times to incidents or emergency's	D	4	M	<ul style="list-style-type: none"> Communications officer located in ECC 24 hours a day distributing calls to emergency response teams, logging all radio 	Event Manager Communications Manager	E	4	M	Repeater may be required for further communications to gate,

						<p>communications and making calls to outside authorities if needed</p> <ul style="list-style-type: none"> ▪ Radio communications between all management staff on site ▪ Training on radio communications for all staff when they sign out a radio at the beginning of their first shift. ▪ Good phone reception on site ▪ Satellite phone for emergencies ▪ Spare radio batteries located in operations that will be on a charging rotation ▪ 24-hour site phone located at operations and handed to ECC after hours for communications of community members, authorities and public trying to reach patrons ▪ All contact details to be kept on cloud file in operations computer ▪ Copy of emergency contact details kept in ECC 					<p>this will be tested before event live</p>
14.19 Use of drones	S	Patron or staff member flying a drone, collision with persons causing injury	C	3	H	<ul style="list-style-type: none"> ▪ No public are permitted to fly a drone ▪ Only licenced promoters or security staff are permitted to fly a drone on site ▪ Operations must be notified when a drone is going to be launched so it can be communicated to management and security ▪ An exclusion zone around operator will be created to eliminate risk of injury to the public 	Security Manager Event Manager	E	3	M	Security will be using drones for permitter patrols. Licenced and experienced operators only.
14.20 Language barriers	S	Staff from other nationalities not able to understand instruction, training safety measures, procedures or emergency evacuation	C	2	M	<ul style="list-style-type: none"> ▪ Volunteer and staff applications identify persons nationality and language spoken if any identify as non-English speaking documents will be prepared in that language to ensure all understand what is expected of them. 	Event Manager Volunteer Manager	E	2	L	
14.21 Bio security on site	S E R	Potential hazard travel to site with patrons or staff	E	3	M	<ul style="list-style-type: none"> ▪ Security operations plan in place ▪ Sealed roads from Melbourne to event site ▪ Any patrons traveling from rural areas, farming, parks will be asked to disinfect car wheels and shoes 	Event Manager Landowner	E	3	M	

						<ul style="list-style-type: none"> No noxious weeds or bio security risks identified on the event site No animals with the exemption of service animals permitted on event site 				
14.22 Bio security surrounding properties	SER	Access to surrounding properties posing biosecurity risk to surrounding farms	E	3	M	<ul style="list-style-type: none"> Security operations plan in place No noxious weeds or bio security risks identified on the event site Map boundaries clearly marked fenced and signed No trespassing signs or access signs on fences 6ft fence covered with hessian set 60m back from boundary fence Regular security patrols on boundaries Stationed security positions along boundary fences Training for all staff and volunteers Education to patrons the importance of not crossing boundaries 	Event Manager	E	3	M
14.23 Cash Handling – Security	SF	Asset protection, risk of staff member handling cash being injured in robbery	C	2	M	<ul style="list-style-type: none"> Limited cash transaction on site Where cash is readily used (gate, bar, food and market stalls) Security will be stationed 24 hours a day Regular pick up of cash from bar and gate to be directed to operations office and locked in safe. If ATM trailer is used it will be padlocked to tree and security stationed for the duration of the event 	Event Manager Security Manager	E	2	L
14.24 Cash Handling – Spread of disease	S	Transmission of disease	C	3	H	<ul style="list-style-type: none"> Vendors and gate staff handling cash training in procedure to sanitise in between each transaction Stall holder guide will outline limiting cash sales and providing their own card facilities Patrons encouraged to use card payments as much as possible Promotion on limiting cash transfer on social media and website before patrons attend 	Market Manager Event Manager	E	3	M

