

# biennaleofsydney

## 25<sup>th</sup> Biennale of Sydney 2026

### REMEMORY

## Principal Risk Assessment

### White Bay Power Station

#### Document History

Version #	Date Created	Name	Details
01	16/07/25	Matt Woodham	Draft
02	09/12/25	Fredrika Mackenzie	Review
03	08/12/25	Tom Fenley	Review
04	15/02/26	Tom Fenley	Review

## 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 and 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:

NAME	ROLE	PHONE	EMAIL
Fredrika Mackenzie	Head of Production	0403 403 250	fredrika@biennaleofsydney.com.au
Tom Fenley	White Bay Production Manager	0402 771 556	tom@biennaleofsydney.com.au
Georgina Pope	Exhibitions Manager	0428 406 279	georgina@biennaleofsydney.com.au
Noah Bennett	Production Manager	0437 820 078	noah@biennaleofsydney.com.au
Paul Chivers	Independent Risk Advisor	0416 121 919	pchivers@riskfacilitator.com

AGENCY	DETAILS	CONTACT
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 are 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 at 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

2026 marks 25th edition Of the Biennale of Sydney.

The White Bay Power Station (WBPS) will be the main site for the Biennale in 2026 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 14 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 25th Biennale of Sydney, hosting the largest collection of art installations for the 2026 edition.

## 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. Where performance-based or interactive works

involve public participation, Biennale will conduct a tailored sub-risk assessment. This will be carried out in consultation with PMNSW and any relevant public safety authorities. It will specifically address fire safety, health and electrical controls, secure storage of props and performer training requirements.

## **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 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 sole traders)
- 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-risk work 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. It's 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

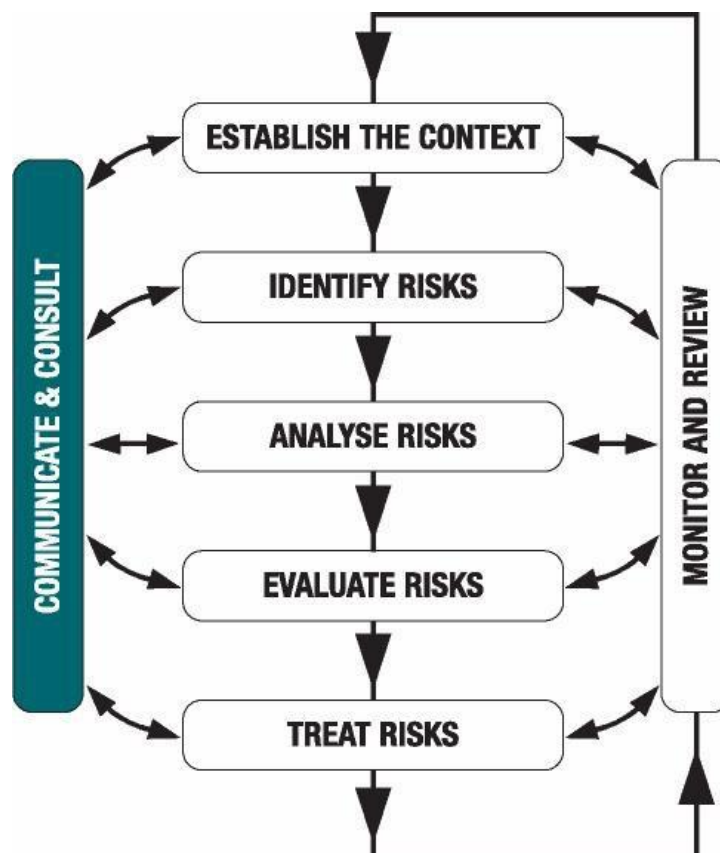
Biennale is a free-to-attend, ticketed event with a maximum capacity of 2000 pax at any given time, and an anticipated peak daily visitation of 5000 pax. Medical management of patrons attending the event will be undertaken by trained first aiders from venue staff and the Biennale team. For medical emergencies, 000 will be dialed 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. All Biennale infrastructure – including marquees, fencing, seating and signage – will be positioned in a way that maintains access for emergency services at all times. Evacuation maps and warden pathways will be developed in consultation with PMNSW and reviewed on site. Emergency vehicle entry points will be identified, confirmed with stakeholders, and clearly communicated to contractors and security teams.

## Risk Management

Identifying and managing risk at 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 these objectives, and to put practical risk controls in place.

