



24th Biennale of Sydney 2024

TEN THOUSAND SUNS

Principal Risk Assessment

White Bay Power Station

Document History

Version #	Date Created	Name	Details
01	12/10/2023	Matt Woodham	First draft
02	31/01/2024	Matt Woodham	Additions + amendments
03	20/02/2024	Matt Woodham	Additions + amendments

Executive Summary

This document provides an overall event safety report/risk assessment prepared by the Biennale of Sydney for its exhibition at White Bay Power Station, Rozelle.

The purpose of this document is to identify event related hazards & risks and provide recommendations for the treatment or control of risk. As a duty holder, BoS has an obligation to eliminate or minimise health and safety risks – so far as is reasonably practicable. Conducting research, consulting with stakeholders and experts, and preparing a robust risk assessment is central to meeting these legal duties and delivering a safe event.

This document includes a risk assessment written in accordance with the international risk management standard ISO 31000:2018 – Risk Management. This standard provides the optimum platform for the identification, assessment and treatment of risk. Multiple risk registers have been included in this report that outline key risk controls, plans, documents and third- party reports that are required to meet the production requirements.

Safety & Emergency Contacts

Listed below are the key safety & emergency contacts for the event:

Role	Name	Contact Number
Head of Production	Tim Barker	0457 440 133
Exhibition Production Manager	Sep Pourbozorgi	0412 172 366
Operations Manager	Matt Woodham	0405 253 335
Exhibition Manager	Julia Greenstreet	0417 480 160
Registrar	Deborah Jones	0404 251 087
Events + Programs Producer	Michael Kennedy	0412 504 837
Production and Event Coordinator	Noah Bennett	0437 820 078
Independent Risk Advisor	Paul Chivers	0450 341 967

Agency	Details	Contact Number
Police, Fire, Ambulance	24hrs, 7 days a week	000
Marine Area Command (Police)	4 Jubilee Place, Balmain	02 93207499
NSW Ambulance (Event Ops.)	Kylie Duncan	0428 460 477
Non-Emergency Police	24hrs, 7 days a week	13 14 44
Emergency Services (SES)	24hrs, 7 days a week	13 25 00
Poison Information Centre	24hrs, 7 days a week	13 11 26
Lifeline Crisis Helpline	24hrs, 7 days a week	13 11 14
Alcohol and drug information		9361 8000
Work Cover NSW	24hrs, 7 days a week	13 10 50
Beyond Blue	24hrs, 7 days a week	1300 22 4636

Communication & Consultation

Effective communication and consultation is essential to ensure that contractors, sub- contractors, working personnel and artists, understand their responsibilities in relation to risk and safety management. Active consultation will continue in the lead up to, and during the installation of art works to ensure that risk ownership is clear, and the safety of workers and others has been well considered/managed. To assist with this process, the Biennale team shall ensure that risk and safety are key topics at regular meetings. As consultation continues this document may be updated. Please ensure that you are working from the most recent version.

Safety Management Plan

Each edition, the Biennale develops a comprehensive Safety Management Plan that is issued to all contractors and crew engaged for services on the event. Contractors are responsible for issuing a copy to their employees and any sub-contractors they themselves engage. Key topics in the plan include:

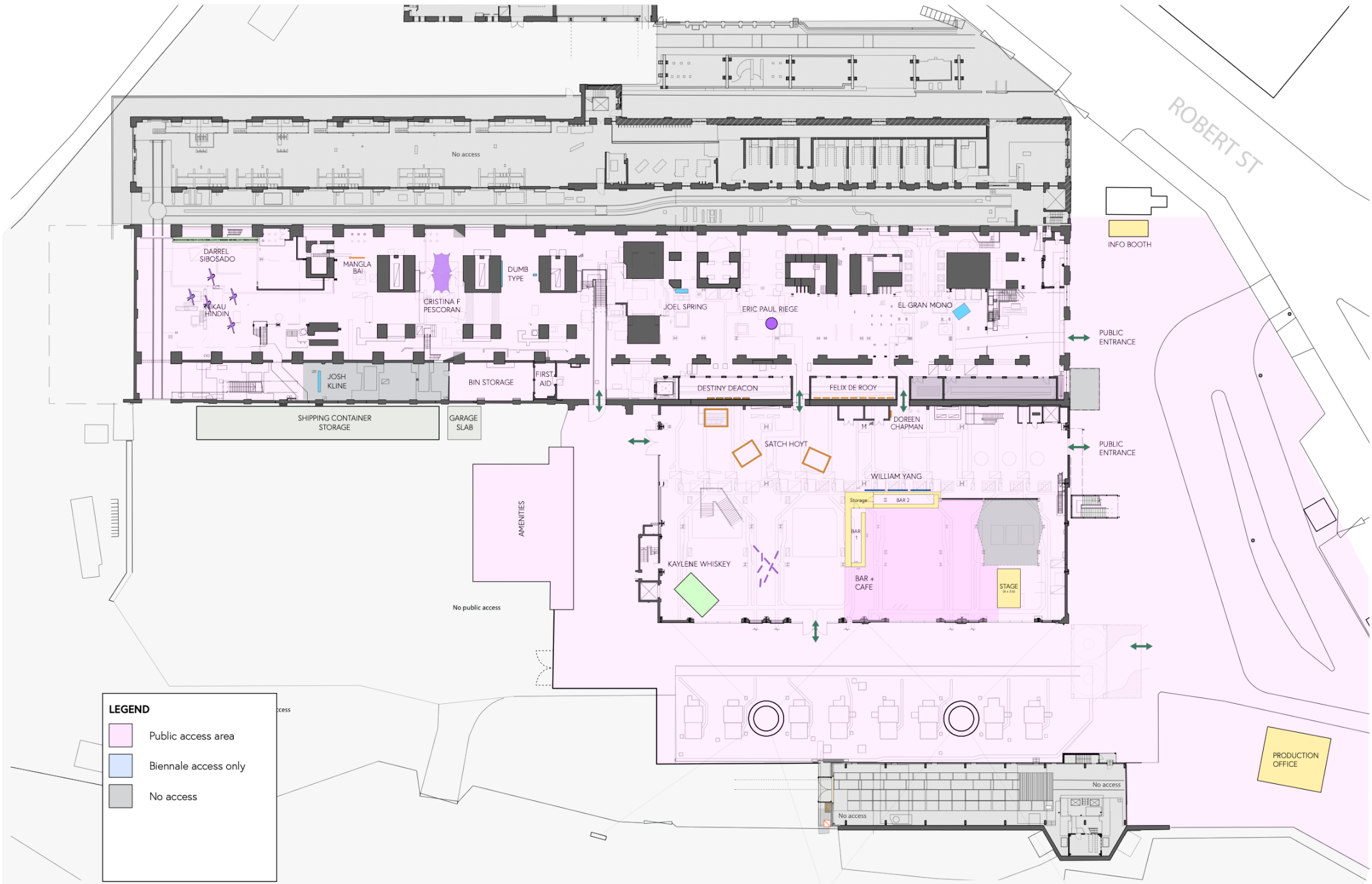
- Risk Management
- Safety Culture
- Communication and Consultation
- Code of Conduct
- Restricted Areas
- High Risk Licenses
- Mobile Plant Usage
- Safe Work Methods
- Manual Handling
- Personal Protective Equipment
- Managing Fatigue
- Emergency Planning
- Emergency Procedures
- Incident Reporting

All persons involved in the event must comply with the guidelines and reporting requirements outlined within the Safety Management Plan.

