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Event Risk Assessment & Management Plan

Ayrburn Queenstown

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Prepared by Sheridan Consulting Group Pty Ltd for Ayrburn, December 2023.

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AMENDMENTS AND VERSION CONTROL

Version No.	Date	Description
V1.0	3/12/2023	Initial Draft
V2.0	8/12/2023	Updated with feedback from Architects of Entertainment
V3.0	17/04/2024	Updated with some client feedback

DISTRIBUTION LIST

Name	Organisation
	Ayrburn
Nathaniel Holmes	Architects of Entertainment

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1. INTRODUCTION

Sheridan Consulting Group have been engaged by Architects of Entertainment to complete a Site Risk Assessment and Management Plan (SRAMP) for Ayrburn, Queenstown New Zealand to support event management plans for events and activities to be held at Ayrburn.

This document is an SRAMP for Ayrburn and it is a practical plan considering the overall approach to risk and operational detail.

This SRAMP reflects regulatory requirements, standards and guidelines, risk management for key elements of the event, and risk controls and specific mitigating actions. This SRAMP has been completed in compliance with AS/NZS ISO 31000:2018 “Risk Management – Principles and Guidelines” with consequences assessed and operational / event controls and procedures put in place.

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

Implementation of the risk controls is the responsibility of Ayrburn (venue owner) and the Event Operators to manage and follow up with those stakeholders identified as risk owner in the Risk Register.

The risks included but not limited to under the Ayrburn Site Risk Management Strategy are:

- Crowd Management
- Emergency Management
- Security Management
- Crime and Terrorism
- Patron Safety
- Artist Safety
- Site and Structural Safety
- Production
- Event demographic and patron behaviour
- Experience of organiser and key suppliers.

2. STRATEGIC CONTEXT

It is a legal requirement and current industry best practice to adopt a formal risk assessment procedure to ensure all scenarios are considered, and risk treatments and contingencies are developed and communicated to relevant stakeholders.

The external expectations of the event are that it is well managed and delivered in an organised, efficient, and safe manner. Due to the nature of the activities at the event it is difficult to foresee all hazards and risks. Many will be identified or known by the relevant internal and external stakeholders. Ayrburn and the event operator must involve all stakeholders in the risk assessment process.

It is Ayrburn's and the event operator's responsibility to treat identified hazards by endeavouring to prevent or eliminate health and safety risks where it is within their reasonable authority also to endeavour to minimise the likelihood of risks occurring when outside their authority and when risks do occur to minimise the consequences of the risk activity.

Any risk treatment measures implemented by Ayrburn and the event operator will be consistent with their obligations in accordance with the *Health and Safety at Work Act 2015 - New Zealand's key work health and safety legislation and related regulations that apply to employees and contractors - General Risk and Workplace Management Regulations 2016, Worker Engagement, Participation and Representation Regulations 2016, Hazardous Substances Regulations 2017, Major Hazards Facilities Regulations 2016.*

The venue owner (Ayrburn) and operator by the nature of their event operations will accept the identified risks and will implement treatment programs to mitigate risk. Their role is to ensure the risk ownership and treatment is agreed to with the appropriate expert stakeholder with the capability to action.

Ayrburn and the event operator must ensure that risk owners have contemporary knowledge in their field and apply current safety controls detailed in the Ayrburn Site Risk Assessment and Management Plan, the Event Risk Register and any other supporting planning documents.

The methodology in the Site Risk Assessment and Management Plan closely follows the New Zealand Standard and is only effective with the contribution and support of stakeholders. This document should be used as a basis of ongoing discussion in the lead up to any event held on Ayrburn.

3. OPERATIONAL CONTEXT

Risk is defined as the effect of uncertainty on objectives and therefore it is critical to identify the objectives of the event and determine the risks and the appropriate control measures.

Ayrburn is a development on a 60 hectare farm near Arrowtown that has undergone an amazing transformation where heritage farmhouses have been repurposed offering visitors dining and bar options, gelato, markets, and outdoor concerts. The event space will be a premier space offering outdoor events for all to enjoy.

The key risk sources that are identified for management attention are:

- Crowd Management
- Emergency Management
- Security Management
- Terrorism and Crime
- Patron Safety
- Artist Safety
- Site and Structural Safety
- Extreme Weather
- Traffic and Hostile Vehicle Management
- Impact on neighbours, sound management, and patron behaviour
- Production - Technical and Mechanical

4. SCOPE OF RISK ASSESSMENT AND MANAGEMENT PLAN

This Site Risk Assessment and Management Plan is to be read in conjunction with relevant plans for each event held on Ayrburn, this may include:

- Event Specific Emergency Management Plan
- Event Specific Traffic Management Plan
- Event Specific Security and Crowd Management Plan
- Event Specific Operations Management Plan
- Other relevant event management plans relating to the event or the venue.

This SRAMP considers safety and security activities scheduled for Ayrburn Events including safety risks to staff, contractors and patrons.

5. DUTY OF CARE

The Health and Safety Act 2015

From 4 April 2016, events hosted in New Zealand fall under the Health and Safety at Work Act 2015 and the Health and Safety at Work Act Regulations that build on the HSWA in relation to manual handling, noise, prevention of falls, plant and high risk work, general risk, worker engagement, participation and representation, hazardous substances and major hazards facilities.

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

Under the Act, Ayrburn must manage risks:

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

This duty applies to the health and safety of workers engaged or caused to be engaged by Ayrburn for an event.

Under the Act, these people could include:

- Employees,
- Contractors or subcontractors to Ayrburn,
- Employees of contractors or subcontractors to Ayrburn.

Other organisations supplying goods and services to the event also have an obligation to comply with reasonable instructions from Ayrburn regarding health and safety and to manage safety risks under their control.

The Act also imposes responsibilities on Ayrburn and other stakeholders who deliver goods and services to an event, toward the health and safety of members of the public that are affected by the activities of the event, this is called 'primary duty of care'.

The primary duty of care is a broad overarching duty. It includes, but is not limited to, so far as is reasonably practicable:

- providing and maintaining a work environment that is without risks to health and safety.
- providing and maintaining safe plant and structures.
- providing and maintaining safe systems of work.

- ensuring the safe use, handling and storage of plant, structures and substances.
- providing adequate facilities for the welfare at work of workers in carrying out work for the business or undertaking, including ensuring access to those facilities.
- providing any information, training, instruction, or supervision that is necessary to protect all persons from risks to their health and safety arising from work carried out as part of the conduct of the business or undertaking.
- monitoring the health of workers and the conditions at the workplace for the purpose of preventing injury or illness of workers arising from the conduct of the business or undertaking.

6. EVENT DETAILS

Ayrburn is proposing to host The Dell Concert Series.

The broader site has several buildings including the Woolshed, the Bakehouse, The Manure Room, the Burr Bar which surround the main concert area.

The event area is designed to have a capacity of 12,264 patrons across the entire patron area of 6132m² this equates to 2 persons per square metre. The event site offers carparking across from the site for 590 vehicles, carpark shuttle buses, event bus, accessibility car spaces to assist with the movement of patrons.

The event times are to be confirmed.

The event is licensed and for persons of all ages, with all persons under the age of 18 needing to be accompanied by a guardian.

The patron area of 6132m² is broken down as follows for the Dell Concert Series;

Area Description	Square Meterage
Patron Area (FOH including Bakehouse and surrounding areas of the concert dance floor area)	6132m ²
Dance Floor	1477m ²
VIP 2	300m ²
VIP 1	1034m ²
BOH	827m ²