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:		
<b>A</b>	<b>ALMOST CERTAIN</b>	The risk will occur during the event
<b>B</b>	<b>LIKELY</b>	The risk will likely occur during the event
<b>C</b>	<b>POSSIBLE</b>	The risk is possible during the event
<b>D</b>	<b>UNLIKELY</b>	The risk is unlikely to occur on the event
<b>E</b>	<b>RARE</b>	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:		
<b>5</b>	<b>CRITICAL</b>	Loss of life, permanent disability or multiple serious injuries (Notifiable)
<b>4</b>	<b>MAJOR</b>	Serious injury requiring immediate hospitalization as IN patient (Notifiable) – ongoing treatment by specialists
<b>3</b>	<b>MODERATE</b>	Moderate injury/illness requiring medical treatment or hospitalization (ER) – ongoing treatment (i.e. Physio)
<b>2</b>	<b>MINOR</b>	Minor injury requiring First Aid treatment (e.g. minor cuts, bruises, strains)
<b>1</b>	<b>INSIGNIFICANT</b>	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.

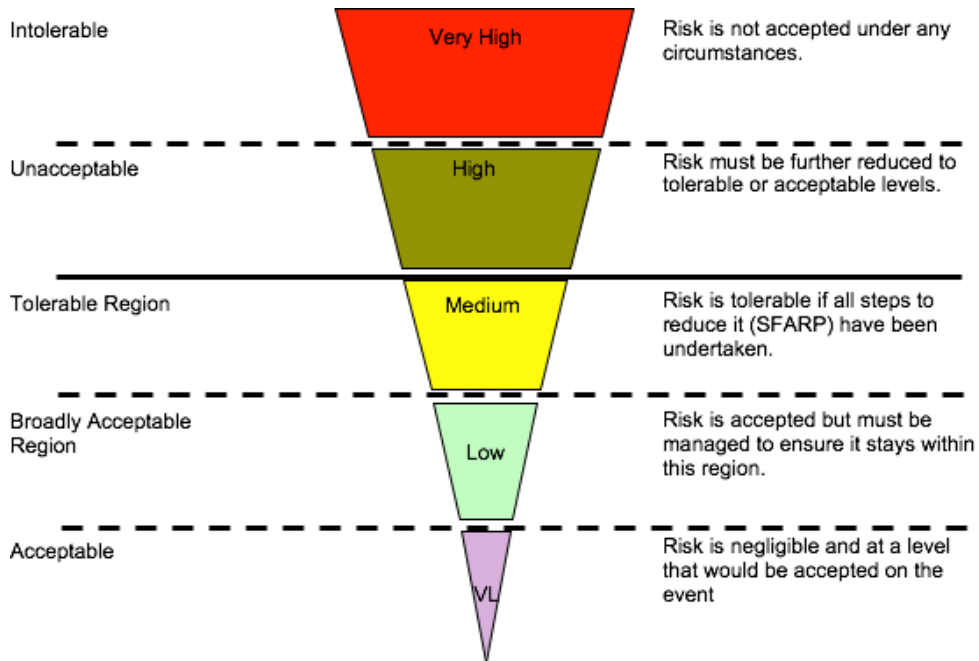
Risk Matrix		Consequences				
		1	2	3	4	5
		<b>Insignificant</b> No injuries / minimal financial loss	<b>Minor</b> First aid treatment / med financial loss	<b>Moderate</b> Medical treatment / high financial loss	<b>Major</b> Hospital / significant financial loss	<b>Catastrophic</b> Death / massive financial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

## Incident Reporting

All incident reporting will be completed through the Biennale of Sydney Incident Reporting Portal mobile app. Education on how to download and use this app will be included in the on-site induction for all staff, crew and contractors working for the Biennale of Sydney at White Bay, with refreshers as part of daily briefings.

Reporting of minor incidents such as near misses, minor injuries (small bumps and grazes), or hazards can be completed solely in the Incident Reporting app, which sends an instant email notification to the Production Manager. For any moderate to major incidents, app users are required to first either notify their manager, or contact emergency services, before filling out the report in the app.

On site security will be immediately notified via two-way radio of any incident or harm to staff, the general public, or the building.