14.25 Capacity	S R	Over capacity risks non-compliance and inadequate facilities safety resources, space for patrons on site	E	2	L	<ul style="list-style-type: none"> ▪ Event plan and planning permits in place with set capacity ▪ Emergency plans created with capacity ▪ Tickets sold through reputable company and cut off when limit reached. ▪ Ticket budget allowance for each work area in planning phase to ensure this is not exceeded 	Event Manager	E	2	L	
15. COVID 19 – Pandemic											
15.1 COVID 19 Infections	S	On site person to person transmission or local community	C	5	V H	<ul style="list-style-type: none"> ▪ Covid safe plan in place ▪ Covid safe plan and event must be approved by DHHS to go ahead ▪ Patrons will not be able to attend if they have travelled from a known hot spot for a minimum of 14 days ▪ Dedicated cleaning crew for toilets, shared facilities surfaces, water taps , office spaces etc regular intervals 24 hours a day ▪ Appropriate PPE provided for job tasks to AS for all staff and monitored for correct use. ▪ Covid safe promoting good health and hygiene to staff volunteers and patrons ▪ Covid safe signage posters around event site, toilets, entertainment and work areas ▪ Inductions and training for all staff ▪ Education of the symptoms and encourage all staff crew and patrons to come forward if they are feeling unwell ▪ ALL staff, volunteers, contractors, delivery drivers, patrons must sign in with correct details that match their licence with ticket purchase. These records will be kept for 28 days after the event to allow for contact tracing of any outbreaks that may occur later. ▪ Masks available for all staff and patrons to AS 4381 ▪ Land is large and open easy to achieve physical distancing 	Event Manager	E	5	M	<p>If the risk is to great the event will not go ahead!</p> <p>Because Covid 19 pandemic is an ever changing landscape the Covid safe plan will go in to much more details about how the risk of covid 19 will be eliminated, or reduced to a comfortable level for organisers and health authorities to be comfortable for the event to go ahead. By the time the event goes ahead it is likely the all or most people will be vaccinated therefore changing the risks associated with contracting COVID 19</p>

						<ul style="list-style-type: none"> Entertainment areas are open air, workshops like yoga that were done in covered areas can be moved outdoors. Additional medical grade hand sanitiser located all around site 						
15.2 COVID 19 Infections		Person attending site is notified they have been in an exposure site	C	5	V H	<ul style="list-style-type: none"> Same as above Monitoring health advice regularly notify gate of any new hotspots/ exposure sites that may need to be asked of patrons attending. An isolation medical room will be provided if they are unwell. They will be asked to leave and isolate at home. With direction from DHHS depending on severity or tire level of exposure site the event may be directed to close down and everyone in attendance isolate at home until a negative test result is received Patrons and staff can be notified through, phone number, email address, social media, PA systems on site, posters, notices, word of mouth from staff and other patrons. 	Event Manager		E	5	M	As stated these controls are likely to change closer to the event. A updated Covid safe plan will be completed and circulated before the event takes place
15.3 COVID 19 Infections	OF	Victoria/ interstate lockdowns or hotspots means the event has to postpone cancel or loose significant patronage/ clientele. No cancellation policy's available nationally for covid related cancelations	B	5	V H	<ul style="list-style-type: none"> Covid safe plan in place Monitor local and national health advice growing numbers or trends in infections so able to make an informed decision on when to cancel, the earlier the better. Contracts with artists and contractors for reduced or no deposits Postponement date discussed with in planning permit application for the case of cancellation Only partial refund for patrons that are unable to attend postponement date and no refund just transfer of ticket to new date for other patrons 	Event Manager		D	5	H	Having a postponement date in planning ensures that the event can survive the very real possibility of having to cancel the show last minute as there is not type of insurance that will cover this at this stage.