Exhibition Overview

2024 marks the 50th anniversary of the Biennale of Sydney and its 24th edition.

The White Bay Power Station (WBPS) will be the main site for the Biennale in 2024 and will host over 35 commissioned and existing artworks. In addition to the Exhibition, the Biennale will create a significant public program consisting of live music, talks and educational workshops – activating WBPS throughout the 15 week opening period. There will also be a scalable range of food and beverage operations on site, catering for day-to-day exhibition crowds, major events with thousands of attendees and even intimate artist talks for small audiences. The WBPS is the primary venue of the 24th Biennale of Sydney, hosting the largest collection of art installations for the 2024 edition.



biennaleofsydney

BASE DRAWINGS PREPARED BY OTHERS.
ACCURACY OF DRAWINGS SHOULD
BE CONFIRMED ON SITE BEFORE
GETTING TOO EXCITED.

TEN THOUSAND
SUNS

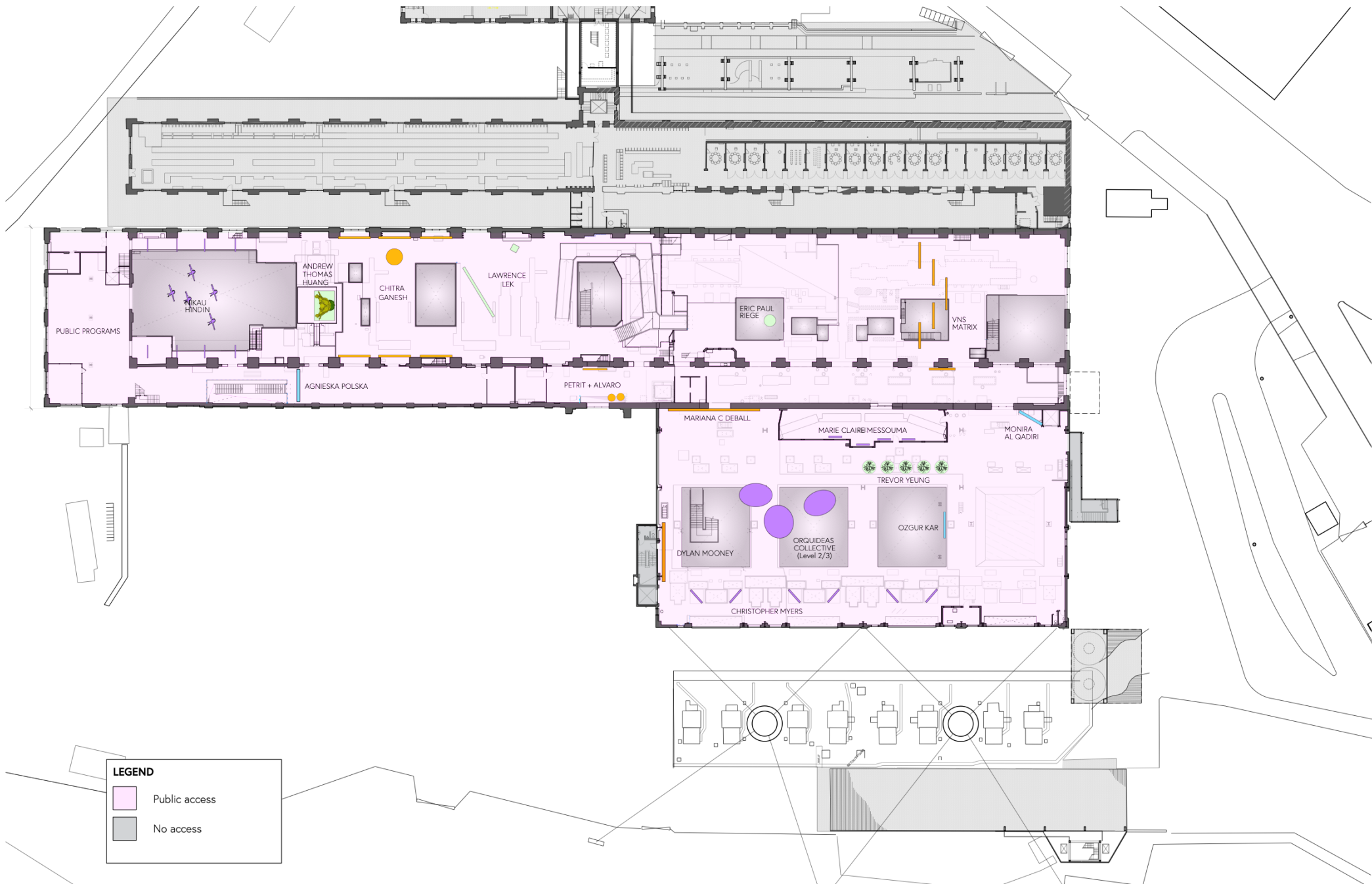
ADDRESS
VICTORIA ROAD AND
ROBERT STREET



PROJECT
24th BIENNALE OF SYDNEY:
TEN THOUSAND SUNS
WHITE BAY POWER STATION

DRAWN BY: MW SCALE: 1:250 PRINT AT: A1

DRAWING
WHOLE EXHIBITION -
GROUND FLOOR



LEGEND

Public access

No access

Art Installations

Art pieces/works are subject to individual risk assessments to ensure risks to health and safety have been identified, and to ensure safety measures are clear for each respective team. Biennale staff shall ensure that each artwork risk assessment is distributed to relevant parties, used for briefings and that control measures are actively applied.

Contractors & Sub - Contractors

All Biennale contractors (and sub-contractors) are required to meet strict health and safety standards to participate in the event. All contractors have a legal duty to identify and manage health and safety risks in all of their workplaces, and to ensure that none of their work puts others at risk. All contractors, sub-contractors and sole traders must be issued a copy of the Biennale Safety Handbook.