## 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 Production Department

## General Hazards

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

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

106	<b>Dangerous Goods &amp; Hazardous Substances</b>	<ul style="list-style-type: none"> <li>• Ignition of flammable goods - fire</li> <li>• Personal injury - burns &amp; chemical</li> <li>• Damage or destruction to artwork or property</li> </ul>	E5	<p>All hazardous substances and dangerous goods used by contractors and artists must be pre-approved by the Production Manager.</p> <ul style="list-style-type: none"> <li>• Contractors to provide risk assessment, register + safety data sheets</li> <li>• Hazardous substances must be stored appropriately.</li> <li>• Items in register have safety data sheets (SDS) available.</li> <li>• All workers/artists involved in handling hazardous substances to be instructed in SDS and PPE usage</li> <li>• All storage and handling in accordance with SDS</li> <li>• Regulatory signage to be installed where Dangerous Goods and Hazardous substances are located</li> <li>• LPG cylinders for forklifts must be stored externally in lockable cage – no LPG is permitted within the venue</li> <li>• Smoking in and around dangerous goods is prohibited</li> <li>• Storage of and consumption of food is restricted from all work shop and storage areas</li> <li>• PPE such as gloves, eye wear and respirators to be provided to workers in accordance with SDS.</li> </ul>	E4	Production Management Workers Artists
107	<b>Dangerous Winds</b>	<ul style="list-style-type: none"> <li>• Site impacted / equipment destroyed</li> <li>• Injuries from flying debris</li> <li>• Delay in event readiness</li> </ul>	C5	<ul style="list-style-type: none"> <li>• All outdoor infrastructure to be secured safely; engineering advice sought where appropriate</li> <li>• Local weather forecasts and warnings monitored</li> <li>• Anemometer used to monitor wind speeds</li> <li>• All workers briefed on emergency management plan.</li> <li>• Follow emergency management plan.</li> </ul>	E4	Production Management Workers
108	<b>Electrocution</b>	<ul style="list-style-type: none"> <li>• Injury / Death</li> <li>• Equipment destruction / damage</li> </ul>	C5	<ul style="list-style-type: none"> <li>• All equipment is tested and tagged</li> <li>• Licensed electrician on site if required</li> <li>• Power distribution plan prepared</li> <li>• Power distribution considers water ingress - especially in flood prone areas of the venue</li> </ul>	E3	Prod. Mgmt Workers

109	<b>Equipment &amp; infrastructure placement &amp; movement</b>	<ul style="list-style-type: none"> <li>• Impact on pedestrian and vehicle traffic</li> <li>• Injury</li> <li>• Venue / equipment damage</li> </ul>	C2	<ul style="list-style-type: none"> <li>• Ensure vehicle spotters are in place.</li> <li>• High vis to be worn.</li> <li>• Close off work area to the public where possible</li> </ul>	E2	Prod. Mgmt Workers Contractors
110	<b>Exhaustion/ dehydration</b>	Injury	D2	<ul style="list-style-type: none"> <li>• Suitable break times, scheduling of work hours &amp; expectations</li> <li>• Crew to wear appropriate clothing to the weather.</li> <li>• Water and food to be available</li> </ul>	E2	Prod. Mgmt Workers Contractors
111	<b>Heavy lifting</b>	Injury	C4	<ul style="list-style-type: none"> <li>• Use of trolley or vehicle to move heavy equipment</li> <li>• Always ask for assistance or help</li> <li>• Brief crew on safe lifting practices</li> </ul>	D4	Prod. Mgmt Workers Contractors
112	<b>Inadequate staffing, crewing</b>	<ul style="list-style-type: none"> <li>• Exhibition not set up in time</li> <li>• Overwork of existing crew</li> <li>• Poor public image</li> </ul>	B2	<ul style="list-style-type: none"> <li>• Thorough timelining and production scheduling pre-event</li> <li>• Maintain schedule throughout exhibition install phase</li> <li>• Extend engagement time of contractors to complete specific tasks</li> </ul>	D2	Prod. Mgmt
113	<b>Manual Handling</b>	<ul style="list-style-type: none"> <li>• Injury - immediate or delayed</li> <li>• Equipment damage</li> </ul>	B3	<ul style="list-style-type: none"> <li>• Trolleys and mechanical lifting aids used wherever possible.</li> <li>• Staff training and / or briefing to incorporate instruction regarding manual handling and correct procedures.</li> <li>• Production schedule designed with respect to minimising repetitive physical movements that could result in injury.</li> </ul>	D2	Prod. Mgmt Workers Contractors
114	<b>Marquee builds</b>	<ul style="list-style-type: none"> <li>• Impact on pedestrian and vehicle traffic</li> <li>• Marquee falling</li> <li>• Hitting under ground power and/or water</li> </ul>	C4	<ul style="list-style-type: none"> <li>• Exclusion zone / signage</li> <li>• Ensure BCA requirements are followed for size of marquee; this may require engineer inspection</li> <li>• All marquee erection by qualified persons/s</li> <li>• Locate and mark underground power prior to event build.</li> <li>• No stakes or spikes to be used in erection of marquees; ballast only.</li> </ul>	D3	Prod. Mgmt Workers Contractors