Site Risk Assessment & Management Plan - Ayrburn, Queenstown NZ

6.1 SITE PLANS



Image: Overall Licensed area 8700m2

Site Risk Assessment & Management Plan - Ayrburn, Queenstown NZ



Image: Site Plan for Ayrburn - Total Patron Area for Dell Concert Series

Site Risk Assessment & Management Plan - Ayrburn, Queenstown NZ

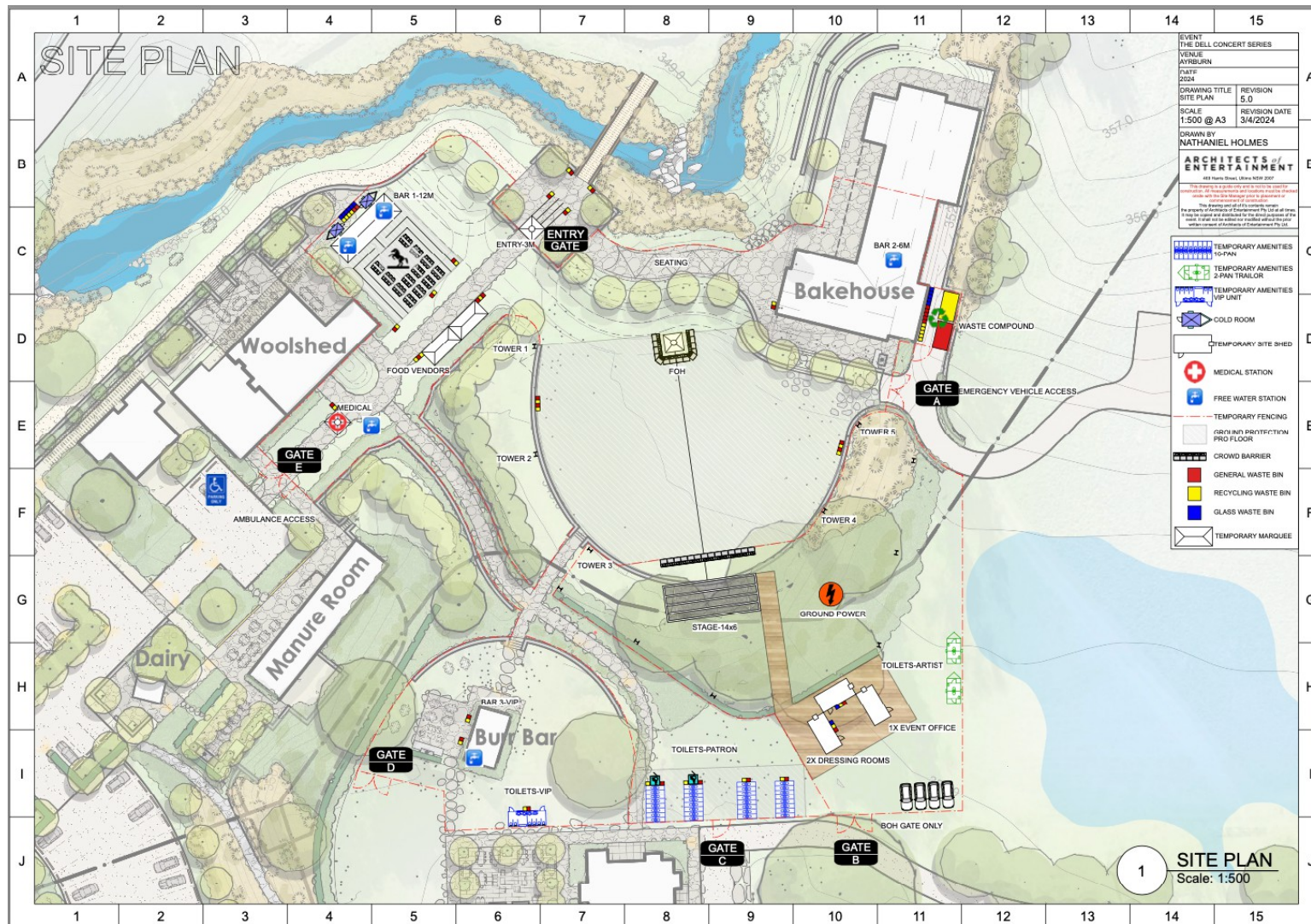


Image: The Dell Concert Series Site Plan - showing gates and infrastructure

Site Risk Assessment & Management Plan - Ayrburn, Queenstown NZ

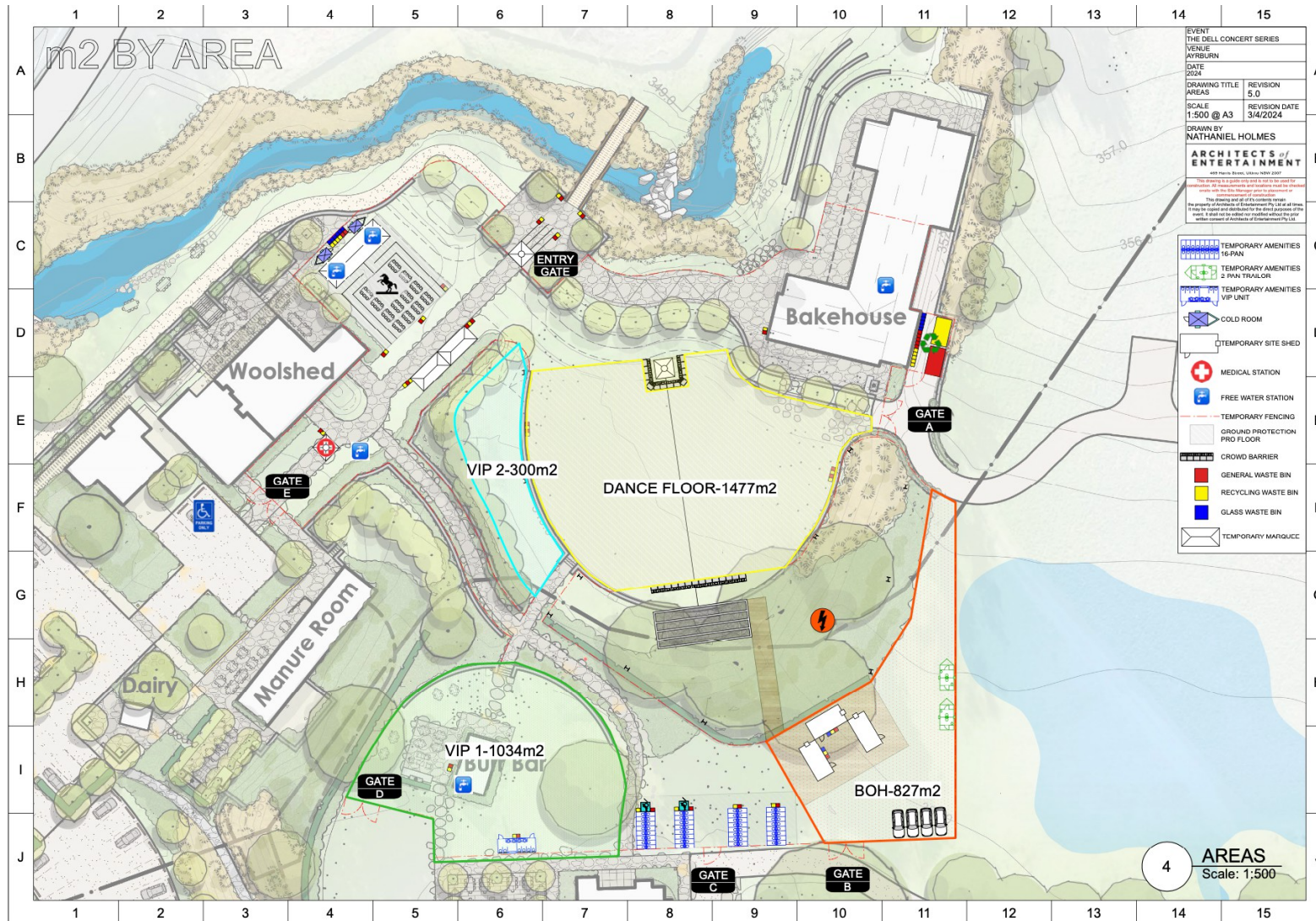


Image: Square meterage per area within the Dell Concert Series footprint

Site Risk Assessment & Management Plan - Ayrburn, Queenstown NZ

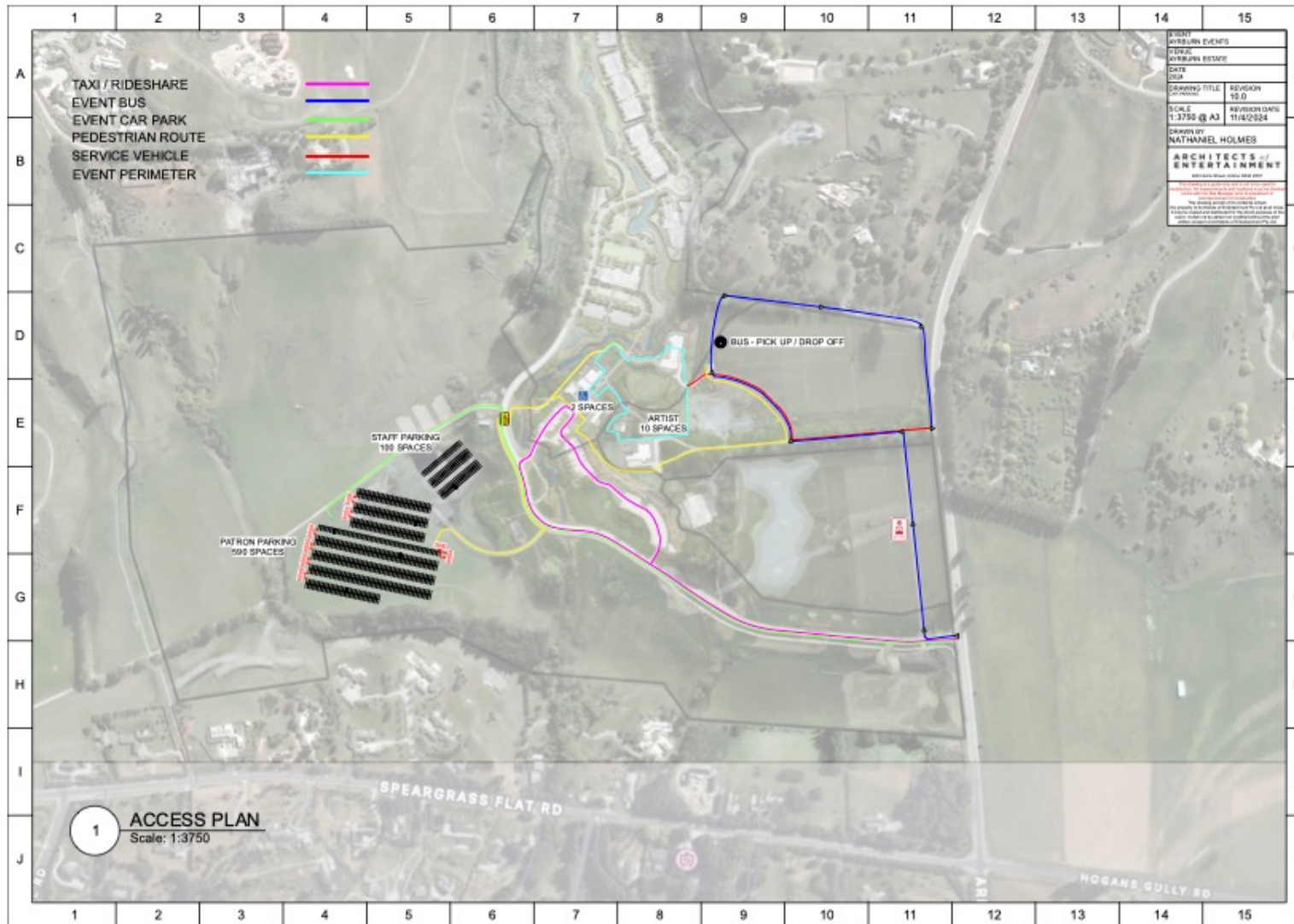


Image: Vehicle Access, parking and shuttle services for Ayrburn events

Site Risk Assessment & Management Plan - Ayrburn, Queenstown NZ

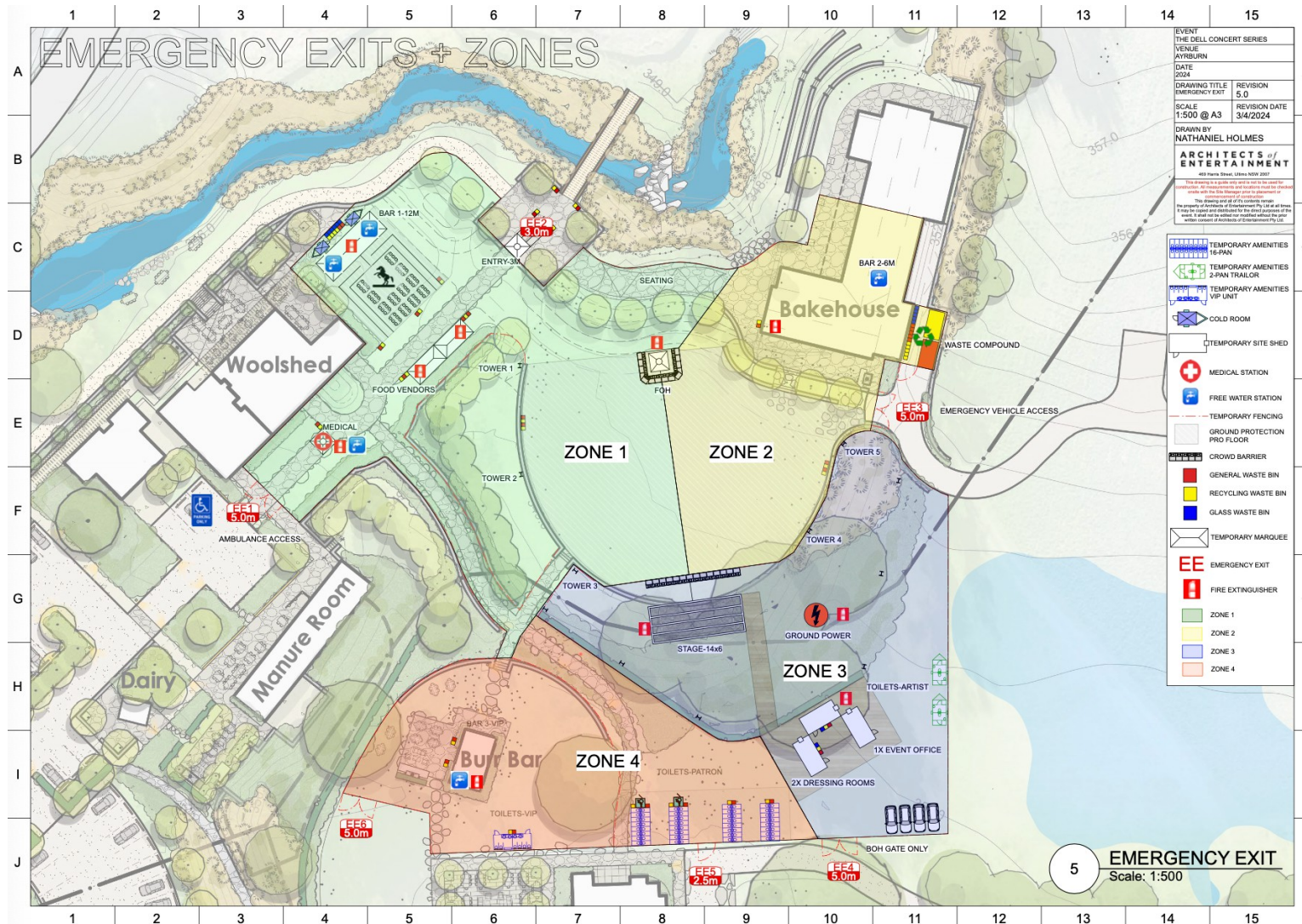


Image: Emergency Exits showing Gates EE1 - EE6, and emergency vehicle access

7. EVENT C4 STRUCTURE

The Event C4 Structure is crucial to the success of an event and relies upon all relevant persons / stakeholders understanding their role in that structure. The Event C4 Structure stands for:

- Command
- Control
- Communication
- Coordination

The Event Command / Control and Communication Hub is:

- Event Control Centre (ECC) located in a strategic location to conduct C4 operations.
- Police Representative (if applicable based on assessment of risk at the event) and
-

7.1 EVENT CONTROL CENTRE (ECC)

Ayrburn hosted events will have an Event Control Centre (ECC) established and operating within the licensed area of Ayrburn to facilitate communication between key stakeholders and the Emergency Control Organisation (ECO) during an emergency.

The ECC will have adequate office and administrative facilities to effectively function.

The ECC is made up of representatives from Ayrburn (Event Owner), Site Operations (Event Operator), ECC Coordination, Chief Warden, Security Provider, Medical Provider, and NZ Police (if deemed necessary).

7.2 POLICE FORWARD COMMAND (PFC)

New Zealand Police will have a Police Forward Command (PFC) set up if assessed as required dependent on the event risk profile within the Ayrburn ECC to respond to any emergency incident or any other incident that requires a police response.

The PFC is the primary emergency responder during the emergency event. The Chief Warden will be in direct contact with members of the PFC.

7.3 SECURITY

Security services and resourcing will be based on the predicted number of patrons in attendance and the event risk profile. Security will be first responders to manage most crowd and patron related public order matters, ensuring site integrity, patron screening and asset protection.

7.4 MEDICAL

Ayrburn events will have an experienced medical provider and medical team onsite to provide first aid across the entire event area.

The quantity and location of first aid staff is detailed in a separate Event specific Medical Plan including a medical base tent, roving units and response units as well transport vehicles if assessed as needed.

St John Ambulance (NZ Ambulance) will also be onsite for the event if assessed as required.

7.5 TRAFFIC

A detailed Traffic Management Plan including Traffic Guidance Schemes to be developed for the surrounding roadways, adjacent to the venue, in and out of Ayrburn if assessed as required.

8. COMMUNICATIONS

Event communications will occur via:

- Two-way radio - Amongst event management team, security, and other stakeholders.
- Mobile phone - Amongst event management team, security, and other external stakeholders.
- Public address - Information distribution and emergency announcements to patrons.

8.1 PORTABLE RADIOS

Radios for security, all with the in-ear earpieces and discreet microphones. Radio channels will be programmed similar to:

CH.	NAME	USERS	MONITORED BY
1	ECC	Event Control	Event Control Comms Officer
2	Event	Ops, Ticketing, Entry, Accreditation, Guest Services	Event Comms Officer
3	Site	Site Team, Infrastructure, Suppliers, Creative	Internal Site Comms Officer
4	Security 2	Security & Crowd Management	Security Comms Officer & Crowd Response Team
5	Medical	Medical Provider Staff	Medical Comms Officer
6	Traffic	Traffic Supervisors, Traffic Controllers, Transport Providers	Transport & External Comms Officer
7	Production	Production Team	Event Comms Officer
8	Bars/ Vendors	Bars and Vendor Teams	Bar Operations Managers & Internal Site Comms Officer
9	Waste	Waste Manager, Supervisors	Internal Site Comms Officer
10	Chat 1	Informal for Event Staff and contractors	Internal Site Comms Officer
11	Chat 2	Informal for Event Staff and contractors	Internal Site Comms Officer

8.2 PUBLIC MESSAGING / PUBLIC ADDRESS SYSTEM

The stage within the event area will feature audio and visual equipment such as screens, announcement equipment and speakers as well as warning messages via this medium.

If Ayrburn has a public address system this may be used to relay messages and information.

8.3 MOBILE PHONES

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

8.4 VARIABLE MESSAGE BOARDS (VMS)

In the event message boards are used they will be programmed with contingency messages to communicate with patrons in the event of an emergency.

9. CONSULTATION

The methodology used for SRAMP is based on the following activities:

- Consultation and information gathering from Architects of Entertainment.
- Meetings with Architects of Entertainment, and other relevant stakeholders.
- Consultants' professional judgement.
- Consultants' experience in management of Event Risk, Emergency and ECC.
- Event Site Plans and satellite imagery.
- Other documentation that may assist with this event's risk assessments.

10. RISK ASSESSMENT PROCESS

10.1 STANDARDS AND GUIDELINES

The Sheridan Consulting Group strategic risk management methodology incorporates the identification of risks within a thematic framework around **People, Property, Information and Reputation**.

Underpinning this methodology is professional experience and the guidance from the following standards / codes of practice and publications. This enables a detailed, nuanced, and holistic approach to strategic risk management within the context of the event.

- AS/NZS ISO 31000:2018 Risk Management Principles and Guidelines. (Standards New Zealand)
- HB 158-2010 Delivering assurance based on ISO 31000:2018 - Risk Management - Principles and Guidelines (Standards NEW Zealand)
- HB 167:2006 Security Risk Management (Standards Australia and Standards New Zealand)
- AS/NZS 4421: 2011 Guards and Patrol Security Services
- The Purple Guide to Health, Safety and Welfare at Music and Other Events (<http://www.thepurpleguide.co.uk/>)
- The Green Guide (Safety at Sports Grounds) (<http://www.safetyatsportsgrounds.org.uk/publications/green-guide>)
- ANZCTC Australia's Strategy for Protecting Crowded Places from Terrorism 2023
 - Active Armed Offender Guidelines for Crowded Places 2017
 - Improvised Explosive Device Guidelines for Crowded Places 2017
 - Chemical Weapon Guidelines for Crowded Places 2023
 - Hostile Vehicle Guidelines for Crowded Places 2017
 - Disrupting Hostile Reconnaissance Guidelines for Crowded Places 2023
- New Zealand Health and Safety at Work Act 2015.
- General Risk and Workplace Management Regulations 2016,
- Worker Engagement, Participation and Representation Regulations 2016,
- Hazardous Substances Regulations 2017, Major Hazards Facilities Regulations 2016.
- Civil Defence Emergency Management Act 2002
- AS3745:2010 'Planning for Emergencies in Facilities'
- AS/NZS ISO 14001:2016 - Environmental management systems
- AS/NZS ISO 45001:2018 - Occupational health and safety management systems

10.2 EVENT RISK REGISTER

Sheridan Consulting Group has prepared an Event Risk Register specific to the Ayrburn site and The Dell Concert Series.

Risk is measured in terms of the likelihood of an event occurring and the magnitude of the consequences. The methodology was undertaken in accordance with the Australian / New Zealand Standard – Risk Management – Principles and guidelines (AS/NZS ISO 31000:2018) and Risk Management Guidelines (HB 436:2013).

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

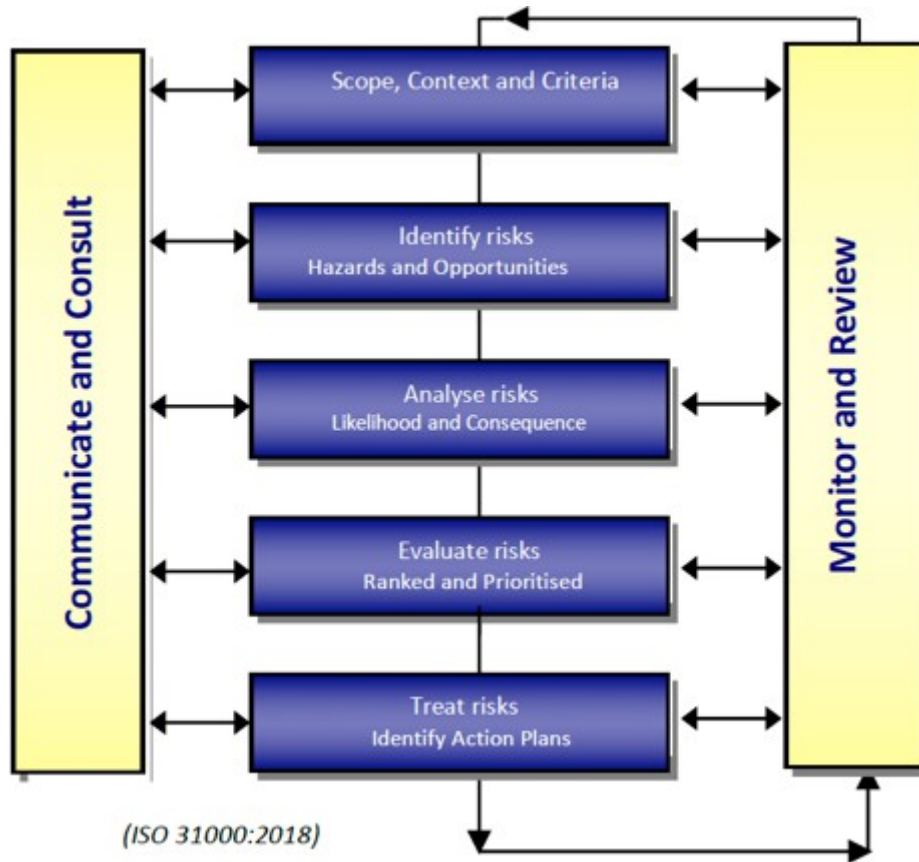
In undertaking this Event Risk Assessment, and development of mitigation strategies, the review team has obtained information from the following areas:

- Interviews with key people.
- Review of event site planning maps.
- External sources of information.