16. Community											
16.1 Threats from community members	S O F	A threat to organiser, event business or business operation causes emotional and financial stress event cancelation/ delay in operation	B	4	V H	<ul style="list-style-type: none"> ▪ Good consolation and mediation with neighbours and the community where practicable and safe to do so ▪ Good event planning and willingness to work with the community and regulators ▪ Alert authorities/ Victoria Police of any behaviour that threatens the safety of staff members or public 	Event Manager	C	4	H	This has been an issue in the past with threats for destroying the business, attempts of extortion of large amounts of money so that they would 'leave us alone' untrue bad publicity in local paper, threats to operations and attempt to scare organisers and public by firing a gun close to the entertainment areas while the event was in progress and threatening the organisers on more than one occasion. This is something that requires continual monitoring and consultation with neighbours where practicable and safe to do so Victoria Police and other authorities.
16.2 Property damage external	S R F	Patron causes damage to community property, Bad reputation, publicity, loss of assets to property owner	C	2	M	<ul style="list-style-type: none"> ▪ Security Management plan in place ▪ Crowd managed with in the event site ▪ Education and promotion to patrons on expected behaviour ▪ Patrons that do not follow the rules will be evicted ▪ Tanglewood attracts good responsible crowd and demographic of people ▪ Media Team in place and development of messaging or response to concerns 	Security Manager Event Manager	E	2	L	No issues in the past but will continue to promote good behaviour and respect for the community

16.3 Antisocial behaviour external	R	Patron behaves poorly when out in the local community causes a bad image of event	C	2	M	<ul style="list-style-type: none"> Security Management plan in place Crowd managed with in the event site Education and promotion to patrons on expected behaviour Patrons that do not follow the rules will be evicted Tanglewood attracts good responsible crowd and demographic of people Media Team in place and development of messaging or response to concerns 	Security Manager Event Manager	D	2	L
16.4 Community Disapproval of event	RO	Bad publicity, bad reputation for the event	C	2	M	<ul style="list-style-type: none"> Promotion of the event and invitation for community members to become involved Good consultation with community and community groups in the area Positive media releases Good event planning and management of the event Good record of adhering to conditions and respect for the community Job opportunities for local community members Performance and entrainment opportunities for local community members Income opportunity for local businesses Tourism and economic development surveys 	Event Manager	C	2	M
16.5 Notification to community members	R	If they are not aware of event activities they may have disapproval, uncertainty or concerns that are not addressed	D	2	L	<ul style="list-style-type: none"> Council notification to surrounding neighbours and in local paper Event notification to surrounding neighbours and community outlining event activities and running times Good consultation with community members business owners and community groups Advertising in the local community 24 hour hotline provided for community members to contact 	Event Manager	E	2	L
16.6 Notification to community Businesses	RF	If businesses are not correctly notified of expected numbers they	D	1	L	<ul style="list-style-type: none"> Invitation to local business that might like to be involved Advertising in the local community 	Event Manager	E	1	V L



		may not be prepared with enough product or staffing				▪ Notification to local businesses in the surrounding area to notify them of the event running times and expected numbers in attendance					
16.7 Use of community members bins	R	Patrons leaving the event use community members bins to dispose of waste causing bad publicity for the event and annoyance to community	D	1	L	<ul style="list-style-type: none"> Waste management plan in place Provide ample waste disposal Provide skips for patron waste disposal 24 hour hotline provided for community members to contact 	Event Manager Waste Manager	E	1	V L	
LIVE CHANGING DOC - NEW IDENTIFIED HAZARDS/RISKS OR FURTHER CONTROLS TO BE IMPLEMENTED ON KNOWN HAZARDS/ RISKS											
Potential Hazard	Risk Cat	Potential Risk	Inherent Risk Ranking			Controls Measures	Accountable Person	Residual Risk Rating			Comments
			L	C	R			L	C	R	
						▪					Recorded By?
						▪					



**Tanglewood Festival
Risk Management Plan**

						▪						
						▪						
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Reference Law and Publications