115	<b>Mobile Plant use (scissor, EWP, forklifts)</b>	<ul style="list-style-type: none"> <li>• Mobile plant impact with venue during operation</li> <li>• Mobile plant collision with worker</li> <li>• Plant tipping / falling</li> <li>• Equipment dropped or displaced from plant during movement</li> </ul>	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"> <li>• All mobile plant is operated by licensed operators only</li> <li>• Pre-start inspection mandatory for all plant operators</li> <li>• Logbooks to be reviewed and completed by operators</li> <li>• Workers to provide evidence of license to Manager or Safety Supervisor</li> <li>• Speed limits reduced to walking speed at all times</li> <li>• All workers to wear high visibility work wear or vest</li> <li>• Fork driver to wear seat belt at all times</li> </ul> <p>ALL signed SWMS for mobile plant to be maintained by Management.</p>	D4	Prod. Mgmt Workers Contractors
116	<b>Production Suspension / Rigging (LX, AX, Video &amp; Art)</b>	<ul style="list-style-type: none"> <li>• Failure of rigging hardware, blocks, hoists and other rigging equipment resulting in release of load.</li> <li>• Structural and/or equipment damage due to collapse of rigging hardware.</li> <li>• Personal Injury, injury to others</li> <li>• Equipment damage</li> <li>• Artwork damage</li> </ul>	E5	<p>Any rigging or suspension of equipment or artwork must ensure that:</p> <ul style="list-style-type: none"> <li>• Point loadings (weights) for all suspended equipment is provided to Engineer consultant for approval</li> <li>• All rigging is done in accordance with approved plans</li> <li>• All riggers to be done in accordance with submitted signed SWMS</li> <li>• All riggers licensed and approved by BoS</li> <li>• All chain hoists to have current test/tag and evidence of annual load testing (certification available on request)</li> <li>• All rigging hardware and lifting gear to be rated and suitable for the intended load</li> <li>• All rigging techniques and methods consistent with industry best practice and LPA Guidelines.</li> <li>• Checks and inspections of all equipment/hardware to be conducted prior to flying items to trim.</li> <li>• All flown production rigged and braced to prevent excess movement (wind actions)</li> </ul> <p>Production Manager to ensure engineering assessment of designs, weights and methods of attachment.</p>	E4	Prod. Mgmt Rigging Team Contractors

117	<b>Psychosocial</b> • Bullying • Harrassment	<ul style="list-style-type: none"> <li>• Anxiety</li> <li>• Depression</li> <li>• Reduced performance</li> </ul>	B2	<ul style="list-style-type: none"> <li>• Zero tolerance policy for all forms of harassment, bullying and discrimination</li> <li>• policy communicated to all crew at event briefings and safety briefings</li> <li>• site management and event management identified to crew as people to contact in the event of any issue <ul style="list-style-type: none"> <li>• Cultural Safety: The Biennale recognises the importance of cultural safety and communication accessibility to eliminate any possible cultural harm.</li> </ul> </li> </ul>	E2	Management Workers Contractors
118	<b>Slips, trips and falls</b>	<ul style="list-style-type: none"> <li>• Personal Injury, injury to others</li> <li>• Equipment damage</li> </ul>	B3	<ul style="list-style-type: none"> <li>• All leads covered / taped / buried where they cross pathways and in all areas accessed by general public, cast or crew</li> <li>• Event Management / Team to monitor that site is clear of trip hazards</li> </ul>	C1	Management Workers Contractors
119	<b>Temporary Fencing</b>	Fence falling; public / crew injury	C4	<ul style="list-style-type: none"> <li>• Ensure licensed person supervises and checks fence erection</li> <li>• Use bracing appropriate to windy conditions</li> <li>• Minimise scrim / weed matting to allow adequate air flow through fencing</li> </ul>	D3	Management Workers Contractors
120	<b>Themeing, décor, banners &amp; scenery</b>	<ul style="list-style-type: none"> <li>• Failure of rigged décor or theming resulting in release of item to floor area or on top of guests/crew.</li> <li>• Banner or other rigged fabric blown to sea - environmental issues</li> </ul>	B4	<ul style="list-style-type: none"> <li>• All scenery and props/banners are securely fastened to appropriate infrastructure</li> <li>• All hardware to be rated and suitable for the load or weight</li> <li>• Banners and other theming rigged so they do not pose a risk to the general public – i.e. rigged too low, in corridors etc.</li> </ul>	D3	Management Workers Contractors
121	<b>Use of tools</b>	<ul style="list-style-type: none"> <li>• Builders and site crew injury through improper tool use</li> <li>• Damage to infrastructure and equipment</li> </ul>	B4	<p>Management to apply controls over use of tools, saws and other machinery.</p> <ul style="list-style-type: none"> <li>• PPE requirements to be assessed and all workers provided with the correct PPE for the task.</li> <li>• Electrical tools to have current test/tag and be fit for use</li> <li>• Metal cutting and grinding requires permit and must be conducted in designated work area/workshop or externally</li> <li>• Work area routinely swept and kept clear of rubbish</li> <li>• Non-essential workers restricted from construction area</li> </ul>	D2	Management Workers Contractors