Contractors must provide:

- Work Health and Safety Policy
- Public Liability Insurance \$20M – Certificate of Currency
- Workers Compensation Insurance - Certificate of Currency (excludes soletraders)
- Income Protection Insurance – Certificate of Currency (sole traders only)
- Professional Indemnity Insurance - Certificate of Currency (consultants only)
- Job Safety Analysis (JSA), or a completed risk assessment
- Safe Work Method Statements – for high risk construction work (plant use, rigging etc)
- High Risk Licenses – for plant operation, high risk work (rigging etc)

All contractors must consider the risks associated with their work on this event and ensure that prepared risk assessments, or SWMS, are show specific and meaningful. The use of generic documents is discouraged.

Biennale Safety Induction (Online)

All contractors, working personnel, volunteers and artists are required to complete a unique online safety induction prior to commencement of work. The online induction will feature key elements of the Biennale Safety Management Plan, venue heritage aspects and general site safety rules. Only inducted staff will be issued event accreditation and be permitted access to art installations or work zones.

Biennale Safety Induction (High Risk/SWMS)

All contractors, working personnel, volunteers and artists involved in high-risk construction work, must be formally instructed in the relevant safe work method statement (SWMS), and provide Biennale with the required high-risk license. All high-riskwork must be supervised and coordinated by the Production Manager, specialty contractor or specialist crew member (i.e. rigger).

Incident Management

An incident is an occurrence such as a near-miss, damage to property, first aid treatment, and serious injury/death. All incidents must be reported to the Biennale production team so they can be actioned and investigated fully. In some cases, incidents must be reported externally to the regulator – Safe Work NSW. If an incident is notifiable this will be done by a senior member of the

Biennale management team or the contractor involved in the incident.

All incidents, particularly near misses/hits, will be reported using an online, app-based Incident Report Form and a formal review/investigation carried out. Installers and build crew are required to report any hazards or unsafe acts so these can be managed accordingly. Its currently best practice to apply a “just and fair culture” when reviewing incident causation. This process looks at the organisational factors involved in the incident and is focused on learning, rather than blaming individuals.

First Aid/Medical Management

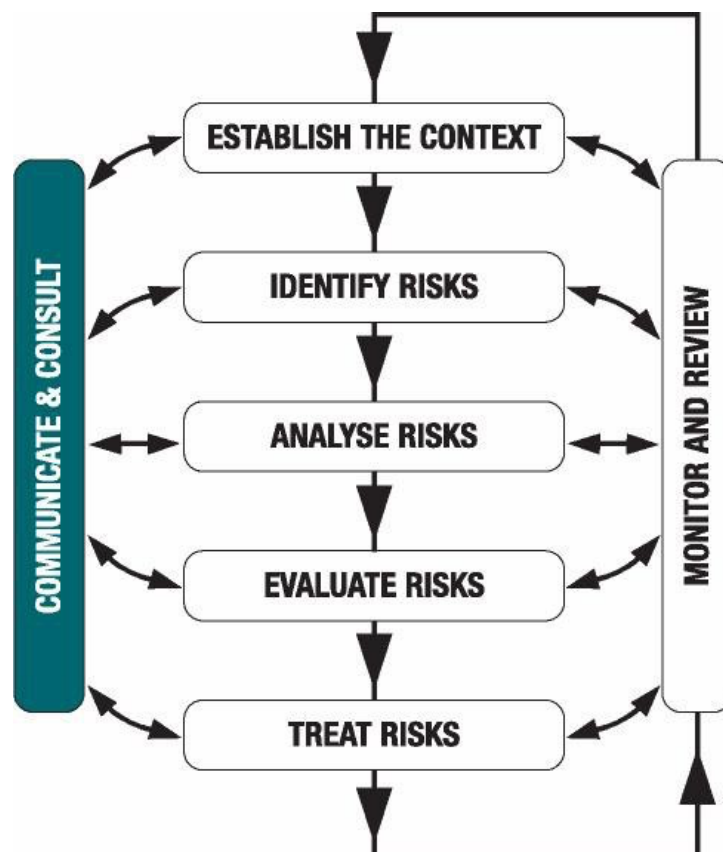
Biennale is a free-to-attend, ticketed event with a maximum capacity of 2000 pax at any given time, and an anticipated peak daily visitation of 5000 pax. Medical management of patrons attending the event will be undertaken by trained first aiders from venue staff and the Biennale team. For medical emergencies, 000 will be dialled in the first instance.

Emergency Management

A detailed Emergency Management Plan is in development for the Biennale of Sydney’s occupancy of White Bay Power Station.

Risk Management

Identifying and managing risk on the event is central to ensuring the health and safety of all workers, volunteers, artists and the general public. The risk assessment process applied for this report has been taken from ISO 31000:2018 – Risk Management and is illustrated below.



Establish the context

The Biennale's objectives are:

- To establish a positive safety culture amongst all workers
- To eliminate or minimise risks - so far as reasonably practicable
- To deliver a professional, safe and ethical event
- To comply with legislation, standards and relevant codes

Biennale places a high priority on health and safety and achieving these objectives. The purpose of this risk assessment is to identify risks that may impact on these objectives, and to put in place practical risk controls.

Externally there is a perception that Biennale will not only apply best practice in event management, but that robust risk and safety management planning will be implemented. Given the high-profile nature of the business and potential risks to reputation, all media relating to the event must be handled by the Biennale communications team.

Risk Identification

Risk identification is a process that involves finding, recognising and describing the risks that could affect the achievement of the business objectives. It is also a process designed to identify possible causes (contributing factors), and their potential consequences.

Risks have been identified on this event using the following methods:

- Consultation with Biennale team members
- Historical information and experience from prior exhibitions
- Consultation with risk, safety and medical consultants
- Consultation with security and venue management
- Consultation with contractors and workers
- Site inspections

Risk Analysis

Risk analysis is a process that is used to understand the nature, sources, and causes of the risks that have been identified, and to estimate their level of risk on the event. To support the risk analysis process, criteria scales have been developed and applied.

The likelihood that a risk may take place on the event is selected from below.

LIKELIHOOD:		
A	ALMOST CERTAIN	The risk will occur during the event
B	LIKELY	The risk will likely occur during the event
C	POSSIBLE	The risk is possible during the event
D	UNLIKELY	The risk is unlikely to occur on the event
E	RARE	The risk is rare and not expected on the event

For each risk identified, the consequence of the risk occurring must be considered using the consequence criteria below. Consequence refers to the outcome of an event affecting objectives. This should be based on the most credible outcome (not the worst case) impact of the risk. The most credible outcome means that which is plausible or reasonably believable.