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

RISK CATEGORY	RISK DEFINITION
C4	Risks relating to the Command, Control, Coordination and Communication of the event
Crime and Terrorism	Risks relating to criminal activity and / or acts of terrorism
Crowd Management	Risks relating to the movement and management of patrons, including ingress, egress, and circulation
Emergency Management	Risks relating to emergency management including, emergency incidents, evacuation, and emergency access
Environmental	Risks relating to damage of the natural world of land, sea, air, plants, and animals
Event Planning	Risks relating to event planning including permits, licenses, finance, and budgeting
Medical	Risks relating to medical incidents, including preparedness, resources, and response
Production	Risks relating to the production of the event, including technical and mechanical issues, as well as planning and resourcing
Reputation	Risks relating to external media and communications and any other factor that could affect the reputation of the event
Safety	Risks relating to the safety and wellbeing of patrons, staff, and the public
Security Management	Risks relating to security incidents that may require a security response or procedure
Site and Structural Safety	Risks relating to the structural integrity and safety of the event site
Supplier	Risks relating to suppliers, including contractors and subcontractors
Traffic and Transport	Risks relating to traffic management, vehicle movement and transport

10.3 EVENT RISK MANAGEMENT PROCESS - OVERVIEW



The risk management process, when applied in a security threat context, incorporates the following steps:

- Threats to event safety are identified, analysed and evaluated in terms of hazard potential and event vulnerability.
- Evaluated threats are referred to relevant policymakers for assessment and ranking.
- If it is decided that threats shall *not* be treated, then they are monitored and regularly reviewed in conjunction with their existing control measures.
- When it is decided that threats *will* be treated, then treatment strategies are developed and implemented to reduce the threats by modifying the characteristics of hazards, the event, and the environment. Threat / risk reduction may affect vulnerability, likelihood, or consequence.

This Site Risk Assessment is produced for Ayrburn and is to specifically review risk and safety associated with the site hosting events such as The Dell Concert Series.

Residual risk ratings assume that the nominated control measures have been implemented.

10.4 IDENTIFYING RISK

Identify and describe risks that might help or prevent Ayrburn in achieving its objectives - both positive and negative. Key processes, assets, stakeholders, and deliverables for the event must be listed along with the risks relevant to each.

Risks are then evaluated using the approved risk assessment methodology to determine the likelihood of occurrence and consequences. Identified risk factors including but not limited to:

- Tangible and intangible sources of risk.
- Causes and effects.
- Threats and opportunities.
- Vulnerabilities and capabilities.
- Changes in the external and internal context.
- Indicators and information regarding emerging risks.
- The dependency and value of assets and resources.
- Consequences and their impact on objectives.
- Limitations of knowledge and reliability of information.

10.5 ANALYSING RISK

The following tables assist in providing a consistent approach to assessing risks associated with Ayrburn hosted events.

10.5.1 LIKELIHOOD

The likelihood of an incident occurring is the first component in determining the outcome of a risk rating:

ALMOST CERTAIN	Expected to occur in most circumstances; more than 75% chance of occurring in a year.
LIKELY	Will probably occur in most circumstances; 50-75% chance of occurring in a year.
POSSIBLE	Might occur at some time; 25-50% chance of occurring in a year.
UNLIKELY	Could occur at some time; less than 25% chance of occurring in a year.
RARE	May only occur in exceptional circumstances.

10.5.2 Consequence

The consequences of an incident occurring is the second component in determining the outcome of a risk rating.

CONSEQUENCE	CRITICAL FACTORS					
	SAFETY	OPERATIONS	REPUTATION	ENVIRONMENT	FINANCIAL	LEGAL
CATASTROPHIC (5)	Loss of life	Loss of critical infrastructure component or stoppage of operations	External reputation irrevocably destroyed or damaged	Catastrophic environmental damage leading to fines against the organisation and significant resources to rectify	Catastrophic financial impact to the organisation	Numerous major litigations
MAJOR (4)	Serious casualties resulting in long term physical impairment	Significant damage to infrastructure, major idle time / shutdown	External reputation severely damaged, considerable effort and expense required to recover	Extensive environmental damage requiring significant resources to rectify	Significant additional funding required to manage	Single major litigation or numerous moderate litigations
MODERATE (3)	Several casualties that require hospitalisation with no long-term effects	Minor damage to infrastructure, organisational slowdown / minor idle time	External reputation damaged, some effort and expense required to recover	Environmental damage requiring the allocation of some resources to rectify	Additional funding required to manage	Single moderate litigation or numerous minor litigations
MINOR (2)	Several minor casualties that require medical attention off-site with no long-term effects	Minor damage to infrastructure, potential slowdown of operations	External reputation minimally affected, little effort or expense required to recover	Minor environmental damage. Rectification occurs from within the existing budget	Able to be funded with the existing budget with impact to other activities	Single minor litigation
INSIGNIFICANT (1)	No injury or at most, minor injuries that are able to be treated at the site with no long-term effects	No damage to operations	External reputation not affected, no effort or expense to recover	No damage to the environment	No financial impact or able to be funded with the existing budget with no impact to other activities	No litigation or at most, the threat of litigation requiring a small compensation

10.6 RISK SEVERITY DEFINITIONS

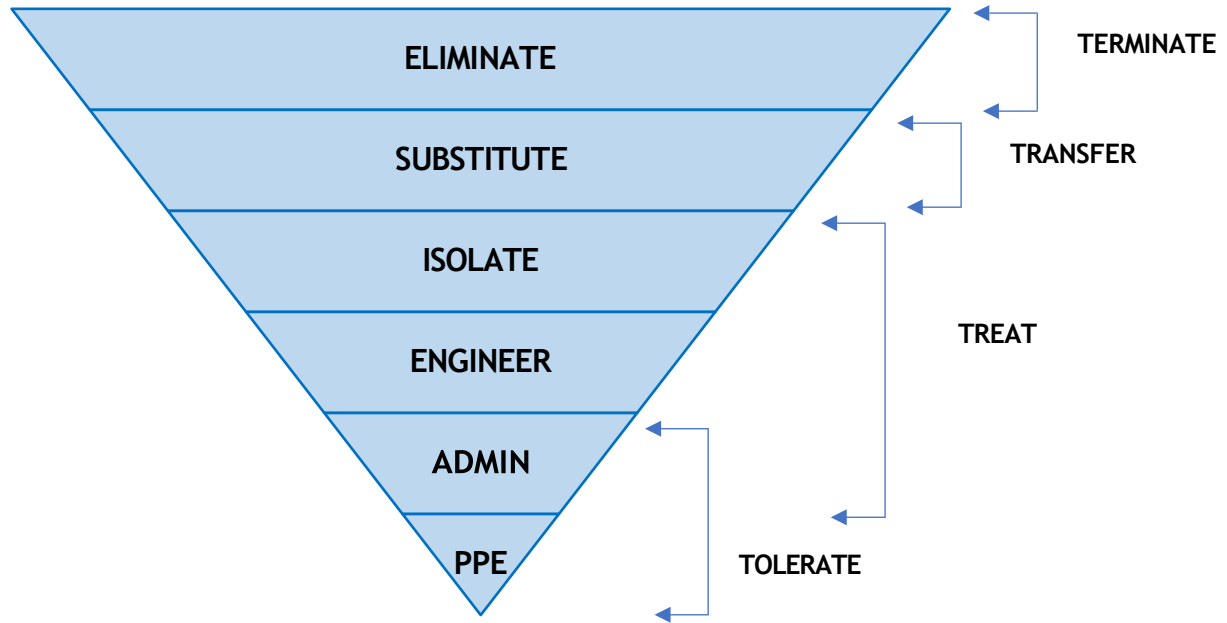
By the application of the assessment and evaluation process, each identified risk will be given a risk rating with which an appropriate response can be developed. It should be noted that the risk rating is a guide only and other factors can apply in how the risk is treated.

DESCRIPTOR	GENERALISED DESCRIPTION / INDICATORS	RISK SCORE
EXTREME	Unacceptable level of risk exposure which requires immediate corrective action to be taken.	80 - 100
HIGH	Unacceptable level of risk exposure which requires constant active monitoring, and measures to be put in place to reduce exposure.	60 - 79
MEDIUM	Acceptable level of risk exposure subject to regular active monitoring measures with additional measures incorporated into contingency plans.	40 - 59
LOW	Acceptable level of risk exposure subject to regular passive monitoring measures.	20 - 39
INSIGNIFICANT	Acceptable level of risk subject to periodic passive monitoring measures.	0 - 19

10.7 TREATING THE RISK

10.7.1. Hierarchy of Control

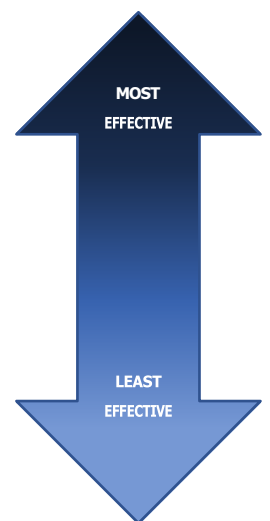
Hierarchy of controls provide an ISO 31000:2018 framework for controlling risks by providing the most effective methods, through to the least effective ways to terminate, transfer, treat or tolerate risk.



10.7.2. Risk Actions

Each risk identified should be categorised by an appropriate action in-line with the event owner/organiser’s risk appetite.

RISK ACTION	DESCRIPTION
TERMINATE	A possibility if the proposed mitigation can’t be justified by a cost / benefit analysis and the risk to the event and its operations are significantly compromised (Extreme risk rating).
TRANSFER	Typically, insurance or outsourcing risk to a third party i.e. insurance, security, traffic management, etc.
TREAT	Actions taken to appropriately mitigate the risk and include process improvements, infrastructure upgrades, training and specialist advice, etc.
TOLERATE	Acceptable risk within the current risk appetite, no action to be taken.



10.8 MONITOR & REVIEW

To ensure the ongoing effectiveness of the appropriate risk treatment options and to assess whether the organisation’s risk management objectives are being achieved, it is necessary to regularly monitor and review the chosen treatment plan.

- **Monitor** - Through visual inspections, incident reports, self-assessments, and audits.
- **Review** - Plans through investigating trends and patterns, legislative changes and organisation activities, internal check programs, internal audits, physical inspection, program evaluation, etc.

The SRAMP is a critical part of the event planning process. It provides the platform for managing the event risks related to Ayrburn hosted events.

This document serves as part of the decision-making process, as it provides evaluation against criteria and risk control actions to reduce the consequence of an occurrence that would impact against event objectives.

10.9 ROLES & RESPONSIBILITIES

Event Manager	Responsible for the planning and delivery of a safe event in accordance with the Occupational Health and Safety Regulations, New Zealand Standards and Codes of Practice.
Chief Warden and Deputy Chief Warden	Responsible for planning for Emergencies in Facilities AS3745 - Emergency Control Organisation and procedures for buildings, structures and workplaces
Contractors and subcontractors	Must abide by the OHS Regulations and Legislation, New Zealand Standards and Codes of Practice.
Patrons	Have a duty to take reasonable care for their own health and safety following reasonable instructions that are given to them by event staff.

10.10 SAFETY OFFICERS

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

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

10.11 INCIDENT REPORTING

In the event that an incident occurs, follow the guidelines set out in the Ayrburn Emergency Management Plan.

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

10.12 CONTRACTOR SAFETY MANAGEMENT

As part of its positive due diligence obligations under the New Zealand Health and Safety at Work Act 2015, The event operator must ensure that its contractors assess and manage risks associated with their work on the event.

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

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

10.13 INSURANCE

The event operator will maintain databases of Insurance Certificates of Currency for public liability and workers compensation for stakeholders and suppliers to the event.