122	<b>Working at height</b>	<ul style="list-style-type: none"> <li>• Worker falls from elevated structure - such as lighting truss, lighting tower, or scaffold</li> <li>• Worker drops a tool or equipment to floor area below</li> <li>• Worker falls from EWP or ladder</li> </ul>	C4	<p>Event Management to consult with all contractors/workers and artists that require work at height to ensure safety responsibilities are understood.</p> <ul style="list-style-type: none"> <li>• All contractors working at height must have approved venue permits in place</li> <li>• All work at height to be subject to risk assessment</li> <li>• All workers in areas where overhead work is taking place to wear head protection</li> <li>• All tools must be tied off to Lanyards when working at height</li> </ul>	D4	Management Workers Contractors
123	<b>Hot weather / Working Conditions</b>	<ul style="list-style-type: none"> <li>• Dehydration + Heat Stress</li> <li>• Increased risk to manual handling / strenuous work</li> <li>• Increased risk while working at height / near ceilings</li> </ul>	B3	<ul style="list-style-type: none"> <li>• Crew briefings re: weather forecast.</li> <li>• Adequate water available to all workers.</li> <li>• Appropriate PPE / clothing worn.</li> <li>• Workers encouraged to take regular breaks during day.</li> <li>• No work scheduled in hot / direct sun areas.</li> <li>• Allocate light-duty tasks during the hottest part of the day.</li> </ul>	B1	Management Workers Contractors
124	<b>Damage to Venue Asset; Damage to Heritage Item</b>	<ul style="list-style-type: none"> <li>• Financial liability</li> <li>• Heritage preservation consequences</li> <li>• Interruption to / delay in opening exhibition</li> </ul>	B2	<ul style="list-style-type: none"> <li>• Ensure all crew and staff are thoroughly briefed and instruction is clear.</li> <li>• Ensure the correct tools are used for specific tasks.</li> <li>• Minimise the use of plant and vehicles where possible.</li> <li>• Use spotters and escorts when vehicles are in use.</li> <li>• Communicate and confirm heritage protection techniques with venue.</li> <li>• Ensure all crew and staff are thoroughly briefed on heritage protection techniques.</li> <li>• Continually monitor and inspect heritage protection throughout installation and deinstallation period.</li> </ul>	D2	Management Workers Contractors

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

128	<p><b>Active Construction Environment</b></p> <ul style="list-style-type: none"> <li>Overlap with PMNSW-led construction activity; active works on-site during Biennale installation or exhibition period</li> </ul>	<ul style="list-style-type: none"> <li>Unplanned interaction with construction works or plant</li> <li>Increased trip and fall hazards due to unfinished flooring, scaffolding or unbarricaded drop zones</li> <li>Delays to install/deinstall schedule due to access or shared space</li> </ul>	C4	<ul style="list-style-type: none"> <li>Pre-commencement site walkthrough with PMNSW and Biennale production team to identify restricted and active works zones</li> <li>Temporary exclusion barriers for any PMNSW construction areas</li> <li>Shared schedule communication to avoid clashes</li> <li>Signage and briefing for all contractors to not enter construction zones</li> <li>Inductions to include hazard awareness of being in a live building site</li> </ul>	D3	PMNSW Management, Production Management, Contractors
129	<p><b>Heritage Hazard Awareness</b></p> <ul style="list-style-type: none"> <li><b>Discovery of asbestos or other hazardous materials in heritage venue</b></li> </ul>	<ul style="list-style-type: none"> <li>All intrusive works coordinated with PMNSW</li> <li>Workers instructed not to disturb any walls, ceiling or materials outside of approved scope</li> </ul>	D4	<ul style="list-style-type: none"> <li>PMNSW responsible for identifying hazardous zones ahead of install period</li> <li>Emergency response plan if suspect material is uncovered (work cease, area sealed, PMNSW/ Biennale notified)</li> </ul>	E2	PMNSW, Production Management