CONSEQUENCES:		
5	CRITICAL	Loss of life, permanent disability or multiple serious injuries (Notifiable)
4	MAJOR	Serious injury requiring immediate hospitalization as IN patient (Notifiable) – ongoing treatment by specialists
3	MODERATE	Moderate injury/illness requiring medical treatment or hospitalization (ER) – ongoing treatment (i.e. Physio)
2	MINOR	Minor injury requiring First Aid treatment (e.g. minor cuts, bruises, strains)
1	INSIGNIFICANT	No treatment required

Risk Evaluation

Risk evaluation is a process that is used to compare risk analysis results with risk criteria in order to determine whether or not a specified level of risk is acceptable or tolerable.

By combining the likelihood and consequences and using the risk matrix below – a risk level is obtained.

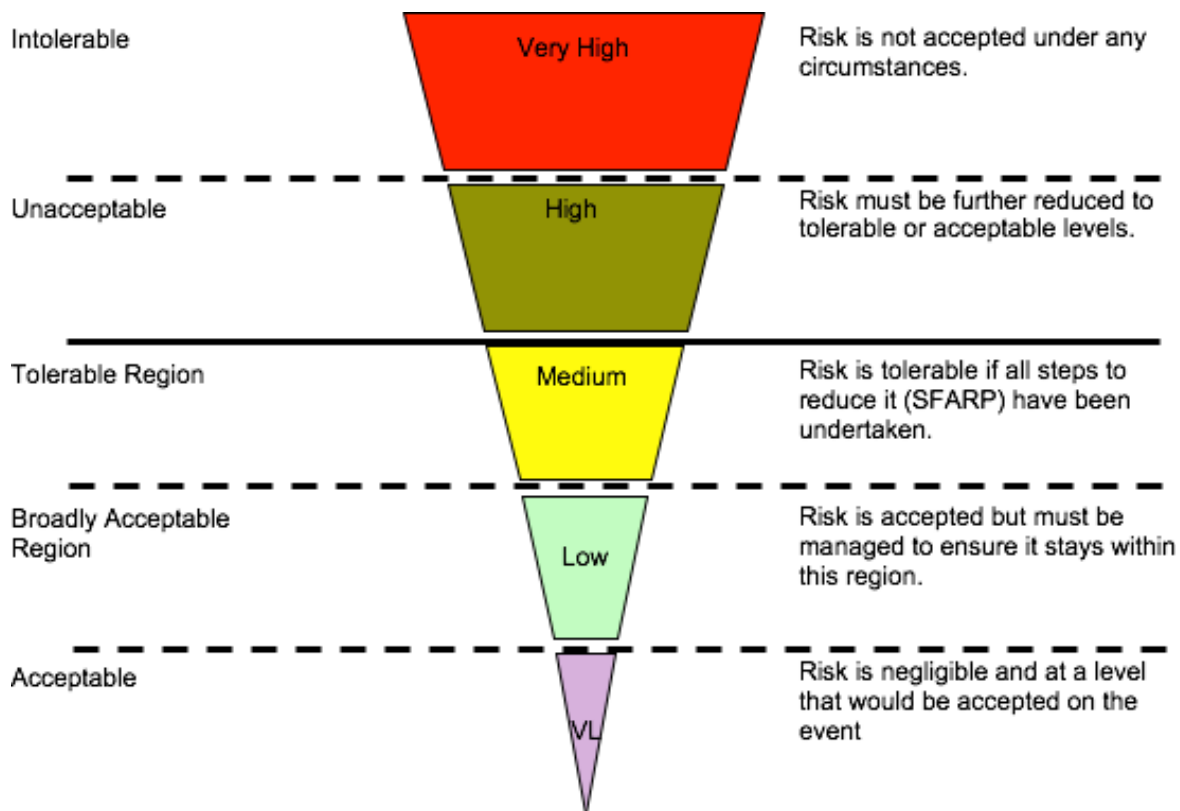
Risk Matrix			Consequences				
			1	2	3	4	5
			Insignificant No injuries / minimal financial loss	Minor First aid treatment / med financial loss	Moderate Medical treatment / high financial loss	Major Hospital / significant financial loss	Catastrophic Death / massive financial loss
Likelihood	A	Almost Certain Often occurs / Once a week	Moderate	High	High	Very High	Very High
	B	Likely Could easily happen / once a month	Moderate	Moderate	High	High	Very High
	C	Possible Is known to happen / once a year	Low	Moderate	Moderate	High	Very High
	D	Unlikely It's imaginable / once in 10 years	Low	Low	Moderate	Moderate	High
	E	Rare Vaguely conceivable / once in 100 years	Low	Low	Low	Moderate	High

Once contributing factors have been considered and risk controls applied for each identified risk, a residual risk level will remain.

Risk Treatment

Biennale has a legal duty to ensure that risks on the event are eliminated or minimised so far as is reasonably practicable. It is not a requirement, or possible to eliminate all risk, and all productions, events, performances, and work activities have some level of risk associated with them.

The intent of risk management is to reduce risks to levels that are acceptable for the production/business. The below pictorial outlines the risk acceptability for this production.



Risk Treatment involves selecting and implementing one or more treatment options from below.

- Retain Risk – accept the risk
- Avoid Risk - avoid a particular activity all together
- Reduce Risk – to levels so far as reasonably practicable*
- Remove the Source of Risk – remove a hazard/risk completely
- Change the Consequences or Likelihood
- Share Risk – engage specialists or contractors

Generally, event related risks are reduced through a variety of safety controls including:

- engaging specialists in areas like medical, security & safety
- engaging specialist contractors and tradespersons
- contracting a venue that is suitable and fit for purpose
- isolating the areas where hazardous work will take place
- implementing written safety procedures across all contractors
- implementing strict controls over vehicle and plant movement
- implementing strict supervision of high-risk work, rigging, scaffolding

Monitor & Review

To monitor means to supervise, continually check and critically observe. This activity will be undertaken by the Biennale production team. Throughout the event period - the risks identified in the risk registers shall be monitored, and any changes or modifications noted.

If any new work tasks, events or other activities emerge and these are not captured in this safety report – a risk assessment will be completed by Biennale using the designated template. The new document will be provided to the safety consultant, transmitted to staff, and actively applied.

Summary

Preparing a safety report and conducting a detailed risk assessment is an essential component of creating a safe workplace, however; unless the document is actioned and actively used by contractors/workers it cannot achieve its full potential, and gaps can appear.

Throughout all planning this document shall be used as a reference and copies distributed as required.