As the Event Operator, they have access to their databases and electronic copies of the certificates for compliance purposes.

11. NEW ZEALAND THREAT ENVIRONMENT CONTEXT

11.1 NEW ZEALAND'S STRATEGY FOR PROTECTING CROWDED PLACES FROM ATTACK

With the continued evolution of the security environment and the ongoing threat of terrorism to crowded places such as stadiums, shopping centres and major events, the New Zealand Government published a strategic guide for owners and operators of crowded places to understand their roles and responsibilities and the importance of strong and sustainable partnerships across New Zealand between governments and the private sector to better protect crowded places.

The objective of the *Protecting Crowded Places from Attack - New Zealand's Strategy* is to have a national consistent approach which preserves the public's use of a space and provides guidance on prioritization of risk as **not everything can be protected**. The ANZCTC coordinates an effective counter-terrorism capability across New Zealand and maintains arrangements for intelligence and information sharing between all jurisdictions and relevant agencies.

The Strategy involves four core elements, which provide a structure for building a consistent national approach to protecting crowded places. The four core elements are:

- Building Stronger Partnerships - The building of strong and sustainable relationships rests on not only government but the private sector and the whole community.
- Enabling Better Information Sharing and Guidance - Providing access to information and intelligence for all owners and operators is key in the success of this strategy.
- Implementing Effective Protective Security - Owners and operators have responsibility to undertake a risk assessment and or vulnerability analysis of their crowded place, implement the appropriate mitigations, monitor them for effectiveness and review them at regular intervals.
- Increasing Resilience - Well considered and tested protective security will reduce the likelihood of a terrorist attack occurring and consequences of an attack. Building a strong security culture is central to developing resilience to terrorism.

The flow of information between governments and those responsible for crowded places is not one-way. Owners and operators should be willing to share information, advice, and lessons they have learned with governments and their peers. Building a strong and inclusive security culture is a responsibility shared by all. Hardening and improving the resilience of crowded places relies on all stakeholders taking action to apply the Government's Strategy.

11.2 COUNTER TERRORISM ANALYSIS

There is a range of factors that shape a terrorist target selection and, in most cases, it is not the location itself but the high concentration of people that makes it attractive to attack.

Large crowds increase the number of witnesses to an attack, which increases the resonance of the act.

Crowded places are commonly open and easily accessible, and may have few or no protective security measures, reducing the complexity of attack planning.

For Ayrburn and Ayrburn hosted events, the following factors were considered as part of the assessment and the ratings applied to the identified vulnerabilities and the effectiveness of control measures.

- Attractiveness of the target
- Level of complexity of planning an attack
- Weapon and tactic choice of the attacker

One of the main indicators of attack preparation is individual behaviour such as conducting reconnaissance or expressing ideologically extreme sentiments. Instinct or judgment about a person can be key in identifying a terrorist, with this in mind all event staff need to be vigilant and be aware of suspicious behaviour and notify security or police immediately of their suspicions.

11.3 NATIONAL THREAT ASSESSMENTS

The New Zealand Security Intelligence Service (NZSIS) is responsible for detecting, investigating and understanding terrorism threats, and hosts the inter-agency Combined Threat Assessment Group (CTAG) that sets New Zealand's national terrorism-threat level.

CTAG does this by assessing the likelihood of a terrorism incident against a five level scale.

Threat Assessments support jurisdictions and agencies to make risk management decisions to determine how best to respond to the threat and mitigate risk.

11.4 NATIONAL THREAT LEVEL ADVISORY SYSTEM

The protective security analysis underpinning this assessment is informed through New Zealand Government open-source information and consultative discussions with representatives of New Zealand Police. This assessment contains information pertaining to relevant threats, targets and attack methodologies which may evolve over time.

The National Terrorism Threat Advisory System guides national preparation and planning. It also dictates levels of precaution and vigilance to minimise the risk of a terrorist incident occurring. The New Zealand Government regularly reviews alert levels.

A national intelligence-led security framework underpins New Zealand’s response to terrorism. The New Zealand Security Intelligence Service (NZSIS) continually monitor the environment, detecting, investigating and understanding terrorism threat.

The five levels are:

Likelihood assessment	Threat level
Terrorist attack is expected	EXTREME
Terrorist attack is assessed as highly likely	HIGH
Terrorist attack is assessed as feasible and could well occur	MEDIUM
Terrorist attack is assessed as a realistic possibility	LOW
Terrorist attack is assessed as unlikely	VERY LOW

Image: National Terrorism Threat level descriptors.



The national terrorism threat level is formally reviewed at least annually, but can change at any time based on the current intelligence picture. It takes into account the domestic terrorism context and relevant international threat factors.

CTAG assess threat levels by considering the current intent and capability of individuals or groups to undertake an act of terrorism.

Lowering the threat level does not mean the threat of terrorism is extinguished. Radicalisation and capability building is ongoing, and New Zealand remains a terrorist target. The New Zealand Government can change an alert level for one or more impacted communities, locations or sectors as required.

12. EVENT RISK REGISTER

Sheridan Consulting Group have completed a Risk Register specific to Ayburn hosted events. Please refer to the attachment - *Ayburn Event Risk Register*.

12.1 INHERENT RISK RATING SUMMARY

Risks by Inherent Severity

Row Labels	Inherent Risk Score
MAJOR	
Hostile Vehicle Attack	60
MODERATE	
Emergency Evacuation	56
Fire - Large	54
Medical Emergency	53
Drug Overdose	51
Access Control	50
Emergency Vehicle Access	46
Hearing Damage	45
Ground Damage	45
Falling From Heights	44
Crowd Convergence	44
Slips, Trips and Falls	43
Stolen Equipment	43
High Winds	42
Improvised Explosive Device	40
Extreme Weather	40
Bomb Threat	40
Patron Egress	40
Terrorist Attack	40
Active Armed Offender	40
Noise Pollution	40
MINOR	
Food Poisoning	38
Smoking	38
Rise in the National Threat Level	38
Crowd Management Plan	38
Traffic Control	38
Event Lighting	38
Electrical Power Outage	38
Public Liability Insurance	38
Site Capacity	38
Supplier Reputation	38
Cyber Security - System Hack / Breach	37
Risk Management Plan	37
Exhaustion	37
Patron Ingress	36
Protesters	36
Command, Control, Communication and Coordination Model	36
Fire - Small	36
Electrocution	34
Assault of Patron	34
Patron Conflict	34
Event Cancellation	34
Emergency Management Plan	33

Site Risk Assessment & Management Plan - Ayrburn, Queenstown NZ

Integration of Key Stakeholders	32
Medical Plan	31
Supplier Technology	30
Road Congestion	30
Temporary Structures	30
Sunburn / Dehydration	30
Underage Drinking	30
Staff and Talent Shortages	30
Safe Workplace Method Statements (SWMS)	30
Staff Experience	30
Supplier Non-Compliance	30
Staff Injury	30
Accessibility	30
Natural Disaster	29
Equipment Segregation	29
Planning and Resourcing	28
Collection / Removal of Wastewater	28
Inadequate Promotion of Event	28
VIP Security and Protection	28
Media Communications	28
Unidentifiable Staff	28
Cash Handling	28
Vehicle Collision	28
Non-Performance of Supplier	28
Adverse Media Attention	28
Lack of Patron Awareness of Facility Locations	28
Toilet Facilities	28
Ticketing Page Failure	28
Drug and / or Alcohol Affected Persons	27
Business Continuity Plan (BCP) / Crisis Management Plan (27
Lost or Found Children / Vulnerable People	27
Equipment Failure	26
Key Person Risk	26
Traffic Management Plan	26
Lack of Staff Briefing	26
Supply Recall	26
Supplier Insurances	26
Staff Attendance	26
Supplier Selection	26
Event Postponement	24
Mixed Messaging	24
Network Failure	24
Plant Machinery	24
Lost or Damaged Freight	24
Communication System Failure	24
Rubbish Bins	24
Bump In / Out Schedule	24
Water Failure	24
Supplier Non-Attendance	24
Security Management Plan	23
Site Plan	22
Council Permits	21
Site Clean Up	21
Document Retention	21
Licenses	21
Staff Behaviour	20
Unauthorised Drone	20
Supplier Business Registration	20
Inadequate Signage	20
Social Media	20

12.2 RESIDUAL RISK RATING SUMMARY

Risks by Residual Severity

Row Labels	Residual Risk Score
MODERATE	
Medical Emergency	40
Access Control	40
MINOR	
Hostile Vehicle Attack	38
Fire - Large	36
Smoking	36
Drug Overdose	35
Crowd Convergence	34
Extreme Weather	32
Terrorist Attack	31
Slips, Trips and Falls	30
Emergency Evacuation	30
Traffic Control	30
Stolen Equipment	29
Noise Pollution	29
Ground Damage	29
High Winds	28
Electrical Power Outage	28
Event Cancellation	28
Exhaustion	27
Cyber Security - System Hack / Breach	27
Patron Egress	27
Hearing Damage	27
Assault of Patron	26
Natural Disaster	25
Active Armed Offender	25
Improvised Explosive Device	25
Command, Control, Communication and Coordination Mo	24
Emergency Vehicle Access	24
Event Lighting	24
Patron Ingress	24
Falling From Heights	24
Protesters	24
Road Congestion	24
Site Capacity	24
Equipment Segregation	23
Crowd Management Plan	22
Media Communications	22
Temporary Structures	22
Rise in the National Threat Level	22
Patron Conflict	22
Underage Drinking	22
Plant Machinery	22
Supplier Reputation	22
Lack of Patron Awareness of Facility Locations	22
Bomb Threat	21
Bump In / Out Schedule	20
Adverse Media Attention	20

Site Risk Assessment & Management Plan - Ayrburn, Queenstown NZ

Supplier Technology	20
Rubbish Bins	20
Lost or Damaged Freight	20
Traffic Management Plan	20
Equipment Failure	20
Supplier Selection	20
Fire - Small	20
Collection / Removal of Wastewater	20
Food Poisoning	20
Electrocution	20
Staff Injury	20
Unauthorised Drone	20
Non-Performance of Supplier	20
Public Liability Insurance	20
Sunburn / Dehydration	20
Drug and / or Alcohol Affected Persons	20
+INSIGNIFICANT	
Emergency Management Plan	19
Medical Plan	19
Supplier Insurances	18
Social Media	18
Vehicle Collision	18
Cash Handling	18
Staff Attendance	18
Inadequate Promotion of Event	18
Supplier Non-Compliance	18
Inadequate Signage	18
Water Failure	18
Integration of Key Stakeholders	18
Staff and Talent Shortages	18
Key Person Risk	18
Staff Experience	18
Lack of Staff Briefing	18
Supplier Non-Attendance	18
Supply Recall	18
Communication System Failure	18
Ticketing Page Failure	18
Toilet Facilities	18
Network Failure	18
VIP Security and Protection	18
Planning and Resourcing	18
Accessibility	18
Safe Workplace Method Statements (SWMS)	18
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Risk Management Plan	16
Event Postponement	16
Mixed Messaging	16
Security Management Plan	16
Site Plan	16
Unidentifiable Staff	14
Council Permits	13
Staff Behaviour	13
Licenses	13
Document Retention	13
Site Clean Up	13
Supplier Business Registration	12