## OPEN TO PUBLIC - EXHIBITION & EVENTS

Area Supervisor: BoS

### General Hazards

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

204	<b>Bomb Threat / Suspicious Object Found</b>	<ul style="list-style-type: none"> <li>• Danger to staff, crew, artists and patrons</li> <li>• Major Police involvement</li> <li>• Major reputational damage</li> </ul>	D5	<ul style="list-style-type: none"> <li>• Emergency Management Plan developed and communicated</li> <li>• All venue staff to be briefed clearly on emergency procedures</li> </ul>	E2	Management Info / Box Comms Team
205	<b>Cash handling</b>	Cash stolen from till / box office	C2	<ul style="list-style-type: none"> <li>• Cash free systems preferred</li> <li>• Designated Manger to be in control of cash at all times</li> <li>• Collect cash in a secure till</li> <li>• Cash to be taken offsite (deposited) regularly</li> </ul>	D1	Management Info / Box
206	<b>Dangerous traffic movement</b>	<ul style="list-style-type: none"> <li>• Vehicle / pedestrian accident</li> <li>• Police involvement</li> </ul>	C3	<ul style="list-style-type: none"> <li>• Manage traffic as per Traffic Management Plan</li> <li>• Adequate signage erected</li> <li>• Police notified of major events</li> <li>• Relevant venue / council / stakeholder consultation</li> </ul>	D2	Management Contractors
207	<b>Dangerous Winds</b>	<ul style="list-style-type: none"> <li>• Site impacted / equipment destroyed</li> <li>• Injuries from flying debris</li> <li>• Event cancelled</li> <li>• Patrons disappointed / angry</li> </ul>	B4	<ul style="list-style-type: none"> <li>• All outdoor infrastructure to be secured safely; engineering advice sought where appropriate</li> <li>• Local weather forecasts and warnings monitored</li> <li>• Anemometer used to monitor wind speeds</li> <li>• All workers briefed on emergency management plan.</li> <li>• Follow emergency management plan.</li> </ul>	E4	Management Workers FOH / Invigilators
208	<b>Food Poisoning</b>	<ul style="list-style-type: none"> <li>• Audience injury</li> <li>• Negative media outcome</li> <li>• Stallholder investigation</li> </ul>	C3	<ul style="list-style-type: none"> <li>• All food vendors hold approved Food Business Certification - certificates kept on file with F&amp;B Management</li> <li>• Hygiene practices adhered to as per national food handling standards</li> </ul>	D2	Management F&B Team
209	<b>Hostile Armed Offender / Active Shooter</b>	<ul style="list-style-type: none"> <li>• Danger to staff, crew, artists and patrons</li> <li>• Major Police involvement</li> <li>• Major reputational damage</li> </ul>	D5	<ul style="list-style-type: none"> <li>• Emergency Management Plan developed and communicated</li> <li>• All venue staff to be briefed clearly on emergency procedures</li> </ul>	E2	Management Info / Box Comms Team

210	<b>Hot weather</b>	<ul style="list-style-type: none"> <li>• Sun burn</li> <li>• Dehydration</li> <li>• Disgruntled / aggressive patrons</li> <li>• Increased possibility of intoxication</li> </ul>	B3	<ul style="list-style-type: none"> <li>• Free water available</li> <li>• Sunscreen and sun protection recommended to patrons via existing communication channels</li> </ul>	B1	Management F&B Team
211	<b>Intoxicated patrons</b>	<ul style="list-style-type: none"> <li>• Anti-social behaviour</li> <li>• Damage to property</li> <li>• Damage to artworks</li> </ul>	A3	<ul style="list-style-type: none"> <li>• Security numbers on site as per licence agreement.</li> <li>• Responsible service of alcohol protocols followed at all times</li> <li>• "Interactive" installations closely monitored, restricted or closed as necessary.</li> </ul>	C3	Management F&B Team
212	<b>Lost child (or parent)</b>	<ul style="list-style-type: none"> <li>• Distressed parent</li> <li>• Distressed child</li> </ul>	B1	<p>Lost child procedure:</p> <ol style="list-style-type: none"> <li>1. Inform Venue Manager via radio</li> <li>2. Take individual reporting lost person to Info Hub; record details</li> <li>3. Radio all staff and security with a description of the missing person</li> <li>4. Escalate situation if person cannot be found in a reasonable time or reporting individual becomes distressed; consult Venue Manager</li> </ol>	C1	Management Info / Box Office
213	<b>Power outage (general)</b>	<ul style="list-style-type: none"> <li>• Loss of power to entire venue</li> <li>• Audience counting system goes offline</li> <li>• Audience concern / panic</li> <li>• Loss of audience control</li> <li>• Negative press</li> </ul>	C3	<ul style="list-style-type: none"> <li>• Venue management is notified immediately via radio</li> <li>• Audience announcements made over battery-powered loud hailer or generator-run stage by venue management.</li> <li>• If power cannot be restored, venue management and chief warden may call a general evacuation.</li> <li>• General evacuation is called; staff assist with evacuation</li> <li>• Venue has emergency lighting system installed</li> <li>• FOH staff carry torches</li> </ul>	C1	Management Production Team