The risk register identifies various hazards and foreseeable risks that require the attention of Biennale, Department Heads, contractors and workers. Where risk owners are identified, these stakeholders shall be contacted, and agreement reached as to the management of risk within their specific area. All workers are required to apply the risk controls relative to their work tasks and department.

BUILD, INSTALLATION & DEINSTALLATION

Area Supervisor: BoS

General Hazards

ID	HAZARD	POTENTIAL OUTCOMES	INITIAL	CONTROL / ACTIONS	REVISED RANK
101	Contractors - Administrative Failures <ul style="list-style-type: none"> Poorly written procedures, lack of risk management, non-compliance with standards and regulations 	<ul style="list-style-type: none"> Serious injury to worker/s Damage to equipment or venue assets Civil Claims Prosecution 	C4	<p>All contractors & sub-contractors must submit elements of their safety management system to Event Management in accordance with safety & contractual requirements.</p> <p>Contractor safety systems must include:</p> <ul style="list-style-type: none"> WHS Policy Insurances (PL, WC and PI for consultants) Safe work method statements/procedures Training registers, copies of high-risk licenses JSA or risk assessments <p>All systems of work are to be reviewed and action taken if systems or procedures are inadequate for the work activities.</p>	D4
102	Contractors - Unsafe work practices <ul style="list-style-type: none"> Poor application of procedures, poor supervision, incorrect use of tools / PPE 	<ul style="list-style-type: none"> Damage to equipment, venue or assets Workers undertake at-risk behaviour resulting in injury 	C4	<p>All contractors and sub-contractors to ensure:</p> <ul style="list-style-type: none"> Safety management plan is adhered too by all workers Experienced supervisors are present for all work Written procedures are applied (as submitted) Tools and equipment are used in accordance with manufacturers guidelines PPE is used where required as indicated in safety systems Venue assets are protected from damage Workers do not deviate from safe work procedures or undertake ad-hoc work without assessing risk 	D4
103	Crew members not available at last minute	<ul style="list-style-type: none"> Event not set up in time Poor public image 	B2	<ul style="list-style-type: none"> Committee members as backup help Extend engagement time of contactors to complete specific tasks 	D2

104	Critical Incident - Medical	<ul style="list-style-type: none"> • Injury or illness to worker during production. • Complications with injury or illness due to poor response time. 	<p>C3</p> <p>BoS to consult with stakeholders to ensure a medical plan is developed for the construction period.</p> <ul style="list-style-type: none"> • First aid kits made available and visible on site. • Medical treatment room established and fitted out for private treatment of crew/artists. • Response procedures established between BoS venue in the event a person is injured during build. • First Aid – incident reporting process put in place • All patient treatment documented and reported to BoS • Nominated first aiders identified via Deputy / Prod schedules. 	C2
105	Critical Incident - Fire	<ul style="list-style-type: none"> • Personal injury • Damage / destruction of building • Damage / destruction of equipment • Damage / destruction of artwork 	<p>E5</p> <p>BoS to ensure fire safety and prevention controls are in place.</p> <ul style="list-style-type: none"> • Emergency Management Plan is developed • Staff and crew briefed on fire plans and procedures • All FFE equipment must be kept clear and free at all times • All designated emergency evacuation routes to be kept clear at all times • All fire exit doors to be kept clear and un-blocked • Non-compliant fire exit doors to be kept open as per BCA report • All combustible products/rubbish are to be minimised • No smoking on site • All electrical equipment used to have current inspection test/tag and be fit for its intended use • Hot works permit system established and strictly managed • No naked flames permitted within venue • Hazardous and flammable materials are to be appropriately stored 	C2
106	Damage/theft of event or supplier equipment	<ul style="list-style-type: none"> • Financial claim • Negative Media 	<p>C3</p> <ul style="list-style-type: none"> • Easily stolen equipment not to be left in publicly accessible areas • Security employed where appropriate • Temporary infrastructure to be de-installed and removed off site once event complete 	C1

107	Dangerous Goods & Hazardous Substances	<ul style="list-style-type: none"> • Ignition of flammable goods - fire • Personal injury - burns & chemical • Damage or destruction to artwork or property 	E5	<p>All hazardous substances and DG used by contractors and artists must be approved by the Production Manager.</p> <ul style="list-style-type: none"> • Contractors to provide risk assessment, register (and quantities) + safety data sheets • Hazardous substances such as paints and aerosols must be stored in a cool place away from sunlight – i.e. paint locker and away from all carpentry and machinery • Items in register to have hard copy safety data sheets (SDS) available for reference (place in binder). • All workers/artists involved in handling hazardous substances to be instructed in SDS and PPE usage • All storage and handling in accordance with SDS • Regulatory signage to be installed where Dangerous Goods and Hazardous substances are located • LPG cylinders for forklifts must be stored externally in lockable cage – no LPG is permitted within the venue • Smoking in and around dangerous goods is restricted • Storage of and consumption of food is restricted from all work shop and storage areas • PPE such as gloves, eye wear and respirators to be provided to workers in accordance with SDS. 	E4
108	Dangerous Winds	<ul style="list-style-type: none"> • Site impacted / equipment destroyed • Injuries from flying debris • Event cancelled • Patrons disappointed / angry 	C5	<ul style="list-style-type: none"> • All outdoor infrastructure to be secured safely; engineering advice sought where appropriate • Local weather forecasts and warnings monitored • Anemometer used to monitor wind speeds for outdoor events • Site crew and management briefed thoroughly on general evacuation procedure in emergency response plan. • Follow emergency response plan 	E4
109	Electrocution	<ul style="list-style-type: none"> • Injury / Death • Equipment destruction / damage 	C5	<ul style="list-style-type: none"> • All equipment is tested and tagged • Licensed electrician on site when required • Power distribution plan prepared 	E3
110	Equipment placement (major infrastructure)	Impact on pedestrian and vehicle traffic	C2	<ul style="list-style-type: none"> • Ensure vehicle spotters are in place. • High vis to be worn. • Close off work area to the public where possible 	E2
111	Exhaustion/ dehydration	Injury	D2	<ul style="list-style-type: none"> • Suitable break times, scheduling of work hours & expectations • Crew to wear appropriate clothing to the weather. • Water and food to be available 	E2