THE DELL EVENTS _ SIGNAGE PLAN- V2 DRAFT						
AREA	QTY	SIZE	PRODUCT	FURTHER INSTRUCTIONS	INSTALLATION DATE	REMOVAL DATE
CONSTRUCTION SITE						
DANGER CONSTRUCTION SITE						
NOTICE - ALL VISITORS REPORT TO SITE OFFICE						
YOU NEED A SAFETY INDUCTION TO ENTER THIS SITE						
DANGER FORKLIFT OPERATING AREA						
FOOT PROTECTION MUST BE WORN ON THIS SITE	4	1670 X 2400	Scrim	all entries on site	Start of Site Occupation	End of Site Occupation
HIGH VISIBILITY CLOTHING MUST BE WORN ON THIS SITE						
AUTHORISED PERSONNEL ONLY						
THINK SAFE, WORK SAFE, BE SAFE						
SAFE EVENT NOTIFICATION						
TRAFFIC CONTROL/SURROUNDS						
INGRESS						
EVENT ENTRY (arrow right)	4	A2	Corflute	Installed at Zebra Crossing, Woolshed Walkway, Shuttle Bus Bridge, Walkway from Car Park to Zebra Crossing	Event Day	Event Day
EVENT ENTRY (arrow right)	2	A2	Corflute	Along pedestrian route from the shuttle drop off to Homestead Driveway	Event Day	Event Day
EVENT ENTRY (arrow right)	2	A2	Corflute	Along Homestead Drive Way and footpath up to event entry	Event Day	Event Day
RIDESHARE / TAXI / PRIVATE VEHICLE PICK UP & DROP OFF (arrow right)	2	A2	Corflute	Installed at Entry into precinct car park, entry into Ayr avenue	Event Day	Event Day
RIDESHARE / TAXI / PRIVATE VEHICLE PICK UP & DROP OFF (arrow left)	1	A2	Corflute	Entry into Ayr avenue	Event Day	Event Day
EVENT BUSES (arrow right)	1	A2	Corflute	Entry to Vineyards	Event Day	Event Day
ACCESSIBLE PARKING	1	A2	Corflute	Installed at Entry into precinct car park, entry into Ayr avenue	Event Day	Event Day
ARTIST ENTRY (arrow right)	1	A2	Corflute	Turn into the vineyards holding road	Event Day	Event Day
EVENT CAR PARK (arrow left)	1	A2	Corflute	Entry to Ayr Avenue	Event Day	Event Day
EVENT CAR PARK (arrow left)	1	A2	Corflute	Entry into Event Car Park	Event Day	Event Day
EGRESS						
EVENT BUSES (arrow left)	4	A2	Corflute	Along walkway from entry to Homestead Driveway and along Homestead Driveway	Event Day	Event Day
EVENT BUSES (arrow left)	2	A2	Corflute	Along footpath from Homestead Driveway to shuttle pick up	Event Day	Event Day
EVENT BUSES EXIT HERE	2	A2	Corflute	Gate A Fenceline	Event Day	Event Day
EVENT CAR PARK (arrow left)	4	A2	Corflute	Along pedestrian route from entry to event car park	Event Day	Event Day
RIDESHARE / TAXI / PRIVATE VEHICLE PICK UP & DROP OFF (arrow right)	2	A2	Corflute	Installed at Entry into precinct car park, entry into Ayr avenue	Event Day	Event Day
RIDESHARE / TAXI / PRIVATE VEHICLE PICK UP & DROP OFF (arrow left)	2	A2	Corflute	Entry into Ayr avenue	Event Day	Event Day
SURROUNDS						
Assembly Areas		A2	Corflute	Assembly Areas	Event Day	Event Day
ENTRY/EXIT						
ENTRY GATE						
Bag Search						
Have Ticket & ID Ready		A3	Corflute	above entry lane	Event Day	Event Day
Conditions of Entry / Prohibited Items		A2	Corflute	Front Entry	Event Day	Event Day
Assisted Access		A3	Corflute	above entry lane	Event Day	Event Day
Licensee Details		A4	Laminate	inside the entry tent	Event Day	Event Day
EXIT GATE						
Exit		1670X2400	Scrim	fence infill at exit	Event Day	Event Day
No Passouts		600 X 2440	Scrim	fence extension	Event Day	Event Day
BOX OFFICE						
Box Office		A3	Corflute	above box office window	Event Day	Event Day
Staff Check In		A3	Corflute	zip tied to gate	Event Day	Event Day
Security Check In		A3	Corflute	zip tied to gate	Event Day	Event Day
EVENT SITE						
TOILETS						
Toilets		1670 X 2400	Scrim	fence infill	Event Day	Event Day
Toilets		600X2440	Scrim	fence extension	Event Day	Event Day
BAR						
Menu header		2950 X350	Corflute	strapped to bar	Event Day	Event Day
Free Water		1670 X 2400	Scrim	fence infill	Event Day	Event Day
Free Water		600X2440	Scrim	fence extension	Event Day	Event Day
COVID Safe Signage - 15m distance		A4	Laminate	attached to CCB in bar lanes	Event Day	Event Day
4 DRINK MAXIMUM		A3	Corflute	above bar lines	Event Day	Event Day
MEDICAL						
Medical	1	1670 X 2400	Scrim	fence infill	Event Day	Event Day
Medical	1	600X2440	Scrim	fence extension	Event Day	Event Day
FREE WATER STATIONS						
Free Water	3	1670 X 2400	Scrim	fence infill	Event Day	Event Day
Free Water	3	600X2440	Scrim	fence extension	Event Day	Event Day
EMERGENCY EXITS						
Emergency Exit	5	1670 X 2400	Scrim	fence infill at each emergency exit	Event Day	Event Day
Emergency Exit	5	600X2440	Scrim	fence extension at each emergency exit	Event Day	Event Day
VIP AREA						
VIP						
VIP ENTRY	1	600X2440	Scrim	Entry to VIP	Event Day	Event Day
Toilets	1	1670 X 2400	Scrim	fence infill at toilets	Event Day	Event Day
VIP BAR	1	A2	Corflute	Outside Bar	Event Day	Event Day
BACK OF HOUSE						
ARTIST AREA						
PASSBOARD	1	A3	Laminated	entry	Event Day	Event Day
Artist Entry	1	A3	Corflute	zip tied to gate	Event Day	Event Day
Directors Office	1	A3	Laminated	door of office	Event Day	Event Day
EVENT & SITE OFFICE						
ECC	1	A3	Laminated	door of office	Event Day	Event Day
SITE OFFICES	1	A3	Laminated	door of office	Event Day	Event Day
DRESSING ROOMS						
Artist Greenroom/Dressing room signs		A3	Laminated	doors of dressing rooms	Event Day	Event Day
Artist Check In		A3	Corflute	gate of artist entry	Event Day	Event Day
STAGE						
PASS BOARD	2	A3	Corflute	1X each entry to the stage	Event Day	Event Day
RESTRICTED AREAS						
Accreditation Passboards	8	A3	Laminated	all gates accessing restricted areas - artist area, event admin, behind service areas, stage, FOH	Event Day	Event Day

V2 DRAFT

TRANSPORT PLAN

THE DELL EVENTS AYRBURN, ARROWTOWN NZ

TRANSPORT PLAN	
Prepared For Ayrburn Precinct Ltd	Version V2 DRAFT
Prepared By Architects of Entertainment Pty Ltd	Commercial In Confidence
Revision Date: 11-April-2024	
This document has been developed in consultation with a number of stakeholders and is considered a working document in draft format. A final version will be issued once all stakeholder feedback has been received and agreed upon. This document refers to a number of related plans prepared by third parties, which are attached as appendices.	



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DOCUMENT ISSUE & VERSION CONTROL

During the planning phase for each event, a consultation process including stakeholder meetings, committee meetings, one-on-one meetings, and communications with stakeholders via email, phone and video conferencing will occur.

During the consultation process, draft documents will be distributed to stakeholders and other relevant personnel. Documenting and recording the consultation process during the development of the Transport Management Plan is an important part of the broader goals of effective event planning and management.

A document management system has been implemented to track amendments to this document, and their source, and to ensure those changes are tracked and communicated effectively.

This document is V2 DRAFT

Document Version Control

Document Version	Date Published	Author
Version 1.0 DRAFT	14-December-2023	Georgie Hanrahan
Version 1.1 DRAFT	15-March-2024	Georgie Hanrahan
Version 2.0		

Document Issue and Review

Document Issue	Date Issued	Distributed To
Version 1.0 DRAFT	14-December-2023	Ayrburn
Version 1.1 DRAFT	15-March-2024	Ayrburn
Version 2.0		



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1. TRANSPORT PLAN

The Transport Plan has been created to ensure patrons and staff are able to travel both to and from the event site in a safe, orderly, efficient and compliant manner. The event will be operating several transport options including event parking, event shuttles, public transport and private vehicles.

2. EVENT PARKING

The Event will have designated parking areas for patrons. All car parks are easily accessible and within walking distance to the event site. All car parks will be easily identifiable with signage. Directional signage in the form of VMS will be set up in the surrounding area.

For car parks that have restricted access, vehicle passes will be issued in advance and must be displayed to gain entry to the area.

Event parking areas include:

- Artist Parking Restricted Access w/ Vehicle Pass
- Accessible Parking Restricted Access w/ Disability Parking Permit
- Patron Parking Restricted Access w/ Vehicle Pass
- Staff Parking Restricted Access w/ Vehicle Pass

Please refer to *Appendix C.6: 'CAD Plan - Internal Access Plan'*

2.1. Artist Parking

Location: Homestead Driveway, Arrowtown NZ (Grid Ref: 8E)
Capacity: 10 spaces
Built by: Site Management
Manned by: Security / Traffic Management
Fee: Free
Restricted: Restricted access to artist vehicle pass holders only

2.2. Accessible Parking

Location: Ayr Avenue, Arrowtown NZ (Grid Ref: E7)
Capacity: 2 spaces
Built by: Pre-existing
Manned by: Traffic Control
Fee: Free
Restricted: Restricted access to disability parking permit holders only