214	<b>Security Management - Failures</b>	<ul style="list-style-type: none"> <li>• Security Breach or unauthorised access by person intent on criminal activity.</li> <li>• Theft of equipment (overnight).</li> <li>• Security management failure during emergency,</li> </ul>	B3	<p>Biennale to consult with Security provider / venue management to communicate appropriate security requirements.</p> <ul style="list-style-type: none"> <li>• Security plan to outline guard positions, duties, response procedures and radio protocols.</li> <li>• Entry and exit to all spaces to be strictly managed</li> <li>• All venue areas and offices not used should be locked</li> <li>• Valuables and tools are to be secured each night</li> <li>• All workers and artists to wear event accreditation at all times when onsite</li> <li>• All crew instructed to report any unauthorised access immediately to venue staff or Security.</li> </ul>	C1	Management Production Team
215	<b>Slips, trips and falls</b>	<ul style="list-style-type: none"> <li>• Personal Injury, injury to others</li> <li>• Negative media</li> </ul>	B4	<ul style="list-style-type: none"> <li>• Consult with venue to identify known on-site trip hazards (kerbs, built infrastructure) and accepted mitigation measures.</li> <li>• All leads covered / taped / buried where they cross pathways and in all areas accessed by general public, cast or crew</li> <li>• All workers to monitor site; ensure all is clear of trip hazards</li> <li>• Accessible compliant cable tray to be used where cables cross pedestrian thoroughfare</li> <li>• Non-public areas clearly marked and signposted. Access control employed where required.</li> </ul>	C3	Management Workers Venue Management
216	<b>Toilet facilities</b>	<ul style="list-style-type: none"> <li>• Inadequate number of toilets provided</li> <li>• Unhygienic toilets/mess</li> <li>• Long queues</li> </ul>	B2	<ul style="list-style-type: none"> <li>• Toilet numbers calculated using state guidelines and previous experience (anecdotal and observed)</li> <li>• Professional cleaners employed to manage toilet facilities</li> <li>• Large supply of consumables organised for site</li> </ul>	C1	Management Contractors

217	<b>Unavailability of tickets</b>	<ul style="list-style-type: none"> <li>Patrons unable to enter event</li> <li>Angry or aggressive patrons</li> </ul>	A2	<ul style="list-style-type: none"> <li>Clear ticket policy and event capacity to be communicated / displayed</li> <li>Adequate training for box office / FOH / volunteers</li> <li>Security and staffing resources on standby to support box office if required</li> </ul>	C1	Management Contractors
218	<b>Underage patrons</b>	<ul style="list-style-type: none"> <li>Lost children</li> <li>Under age drinking</li> </ul>	C3	<ul style="list-style-type: none"> <li>FOH and Info Booth briefed on Lost Child procedure</li> <li>Security on site</li> <li>RSA in place for all alcohol vendors</li> </ul>	C1	Management Info / Box F&B Team
219	<b>Wet weather</b>	<ul style="list-style-type: none"> <li>Low attendance numbers</li> <li>Upset patrons</li> <li>Increased risk of power issues / electrocution in outdoor areas</li> </ul>	B3	<ul style="list-style-type: none"> <li>Monitor weather prior to event and on event day</li> <li>Clear ticket policies</li> <li>Ensure power is rated for wet conditions; run cables appropriately</li> </ul>	C1	Management Workers Venue
220	<b>Protest, civil unrest or unsocial behaviour</b>	<ul style="list-style-type: none"> <li>Danger to staff, crew, artists and other patrons</li> <li>Negative press</li> <li>Damage to artwork or building</li> </ul>	D3	<ul style="list-style-type: none"> <li>Artworks are risk assessed for controversial or confronting content.</li> <li>Biennale Communications team monitor and report on any concerning or threatening social media messaging.</li> <li>Police are notified of event.</li> <li>Emergency Management Plan prepared and communicated</li> <li>Front of House team + wardens are briefed on emergency procedures.</li> </ul>	D2	Management Info / Box + FOH Comms Team
221	<b>Overcrowding of venue</b>	<ul style="list-style-type: none"> <li>Breach of event licence</li> <li>Overwhelming of invigilators and FOH staff</li> <li>Damage to venue or artworks</li> <li>Negative press</li> <li>Disgruntled patrons</li> </ul>	B3	<ul style="list-style-type: none"> <li>Digital crowd counting / monitoring system installed.</li> <li>2000 person venue capacity maximum.</li> <li>FOH team to manage queues and access if venue is nearing capacity.</li> <li>Communications team to issue pre-prepared messages via social media &amp; website when capacity reached to deter further attendance.</li> </ul>	B2	Management Info / Box + FOH Comms Team
222	<b>Unauthorised access to restricted areas of venue</b>	<ul style="list-style-type: none"> <li>Serious injury to patrons</li> <li>Damage to venue</li> <li>Damage to heritage items</li> </ul>	B3	<ul style="list-style-type: none"> <li>All lockable doors are kept locked</li> <li>Signage clearly labelling restricted areas vs public areas</li> <li>Artwork invigilators will assist in monitoring of restricted area access</li> <li>For major events with higher audience capacities, additional security and invigilation staff will monitor access points and heritage items</li> </ul>	D3	Management Info / Box FOH Team