112	Heavy lifting	Injury	C4	<ul style="list-style-type: none"> • Use of trolley or vehicle to move heavy equipment • Advise crew on safe lifting practices 	D4
113	Manual Handling	<ul style="list-style-type: none"> • Injury - immediate or delayed • Equipment damage 	B3	<ul style="list-style-type: none"> • Trolleys and mechanical lifting aids used wherever possible. • Staff training and / or briefing to incorporate instruction regarding manual handling and correct procedures. 	D2
114	Marquee builds	<ul style="list-style-type: none"> • Impact on pedestrian and vehicle traffic • Marquee falling • Hitting under ground power and/or water 	C4	<ul style="list-style-type: none"> • Signage to notify public of closed area • Ensure BCA requirements are followed for size of marquee; this may require engineer inspection • All marquee erection by qualified persons/s • Locate and mark underground power prior to event build. • No stakes or spikes to be used in erection of marquees; ballast only. 	D3
115	Mobile Plant use (scissor, EWP, forklifts)	<ul style="list-style-type: none"> • Mobile plant impact with venue during operation • Mobile plant collision with worker • Plant tipping / falling • Equipment dropped or displaced from plant during movement 	B5	<p>Event Management to consult with all contractors/workers involved in the use of mobile plant to ensure:</p> <ul style="list-style-type: none"> • All mobile plant is operated by licensed operators only • Pre-start inspection mandatory for all plant operators • Logbooks to be reviewed and completed by operators • Workers to provide evidence of license to Safety Supervisor • Speed limits reduced to walking speed at all times • All workers to wear high visibility work wear or vest • Fork driver to wear seat belt at all times <p>ALL signed SWMS for mobile plant to be maintained by Event Management supervisor.</p>	D4

116	Production Suspension (LX, AX, Video & Art)	<ul style="list-style-type: none"> • Failure of rigging hardware, blocks, hoists and other rigging equipment resulting in release of load. • Structural and/or equipment damage due to collapse of rigging hardware. • Personal Injury, injury to others • Equipment damage • Artwork damage 	E5	<p>BoS to consult with all contractors/artists that suspend equipment to ensure:</p> <ul style="list-style-type: none"> • Point loadings (weights) for all suspended equipment is provided to Van der Meer for approval • All rigging is done in accordance with approved plans • All rigging to be done in accordance with submitted SWMS – sign copy provided to Production Manager • All riggers licensed and approved by BoS • All chain hoists to have current test/tag and evidence of annual load testing (certification available on request) • All rigging hardware and lifting gear to be rated and suitable for the intended load • All rigging techniques and methods consistent with industry best practice and LPA Guidelines. • Checks and inspections of all equipment/hardware to be conducted prior to flying items to trim. • All flown production rigged and braced to prevent excess movement (wind actions) <p>Production Manager to coordinate engineering assessment of designs, weights and methods of attachment.</p>	E4
117	Psychosocial <ul style="list-style-type: none"> • Bullying • Harrassment 	<ul style="list-style-type: none"> • Anxiety • Depression • Reduced performance 	B2	<ul style="list-style-type: none"> • Zero tolerance policy for all forms of harassment, bullying and discrimination • policy communicated to all crew at event briefings and safety briefings • site mgmt and event mgmt identified to crew as people to contact in the event of any issue 	E2
118	Slips, trips and falls	<ul style="list-style-type: none"> • Personal Injury, injury to others • Equipment damage 	B3	<ul style="list-style-type: none"> • All leads covered / taped / buried where they cross pathways and in all areas accessed by general public, cast or crew • Event Management / Team to monitor that site is clear of trip hazards 	C1
119	Temporary Fence build	Fence falling; public / crew injury	C4	<ul style="list-style-type: none"> • Ensure licensed person supervises and checks fence erection • Use bracing appropriate to windy conditions • Minimise scrim / weed matting to allow adequate air flow through fencing 	D3
120	Themeing, décor, banners & scenery	<ul style="list-style-type: none"> • Failure of rigged décor or theming resulting in release of item to floor area or on top of guests/crew. • Banner or other rigged fabric blown to sea - environmental issues 	B4	<ul style="list-style-type: none"> • All scenery and props/banners are securely fastened to appropriate infrastructure • All hardware to be rated and suitable for the load or weight • Banners and other theming rigged so they do not pose a risk to the general public – i.e. rigged too low, in corridors etc. 	D3

121	Use of tools	<ul style="list-style-type: none"> • Builders and site crew injury through improper tool use • Damage to infrastructure and equipment 	B4	<p>Management to apply strict controls over use of tools, saws and other machinery.</p> <ul style="list-style-type: none"> • PPE requirements to be assessed and all workers provided with the correct PPE for the task. • Active supervision of all tool use to be undertaken • Electrical tools to have current test/tag and be fit for use • Metal cutting and grinding to be approved by venue and conducted in designated work area/workshop or externally • Work area routinely swept and kept clear of rubbish • Non-essential workers restricted from construction area 	D2
122	Working at height	<ul style="list-style-type: none"> • Worker falls from elevated structure - such as lighting truss, lighting tower, or scaffold • Worker drops a tool or equipment to floor area below • Worker falls from EWP or ladder 	C4	<p>Event Management to consult with all contractors/workers and artists that require work at height to ensure systems are in place to eliminate the risk of falling.</p> <ul style="list-style-type: none"> • All contractors that WAH must incorporate work at height procedures in submitted safety systems. • All work at height to be subject to risk assessment • All workers in areas where overhead work is taking place to wear head protection • All tools must be tied off to Lanyards when working at height 	D4
123	Hot weather / Working Conditions	<ul style="list-style-type: none"> • Dehydration + Heat Stress • Increased risk to manual handling / strenuous work • Increased risk while working at height / near ceilings 	B3	<ul style="list-style-type: none"> • Crew briefings re: weather forecast • Adequate water available to all workers • Appropriate PPE / clothing worn • Workers encouraged to take regular breaks during day • No work scheduled in hot / direct sun areas • Allocate light-duty tasks during the hottest part of the day 	B1
124	Damage to Venue Asset; Damage to Heritage Item	<ul style="list-style-type: none"> • Financial liability • Heritage preservation consequences • Interruption to / delay in opening exhibition 	B2	<ul style="list-style-type: none"> • Ensure all crew and staff are thoroughly briefed and instruction is clear. • Ensure the correct tools are used for specific tasks. • Minimise the use of plant and vehicles where possible. • Use spotters and escorts when vehicles are in use. • Develop and confirm heritage protection techniques with venue. • Ensure all crew and staff are thoroughly briefed on heritage protection techniques. • Continually monitor and inspect heritage protection throughout installation and deinstallation period." 	D2