2.3. Patron Parking

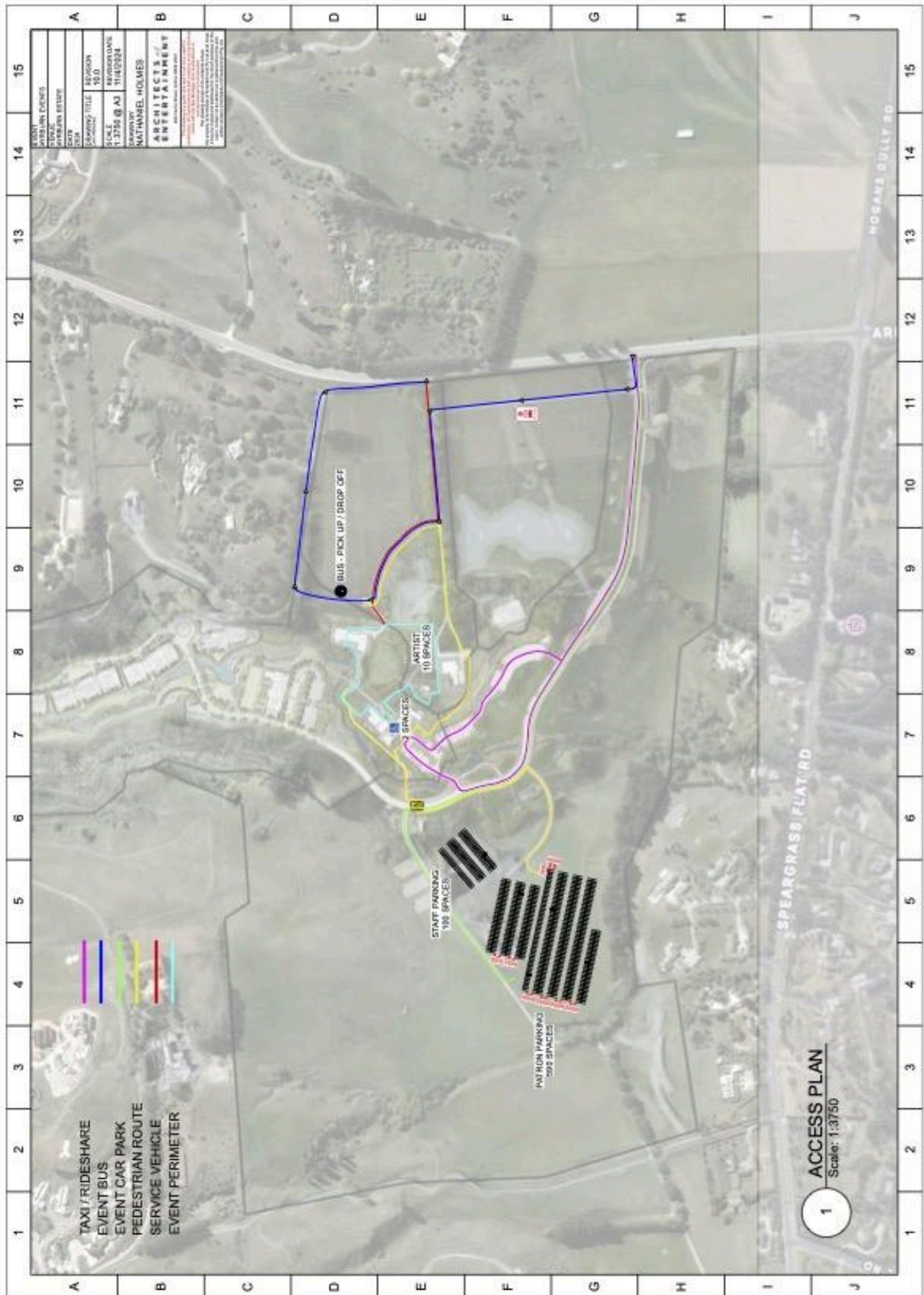
Location:	Top Paddock, Ayr Avenue, Arrowtown NZ (Grid Ref: F5)
Capacity:	590 spaces
Built by:	Site Management
Manned by:	Traffic Control
Fee:	Yes a parking pass must be purchased
Restricted:	Restricted to pre-purchased parking pass holders only

2.4. Staff Parking

Location:	Top Paddock, Ayr Avenue, Arrowtown NZ (Grid Ref: E5)
Capacity:	100 spaces
Built by:	Site Management
Manned by:	Traffic Control
Fee:	Free
Restricted:	Restricted to staff vehicle pass holders only



2.5. Parking Locations



3. PUBLIC TRANSPORT

A bus service operates in the area and is an option for getting to and from the Venue, however we expect a majority of patrons to travel to and from the venue via Event shuttles and private vehicles. All public transport options and schedules will be advertised to ticket holders prior to the Event.

The below details are based on public information available at the time of publication of this document. Timetables are subject to change. Patrons will be encouraged to view the latest timetable information on the Otago Regional Council public transport website.

Figure 3A: Public bus information

BUS SERVICE. DESTINATION	
LINE	2
TIMETABLE	https://www.orc.govt.nz/public-transport/queenstown-buses-and-ferries/check-your-timetables/2-arthurs-point-to-arrowtown
ARRIVALS	
WEST BOUND	Arrowtown > Ayrburn (Mora Wines Stop). Service every 30 minutes from 5.55am to 7.55am, and 3.50pm to 6.55pm. Every 60 minutes from 7.55am to 2.55pm, and 6.55pm to 9.55pm. 8 minute travel time.
EAST BOUND	Arthurs Point > Ayrburn (Mora Wines Stop). Service every 30 minutes from 5.55am to 7.55am, and 3.50pm to 6.55pm. Every 60 minutes from 7.55am to 2.55pm, and 6.55pm to 9.55pm. 45 minute travel time.
DEPARTURES	
EAST BOUND	Ayrburn > Arrowtown (Mora Wines Stop). Service every 30 minutes from 4:36pm to 7:36pm. Every 60 minutes from 8:36am to 3:36pm, and 7:36pm to 10:36pm. 8 minute travel time.
WEST BOUND	Ayrburn > Arthurs Point (Mora Wines Stop). Service every 30 minutes from 4:01pm to 7:03pm. Every 60 minutes from 7:03pm to 9.55pm.



4. EVENT SHUTTLES

The event will be providing shuttle services to and from the event site. Shuttles will service areas including:

- Queenstown
- Frankton
- Lake Hayes
- Arrowtown

These buses will run on a schedule during both ingress and egress.

The event shuttle stop at the event site will be established on the northern paddock of Homestead Driveway and will be managed by Traffic Control:

- Pick Up & Drop Off - Grid Fef: D9

A holding bay will be established on the service road within the vineyards (accessed via Ayr Avenue). Traffic control will manage the ingress and egress of buses, with access from Waterfall Park Road to Arrowtown - Lake Hayes Road being an exit only.

Buses entering and exiting the venue will be given priority over vehicles, this will be managed by traffic control.

The event shuttle service will be complimentary to all ticket holders. Ticket holders will need to pre-register the pick up / drop off location (from the above locations) when they purchase their event ticket. The total number of buses required for the event will be based on this data.

The number of buses required will vary per event. Based on a full capacity show, it is estimated that 1350 patrons will travel to the event via the event shuttle service. 16 buses, operating on a schedule will be required to facilitate this number of patrons.

Please refer to Appendix C.6: 'CAD Plan - Internal Access Plan' and Appendix H: 'Traffic Management Plan'



5. TAXI & RIDESHARE

Taxi and Rideshare organisations will be notified of the event's start and finish times as well as the designated pick up and drop off locations.

A designated Taxi & Rideshare pick up and drop off location will be located within the Ayrburn Precinct accessed via Ayr Avenue. This area will have Infrastructure and traffic control personnel to manage the effective arrival, queuing and departure of patrons.

Taxi & Rideshare Pick Up & Drop Off Location - Grid Ref: E7

Please refer to *Appendix C.6: 'CAD Plan - Internal Access Plan'*

6. PRIVATE VEHICLES

Private vehicles will utilise the same pick up and drop off location as Taxi and Rideshare. This area will have Infrastructure and traffic control personnel to manage the effective Arrival, queuing and Departure of patrons.

The pick up & drop off location will be advertised on the event's website and communicated to patrons via the ticketing provider.

Private Vehicle Pick Up & Drop Off Location - Grid Ref: E7

Please refer to *Appendix C.6: 'CAD Plan - Internal Access Plan'*



For more information about this Transport Plan please contact:

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[Please read this sheet before using this workbook](#)

This register is designed to support the identification, analysis, response, monitoring and reporting of event risks. The register is a fluid document and should continually be reviewed throughout the event planning process.

General Instructions

- Please save a new version of this document for your event
- Review each row in tab 2 'Event Risk Register' and delete any rows that are not relevant for your event
- Add any additional risks that are relevant for your event by creating a new row
- Review each risk rating (see Risk Assessment Methodology tab for guidance) to ensure these are accurate for your specific event
- Review controls associated to each risk in accordance with the 'Controls and Actions' tab and add/change/delete as necessary
- Document any actions required as per the guidance in the 'Controls and Actions' tab
- Do not change the column structure of the worksheets (insertion/deletion of columns) as this could affect the functionality
- Please do not delete any formulas or data validation points as this could also affect the functionality
- Continually review this register as per an agreed timeframe to ensure it remains up to date