223	<b>Noise Complaints (local residents)</b>	<ul style="list-style-type: none"> <li>Disgruntled residents</li> <li>Negative press</li> </ul>	C3	<ul style="list-style-type: none"> <li>REF states maximum allowable dB levels at local sensitive receivers.</li> <li>Acoustic consultant report to be strictly adhered to.</li> <li>Noise minimisation strategies will be employed during regular out-of-business hours works, such as limiting the use of plant and power tools.</li> </ul>	C1	Management Production Team Workers
224	<b>Venue Defects, Infrastructure Failure and Flooding/Stormwater Management</b> <ul style="list-style-type: none"> <li>Heavy rain or poor drainage resulting in water entering exhibition areas; risk to artwork, electrical and public safety</li> </ul>	<ul style="list-style-type: none"> <li>Water leaks from inclement weather; damage to artwork or infrastructure.</li> <li>Faulty plumbing or toilet malfunction; audience disgruntlement</li> <li>Localised power outages or tripped circuits; artworks inoperable or site lighting cut <ul style="list-style-type: none"> <li>Pre-install site inspection focused on known drainage issues or low points</li> <li>Elevated install platforms for sensitive artworks or AV equipment</li> <li>Seal/cover sensitive cabling in flood-prone areas</li> <li>Waterproof enclosures or emergency covers stored on site</li> <li>Communication pathway to PMNSW for fast building defect triage</li> </ul> </li> </ul>	C3	<ul style="list-style-type: none"> <li>All venue defects will be promptly reported by Biennale staff to venue management</li> <li>Biennale will be guided by venue policy on isolating or restricting access to malfunctioning infrastructure.</li> <li>The venue's "work lights" will remain on a separate circuit; should localised power failures occur work lights can be operated.</li> </ul>	D2	Management Workers Venue, Production Team, Venue Liaison, Installers
225	<b>Food Vendors</b>	<ul style="list-style-type: none"> <li>Fire from cooking appliances / ignition sources</li> <li>Power shortage / tripped circuits</li> <li>Food poisoning</li> <li>Negative press</li> </ul>	B3	<ul style="list-style-type: none"> <li>All food vendors will be required to carry portable fire extinguishers and fire blankets appropriate to their stall / food truck.</li> <li>Biennale and F&amp;B management will inspect all stalls to ensure compliance.</li> <li>All food stalls must hold appropriate certification and registration papers for their food business.</li> <li>Food vendors will provide accurate power requirements to F&amp;B management prior to arriving on site.</li> <li>Safe food handling guidelines will be followed at all times.</li> <li>Food vendors will be periodically inspected to ensure quality of product and service.</li> </ul>	B1	Management F&B Team

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**Accessibility Planning**

- Inadequate access and facilities for patrons with disabilities, impairments or mobility challenges due to uneven heritage surfaces and non-standard venue layout

- Patron injury
- Failure to meet accessibility standards
- Exclusion or reputational harm

C3

- Accessibility Access Plan developed with Biennale Production, Programs and Communications teams
- Clearly identified accessible routes (signage/indicators where appropriate)
- Ramps, lifts or alternative access points installed as needed for high-traffic or raised areas
- Venue information (online and onsite) to include access details

C2

Management, PMNSW, Biennale Comms Team