- *Australian and New Zealand Standard for Risk Management (ISO 31000:2018 Risk Management Principles and Guidelines)*
- *Australian and New Zealand Standard ISO 45001 Occupational Health and Safety Standard*
- *Australian Standard 3745 planning for emergencies in facilities 2010*
- *Victorian Occupational health and safety Act 2004*
- *Victorian Occupational health and safety Regulations 2017*
- *Victorian Building Regulations 2018*
- *Building Act 1993*
- *Australian Building Codes board temporary structures standard 2015*
- *Building Code of Australia Australian Building Codes Board www.abcb.gov.au*
- *Australian and New Zealand Standard 1170, Marquee Structures designs and actions*
- *Australian Standard 2444 Portable Fire Extinguishers*
- *Australian Standard 1319 Safety Signage*
- *Australian Standard 3533 Amusement Rides*
- *Australian and New Zealand Standard 1596 storage and handling of LP Gas*
- *Australian and New Zealand Standard 3002 Electrical Installations shows and carnivals*
- *Australian and New Zealand Standard 3760 Electrical test and tag*
- *Australian Standard 1657 Step Ladders*
- *Australian and New Zealand Standard 1892 Portable Ladders*
- *Australian and New Zealand Standard 1800 Occupational Protective Helmets*
- *Australian and New Zealand Standard 18791 Industrial fall and arrest systems – harness*
- *Australian and New Zealand Standard 2161 Occupational Safety Gloves*
- *Australian and New Zealand Standard 4602 1906 – High Visibility clothing*
- *Australian and New Zealand Standard 4399 UPF protective clothing*
- *Australian and New Zealand Standard 3765 protective clothing against hazardous chemicals*
- *Australian and New Zealand Standard 1796 respiratory face dust masks*
- *Australian and New Zealand Standard 2211 Laser safety*
- *Part 3, Division 2, Victorian Dangerous Goods Storage and Handling Regulations, 2012*
- *Dangerous Goods Act 1985*
- *Code of Practice for the storage and handling of dangerous goods*
- *Active Armed Offender Guidelines for Crowded Places- ANZCTC*
- *Australia’s Strategy for Protecting Crowded Places from Terrorism ANZCTC 2017*
- *Hostile Vehicle Guidelines for crowded Places ANZCTC 2017*
- *Event Management – Planning Guide for Event Managers in Victoria (Vic Gov. - 2012)*
- *Victorian Guidelines for planning safe public events edition 1 2018*
- *MFE guidelines department of health code of practice for running safer music festivals and events Victoria*
- *Gas Safety at Public Events (Energy Safe Victoria – Version 09/2013)*
- *Code of Practice for safe use of LPG gas at Public Events (Energy Safe Victoria – Dec.2014)*

- *Safety Guidelines for the Entertainment Industry developed by the Australian Entertainment Industry in association with the Media Entertainment and Arts Alliance;*
- *Equipment public safety Act 1994*
- *Public events framework version 3.2 updated 25th of May 2021*
- *The National Drug Strategy – a framework for action on alcohol, tobacco and other drugs, 2010–2015 www.nationaldrugstrategy.gov.au*
- *Responsible Alcohol Victoria Liquor licensing, regulation and education resources www.responsiblealcohol.vic.gov.au*
- *The Australian Government Attorney-General's Department Australian Emergency Management publish a number of resources useful for safe event planning www.em.gov.au*
- *SunSmart guide for festivals and outdoor events www.sunsmart.com.au*
- *Compliance Code Noise Edition 2 2019*
- *EPA Act 2021 and EPA Regulations 2017*
- *Food Act 1984 and the Australian New Zealand's standards code*
- *Road Safety (Traffic Management) regulations 2019*
- *Energy Safe Victoria Code of Practice for work on electricity (The Blue Book 2017)*
- *Electricity Safety Act 1998 Victoria*
- *Relevant Codes of practice found at www.worksafe.vic.gov.au and www.safeworkaustralia.gov.au*
- *Worksafe Victoria Risk Management approach to work related stress*
- *Worksafe Victoria amusement ride hire checklists*
- *Worksafe, Victoria Advice for managing major events safely 1st Edition April 2006*
- *Worksafe Crowd control at venues and events and a practical occupational health and safety guide, second edition January 2007*
- *Worksafe Victoria, Guide in work related stress in violent or traumatic events*
- *Worksafe Victoria, Guide to exposure to covid 19 in workplaces*
- *Worksafe Victoria Guide on basics on noise*
- *www.safeworkaustralia.gov.au/noise#managing-risks*
- *Worksafe Victoria Guide on Electrical Safety*
- *DHHS current guidelines and restrictions or health alerts*
- *<https://www.coronavirus.vic.gov.au/arts-and-live-performances-sector-guidance>*
- *<https://www.coronavirus.vic.gov.au/preventing-infection-workplace#cleaning-and-disinfection>*