125	Use of Generators (Diesel)	<ul style="list-style-type: none"> • Electrocution and serious injury • Damage to equipment • Explosion or fire • Power failure 	D4	<ul style="list-style-type: none"> • Ensure all manufacturer instructions and guidelines are followed. • Ensure generator size is appropriate to load and intended application. • Generators are to be operated only by experienced technicians or electricians. • Ensure all connections are fastened securely and cabling is run safely and neatly. • Refuelling to follow manufacturers guidelines; ensure spill kit is on standby if required. • Inspect generator regularly during operation; any maintenance or repairs must only be performed by a licensed electrician. 	D2
126	Use of Generators (Hydrogen)	<ul style="list-style-type: none"> • Electrocution and serious injury • Damage to (very expensive) equipment • Explosion or fire • Power failure 	D4	<ul style="list-style-type: none"> • Ensure all manufacturer instructions and guidelines are followed. Hydrogen power is an emerging technology and additional paperwork is required as compared to diesel. This includes a sub-risk assessment. • Generator is to be installed and commissioned by appropriately experienced and qualified technicians. • Generator supplier to train Biennale staff on standard operating procedure. • Hydrogen generator paperwork to be submitted to venue management for review. • Backup diesel generator supplied in case of environmental or operational concerns on site (i.e mud, dust, temperature). 	D2
127	Container Movements	<ul style="list-style-type: none"> • Injury to workers • Damage to venue (buildings, infrastructure) • Damage to venue (marking floor surfaces, concrete) 	B3	<ul style="list-style-type: none"> • Container final locations are planned, communicated and where possible marked with tape or chalk spray. • Spotters are used during all movements. • Tilt tray truck movements consider path of travel, length of tray and lateral movements of container. • Hiab / crane movements utilise standard rigging practices and employ the use of doggers to control the accurate placement of container. • Chocs / plates are used to protect floor surface and concrete. 	B1

OPEN TO PUBLIC - EXHIBITION & EVENTS

Area Supervisor: BoS

General Hazards

ID	HAZARD	POTENTIAL OUTCOMES	INITIAL	CONTROL / ACTIONS	REVISED RANK
201	Artwork damage - audience accident	<ul style="list-style-type: none"> Financial impact Disgruntled artist Liability / insurance claim 	B3	<ul style="list-style-type: none"> When open to the public, ensure there are adequate staff & security numbers to effectively monitor and control the exhibition space. Use signage, invigilators and / or physical barriers to control audience access and movement. Restrict food, drink and liquids in the exhibition space where possible. If staffing numbers are inadequate due to availability issues, temporarily close areas of the exhibition that cannot be monitored or invigilated. 	C3
202	Artwork damage - vandalism	<ul style="list-style-type: none"> Reputational damage Disgruntled artist Liability / insurance claim Police involvement 	C4	<ul style="list-style-type: none"> Identify artworks that are potentially offensive / controversial in nature and may attract negative attention. When open to the public, ensure there are adequate staff & security numbers to effectively monitor and control the exhibition space. Use signage, invigilators and / or physical barriers to control audience access and movement. Develop and implement procedures for identifying and responding to anti-social behaviour. If staffing numbers are inadequate due to availability issues, temporarily close areas of the exhibition that cannot be monitored or invigilated. Venue lockup / closing procedures are clearly followed each night. 	C2
203	Audience Management - overcrowding / queuing failures	<ul style="list-style-type: none"> General public dissatisfaction with queuing and delays accessing exhibition or artworks. General public delays with crowd movement around exhibits. Negative publicity 	C3	<ul style="list-style-type: none"> Ticketing system used for all (even free) events and exhibition days to accurately predict audience numbers. Consult with event & venue management and security provider to develop crowd movement strategies for specific artworks. Establish optimum route for crowd movement around the venue and deploy signage/staff etc. Establish procedure for queuing at art installations including use of tensor barrier. Tensa barrier and crowd control barricade (CCB) to be used for ad-hoc responses. 	C1

204	Cash handling	Cash stolen from till / box office	C2	<ul style="list-style-type: none"> • Cash free systems where possible • Box Office Manager to be in control of cash at all times • Collect cash in a secure drawer / tin • Regular cash deposits to be made in School safe • Door security guards assist in cash deposits 	D1
205	Dangerous traffic movement	<ul style="list-style-type: none"> • Vehicle / pedestrian accident • Police involvement 	C3	<ul style="list-style-type: none"> • Manage traffic as per Traffic Management Plan • Adequate signage erected • Police notified of major events • Local council / stakeholder consultation 	D2
206	Dangerous Winds	<ul style="list-style-type: none"> • Site impacted / equipment destroyed • Injuries from flying debris • Event cancelled • Patrons disappointed / angry 	B4	<ul style="list-style-type: none"> • All infrastructure to be secured as per engineering requirements • 	E4
207	Food Poisoning	<ul style="list-style-type: none"> • Audience injury • Negative media outcome • Stallholder investigation 	C3	<ul style="list-style-type: none"> • All food vendors hold approved Food Business Certification - certificates kept on file with festival • Hygiene practices adhered to as per national food handling standards 	D2
208	Hot weather	<ul style="list-style-type: none"> • Sun burn • Dehydration • Increased possibility of intoxication 	B3	<ul style="list-style-type: none"> • Free water available • Water bottles sold at merchandise tent • Sunscreen and sun protection available at merchandise tent 	B1
209	Intoxicated patrons	<ul style="list-style-type: none"> • Anti-social behaviour • Damage to property • Damage to artworks 	A3	<ul style="list-style-type: none"> • Security numbers on site as per licence agreement. • Responsible service of alcohol protocols followed at all times • "Interactive" installations closely monitored, restricted or closed as necessary. 	C3
210	Lost child (or parent)	<ul style="list-style-type: none"> • Distressed parent • Distressed child 	B1	<p>Lost child procedure:</p> <ol style="list-style-type: none"> 1. Inform venue Manager via radio 2. Take person reporting lost person to info; take details 3. Radio all staff and security with a description of the missing person 4. Escalate situation if person cannot be found in a reasonable time or reporting person becomes distressed; refer to Site Manager 	C1
211	Power outage (general)	<ul style="list-style-type: none"> • Loss of power to entire venue • Audience counting system goes offline • Audience concern / panic • Loss of audience control • Negative press 	C3	<ul style="list-style-type: none"> • Venue management is notified immediately • Audience announcements made over battery-powered loud hailer or generator-run stage by venue management. • If power cannot be restored, venue management and chief warden may call a general evacuation. • General evacuation is called; staff assist with evacuation • Venue has emergency lighting system installed • FOH staff carry torches 	C1

212	Security Management - Failures	<ul style="list-style-type: none"> • Security Breach or unauthorised access by person intent on criminal activity. • Theft of equipment (overnight). • Security management failure during emergency, 	<p>B3</p> <p>Biennale to consult with Security provider venue management to develop appropriate security plan.</p> <ul style="list-style-type: none"> • Security plan to outline guard positions, duties, response procedures and radio protocols. • Entry and exit to all spaces to be strictly managed • BoS to implement strict protocols for issue of and use of event accreditation • All venue areas and offices not used – to be locked • Valuables and tools are to be secured each night • All workers and artists to wear event accreditation at all times when onsite • All crew instructed to report any unauthorised access immediately to venue VENUE staff or Security. • Security guards nominated as area wardens and formally briefed on the emergency procedures for the production. 	C1
213	Slips, trips and falls	<ul style="list-style-type: none"> • Personal Injury, injury to others • Negative media 	<p>B3</p> <ul style="list-style-type: none"> • Non-public areas clearly marked and signposted. Access control employed where required. • All leads covered / taped / buried where they cross pathways and in all areas accessed by general public, cast or crew • Event Management / Team to monitor that site is clear of trip hazards • Accessible compliant cable tray to be used where cables cross pedestrian thoroughfare 	C1
214	Toilet facilities	<ul style="list-style-type: none"> • Inadequate number of toilets provided • Unhygienic toilets/mess • Long queues 	<p>B2</p> <ul style="list-style-type: none"> • Toilet numbers calculated using state guidelines and previous experience (anecdotal and observed) • Professional cleaners employed to manage toilet facilities • Large supply of consumables organised for site • Site crew on standby for additional cleaning support if required 	C1
215	Unavailability of tickets	<ul style="list-style-type: none"> • Patrons unable to enter event • Angry or aggressive patrons 	<p>A2</p> <ul style="list-style-type: none"> • Clear ticket policy and event capacity to be displayed at Box Office • Adequate training for box office volunteers • Security and staffing resources on standby to support box office if sell-out is likely • Increased security presence around perimeter of event to discourage fence jumpers 	C1
216	Underage patrons	<ul style="list-style-type: none"> • Under age drinking • Lost children 	<p>C3</p> <ul style="list-style-type: none"> • Security on site. • RSA in place for all alcohol vendors • FOH and Info Booth briefed on Lost Child procedure 	C1

217	Wet weather	<ul style="list-style-type: none"> • Low attendance numbers • Upset patrons • Increased risk of power issues / electrocution in outdoor areas 	B3	<ul style="list-style-type: none"> • Monitor weather prior to event and on event day • Clear ticket policies • Ensure power is rated for wet conditions; run cables appropriately 	C1
218	Protest or unsocial behaviour	<ul style="list-style-type: none"> • Danger to staff, crew, artists and other patrons • Negative press • Damage to artwork or building 	D3	<ul style="list-style-type: none"> • Artworks are risk assessed for controversial or confronting content. • Biennale Communications team monitor and report on any concerning or threatening social media messaging. • Police are notified of event. • Front of House team + wardens are aware of general emergency evacuation procedures. 	D2
219	Overcrowding of venue	<ul style="list-style-type: none"> • Breach of event licence • Overwhelming of invigilators and FOH staff • Damage to venue or artworks • Negative press • Disgruntled patrons 	B3	<ul style="list-style-type: none"> • Digital crowd counting / monitoring system installed. • 2000 person venue capacity maximum. • FOH team to manage queues and access if venue is nearing capacity. • Communications team to issue pre-prepared messages via social media & website when capacity reached to deter further attendance. 	B2
220	Unauthorised access to restricted areas of venue	<ul style="list-style-type: none"> • Serious injury to patrons • Damage to venue • Damage to heritage items 	B3	<ul style="list-style-type: none"> • All lockable doors are kept locked • Signage clearly labelling restricted areas vs public areas • Artwork invigilators will assist in monitoring of restricted area access • For major events with higher audience capacities, additional security and invigilation staff will be monitoring access points and heritage items on site 	D3
221	Noise Complaints (local residents)	<ul style="list-style-type: none"> • Disgruntled residents • Negative press 	C3	<ul style="list-style-type: none"> • REF states maximum allowable dB levels at local sensitive receivers. • Acoustic consultants engaged to monitor and report on noise levels during sound checks and performances. PA system output will be reduced in order to accommodate allowable levels. • Noise minimisation strategies will be employed during regular out-of-business hours works, such as limiting the use of plant and power tools. 	C1

222	Production Suspension (LX, AX, Video & Art)	<ul style="list-style-type: none"> • Failure of rigging hardware, blocks, hoists and other rigging equipment resulting in release of load. • Structural and/or equipment damage due to collapse of rigging hardware. • Personal Injury, injury to others • Equipment damage • Artwork damage 	E5	<p>BoS to consult with all contractors/artists that suspend equipment to ensure:</p> <ul style="list-style-type: none"> • Point loadings (weights) for all suspended equipment is provided to Van der Meer for approval • All rigging is done in accordance with approved plans • All rigging to be done in accordance with submitted SWMS – sign copy provided to Production Manager • All riggers licensed and approved by BoS • All chain hoists to have current test/tag and evidence of annual load testing (certification available on request) • All rigging hardware and lifting gear to be rated and suitable for the intended load • All rigging techniques and methods consistent with industry best practice and LPA Guidelines. • Checks and inspections of all equipment/hardware to be conducted prior to flying items to trim. • All flown production rigged and braced to prevent excess movement (wind actions) • Inspections of rigged equipment will be conducted at 4-week intervals. Ground inspections are adequate. <p>Production Manager to coordinate engineering assessment of designs, weights and methods of attachment.</p>	E4
223	Venue defects and infrastructure failure	<ul style="list-style-type: none"> • Water leaks from inclement weather; damage to artwork or infrastructure. • Faulty plumbing or toilet malfunction; audience disgruntlement • Localised power outages or tripped circuits; artworks inoperable or site lighting cut 	B3	<ul style="list-style-type: none"> • All venue defects will be promptly reported by Biennale staff to venue management • Biennale will be guided by venue policy on isolating or restricting access to malfunctioning infrastructure. • The venue's "work lights" will remain on a separate circuit; should localised power failures occur work lights can be operated. 	B2

224

Food Vendors

- Fire from cooking appliances / ignition sources
- Power shortage / tripped circuits
- Food poisoning
- Negative press

B3

- All food vendors will be required to carry portable fire extinguishers and fire blankets appropriate to their stall / food truck.
- Biennale and F&B management will inspect all stalls to ensure compliance.
- All food stalls must hold appropriate certification and registration papers for their food business.
- Food vendors will provide accurate power requirements to F&B management prior to arriving on site.
- Safe food handling guidelines will be followed at all times.
- Food vendors will be periodically inspected to ensure quality of product and service.

B1