Risks		Risk Identification										Inherent Risk Assessment										Residual Risk Assessment										Risk Action	Controls	Actions					
Risk Category	Risk ID	Risk Name	Risk Description	Risk Owner	Safety	Operations	Reputation	Environment	Financial	Legal	Liability	Likelihood	Consequence	Inherent Risk Score	Inherent Risk Severity	Safety	Operations	Reputation	Environment	Financial	Legal	Liability	Likelihood	Consequence	Residual Risk Score	Residual Risk Severity	Risk Action	Control Measures	Control Owner(s)	Action ID	Action Name	Action Description	Action Owner	Action Status	Action due date				
C4	1	Command, Control, Communication and Coordination Model	There is a failure in an integrated command, control, communication and coordination model resulting in a delayed and uncoordinated response	Ayrburn	3- Severe	4- External report	2- Able to be funded	4- Single	1- No the event	1- No the event	1- No the event	3	18	36	MINOR	3- Severe	2- External report	2- Able to be funded	4- Single	1- No the event	1- No the event	1- No the event	3	12	24	MINOR	Treat	<ul style="list-style-type: none"> Development of Event Risk Assessment C4 Chart shared with stakeholders Clear sign off to ensure consistency in identified risks / treatments and responses ECC in operation Coordinated working group for the planning phase to ensure sharing of information Command log / Incident log maintained throughout the event Escalation process in place Briefing / debriefing process in place Police Forward Command 	<ul style="list-style-type: none"> Ayrburn Event Operator Security Provider Medical Provider NZ Police 										
C4	2	Integration of Key Stakeholders	Key stakeholders such as Ayrburn, Security Provider, NZ Police fail to communicate resulting in confusion which effects normal and emergency situations	Ayrburn	3- Severe	4- External report	2- Able to be funded	3- Single	1- No the event	1- No the event	1- No the event	3	16	32	MINOR	2- Moderate	2- External report	2- Able to be funded	3- Single	1- No the event	1- No the event	1- No the event	3	9	18	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> Good working relationships between Ayrburn, and key stakeholders ECC in operation Regular updates from NZ Police Experienced event operators C4 Charts distributed Regular meetings during events 	<ul style="list-style-type: none"> Ayrburn Event Operator Security Provider Medical Provider NZ Police Emergency Services 										
Crime and Terrorism	3	Terrorist Attack	<p>Terrorism act committed resulting in injuries / death and potential site lockdown or site evacuation, event cancellation</p> <p>Included attack methods:</p> <ul style="list-style-type: none"> Vehicle as a Weapon Attack (VAW) Improvised Explosive Device (IED) Person Borne Improvised Explosive Device (PBIED) Vehicle Borne Improvised Explosive Device (VBIED) Active Armed Offender (AAO) 	Ayrburn	5- Catastrophic	5- External report	5- Able to be funded	5- Single	5- No the event	5- No the event	5- No the event	2	30	40	MODERATE	5- Catastrophic	3- External report	4- Able to be funded	4- Single	1- No the event	1- No the event	1- No the event	2	23	31	MINOR	Treat	<ul style="list-style-type: none"> Understanding the current threat environment Knowledge of the national threat level and any changes made Knowledge of New Zealand's Strategy for Protecting Crowded Places from Attack Situational and environmental awareness NZ Police onsite as deterrent and for response Assessing the level of threat in the context of the event Staff training and development in building a strong security culture Security trained in behavioural observation techniques Staff training on suspicious behaviour and suspicious packages "See Something, Say Something" Campaign Staff training in response to attack methods including dynamic lockdown, STAY SAFE Principles Shared Emergency Management Plan, Security Management Plan developed and ready for activation, including clearly documented roles and responsibilities in the event of an emergency ECC in operation Physical security measures including target hardening, access control, security and NZ Police presence, accreditation policy Police intel in lead up to event 	<ul style="list-style-type: none"> Ayrburn Event Operator Security Provider Medical Provider NZ Police Emergency Services 										
Crime and Terrorism	4	Hostile Vehicle Attack	VAW - Hostile Vehicle Attack resulting in injury / death to patrons and / or staff	Ayrburn	5- Catastrophic	5- External report	5- Able to be funded	5- Single	5- No the event	5- No the event	5- No the event	3	30	60	MAJOR	5- Catastrophic	3- External report	4- Able to be funded	4- Single	1- No the event	1- No the event	1- No the event	3	19	38	MINOR	Treat	<ul style="list-style-type: none"> Vulnerable areas identified Traffic Management Plan in place with road closures and detours to redirect traffic Security Management Plan developed and shared with stakeholders Security onsite trained in first aid Medical Provider on site St John Ambulance on call Event STOP procedures ECC in operation 5 emergency exits Evacuation of event area Event day traffic management operations Traffic controllers NZ Police onsite Layered security approach EMP shared with stakeholders Shelter in place / lockdown for event area Police intel in lead up to event 	<ul style="list-style-type: none"> Ayrburn Event Operator Security Provider Medical Provider NZ Police 										
Crime and Terrorism	5	Improvised Explosive Device	IED - Improvised Explosive Device leading to explosion and resulting in injury, death and property damage	Ayrburn	5- Catastrophic	5- External report	5- Able to be funded	5- Single	5- No the event	5- No the event	5- No the event	2	30	40	MODERATE	5- Catastrophic	3- External report	4- Able to be funded	4- Single	1- No the event	1- No the event	1- No the event	2	19	25	MINOR	Treat	<ul style="list-style-type: none"> Security onsite performing white level inspections Closed site within Ayrburn Bags checks and security screening upon entry Regular patrols across event area to locate any planted item Regular environmental maintenance to ensure items cannot be easily hidden Event STOP procedures ECC in operation 5 emergency exits Security trained in first aid Medical Provider onsite St John Ambulance on call NZ Police onsite for event "See Something, Say Something" Campaign Suspicious package procedures HITALLERTS Layered security approach EMP evacuation of event area Lockdown, if applicable Police intel in lead up to event 	<ul style="list-style-type: none"> Ayrburn Event Operator Security Provider Medical Provider NZ Police Emergency Services 										
Crime and Terrorism	6	Active Armed Offender	AAO - Active Armed Offender leading to injury and death of staff and patrons	Ayrburn	5- Catastrophic	5- External report	5- Able to be funded	5- Single	5- No the event	5- No the event	5- No the event	2	30	40	MODERATE	5- Catastrophic	3- External report	4- Able to be funded	4- Single	1- No the event	1- No the event	1- No the event	2	19	25	MINOR	Treat	<ul style="list-style-type: none"> Security Management Plan shared with stakeholders Security onsite trained in behavioural observation NZ Police onsite Event STOP procedures Security trained in first aid ECC in operation Medical Provider onsite St John Ambulance on call Access control procedures to restrict access Bags checks and security screening upon entry 5 emergency exits Rapid police response and procedures to engage target Shelter in place or lockdown depending on location EMP detailing AAO response Layered security approach Police intel in lead up to event NZ Police onsite for event 	<ul style="list-style-type: none"> Ayrburn Event Operator Security Provider Medical Provider NZ Police Emergency Services 										

Environmental	21	Rubbish Bins	Build-up of rubbish due to lack of bins or bins not being regularly emptied resulting in unsightly/Proximate area, biohazard risk and insects and rodents	Ayrburn	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	3	12	24	MINOR	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	3	10	20	MINOR	Treat	<ul style="list-style-type: none"> Bins clearly marked Adequate number of bins Security and NZ Police presence to deter littering Waste Management Plan Event staff to communicate any overflowing bins to Security Provider of unsanitary conditions to management Contractors to empty overflowing bins across event area 	<ul style="list-style-type: none"> Ayrburn Event Operator Waste Management Contractor
Environmental	22	Site Clean Up	A lack of resources results in the site not being cleaned appropriately at the conclusion of the event, causing a biohazard risk and damage to the local environment	Ayrburn	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	2	16	21	MINOR	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	2	10	13	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> Bump out includes site clean Ayrburn is the landowner Waste Management Plan for event Safety Officer onsite to ensure site is cleaned 	<ul style="list-style-type: none"> Ayrburn Event Operator Waste Management Contractor
Environmental	23	Collection / Removal of Wastewater	Wastewater is not removed in a timely manner at the end of the event causing damage to the local environment	Ayrburn	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	3	14	28	MINOR	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	3	10	20	MINOR	Treat	<ul style="list-style-type: none"> Pump truck onsite to empty portaloos when required Handwashing stations to be drained Waste Management Plan for event Mineral excess water wasted Due diligence on engaged contractor conducted 	<ul style="list-style-type: none"> Ayrburn Engaged Contractor
Environmental	24	Extreme Weather	Extreme weather (rain, hail, lightning, flooding, dust storm etc) leads to dangerous conditions causing injury to patron, staff, contractor	Ayrburn	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	3	20	40	MODERATE	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	3	16	32	MINOR	Treat	<ul style="list-style-type: none"> Event Emergency Management Plan ready for activation Emergency Management Plan Weather monitored via the Beaufort Scale using https://www.metservice.com prior to and during event Compare wind speeds to temporary structures prescribed tolerance level Weather history known for time of year St John Ambulance on call Medical Provider onsite Security Guards trained in first aid All structures in event area inspected and approved by qualified building regulations consultant Supply of weather appropriate gear to staff if necessary Communication protocols in place including loud hailers and PA system to communicate and direct patrons ECC in operation Event STOP Procedures 	<ul style="list-style-type: none"> Ayrburn Event Operator Security Provider Medical Provider NZ Police
Environmental	25	Natural Disaster	A natural disaster leads to mass injury and death amongst patrons	Ayrburn	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	2	22	29	MINOR	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	2	19	25	MINOR	Treat	<ul style="list-style-type: none"> Emergency Management Plan Event STOP Procedures NZ Police onsite Medical Provider onsite St John Ambulance on call Emergency Services response ECC in operation Updates from Metservice Stakeholder support PLI and WCI in place in case of emergency 	<ul style="list-style-type: none"> Ayrburn Event Operator Medical Provider NZ Police Emergency Services
Environmental	27	Ground Damage	Ground is damaged during bump in / bump out and event from machinery or patrons	Ayrburn	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	4	17	45	MODERATE	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	4	11	29	MINOR	Treat	<ul style="list-style-type: none"> Event Management Plan developed Readiness throughout event area to minimize ground damage Ground mats used where necessary Build plan agreed upon with Ayrburn Safety Officer on site for bump in / bump out 	<ul style="list-style-type: none"> Ayrburn Event Operator Engaged Contractors
Environmental	28	High Winds	Strong / gale force winds disrupt event operations and displace temporary structures and other objects resulting in injury / property damage	Ayrburn	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	3	21	42	MODERATE	1- No injury or at most, minor injury 2- Extensive damage to infrastructure 3- Moderate damage to infrastructure 4- Severe damage to infrastructure 5- Catastrophic damage to infrastructure	3	14	28	MINOR	Treat	<ul style="list-style-type: none"> ECC in operation Trigger points and thresholds for wind speed Wind speed monitored via Metservice website Event STOP Procedures in place Temporary infrastructure constructed by qualified contractor (I) Temporary and permanent fencing to ensure some objects do not blow out of event site 	<ul style="list-style-type: none"> Ayrburn Event Operator Engaged Contractors

Event Planning	36	Unidentifiable Staff	Staff not able to be identified (including Medical, COVID Marshals, Security etc) means that patrons are unable to seek help	Ayrburn	2- Severe or at most, minor 3- Minor damage to reputation 4- External reputation damaged 5- Infringement of legal rights 6- Organizational damage 7- Reputational damage 8- Financial damage 9- Environmental damage 10- Long-term effects	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	3	14	28	MINOR	1- No injury or at most, minor 2- External reputation damaged 3- Infringement of legal rights 4- Organizational damage 5- Reputational damage 6- Financial damage 7- Environmental damage 8- Long-term effects	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	3	7	14	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> Staff to wear uniform or obvious identifier so that they are easily identifiable to patrons Adequate number of staff to assist patrons Security in separate uniform St John Ambulance on call Medical Provider onsite NZ Police onsite Adequate number of security to assist 	<ul style="list-style-type: none"> Ayrburn Security Provider Medical Provider NZ Police Event Operator 	
Event Planning	37	Risk Management Plan	Insufficient planning and lack of integration between event stakeholders to address risks and safety issues across the event resulting in injury / death of a patron	Ayrburn	5- Loss of critical infrastructure 6- Organizational damage 7- Reputational damage 8- Financial damage 9- Environmental damage 10- Long-term effects	2- Severe or at most, minor 3- Minor damage to reputation 4- External reputation damaged 5- Infringement of legal rights 6- Organizational damage 7- Reputational damage 8- Financial damage 9- Environmental damage 10- Long-term effects	2- Severe or at most, minor 3- Minor damage to reputation 4- External reputation damaged 5- Infringement of legal rights 6- Organizational damage 7- Reputational damage 8- Financial damage 9- Environmental damage 10- Long-term effects	2	28	37	MINOR	2- Severe or at most, minor 3- Minor damage to reputation 4- External reputation damaged 5- Infringement of legal rights 6- Organizational damage 7- Reputational damage 8- Financial damage 9- Environmental damage 10- Long-term effects	2- Severe or at most, minor 3- Minor damage to reputation 4- External reputation damaged 5- Infringement of legal rights 6- Organizational damage 7- Reputational damage 8- Financial damage 9- Environmental damage 10- Long-term effects	2	12	16	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> Development of Event Risk Assessment and Event Management Plans Event Security Crowd Management Plan Regular meetings regarding risk management Landowners involved in risk management planning Development and signoff of Medical Plan and first aid onsite Identification and engagement of key stakeholders for plan development Sharing of plan documentation and required sign offs of all event planning documentation Security deployed as per the Security Management Plan Security framed in first aid Site walkthrough and inspection completed by Safety Officer prior to event Identified vulnerable sites rectified prior to event commencement and monitored during event All staff and contractors complete pre-event induction training 	<ul style="list-style-type: none"> Ayrburn Event Operator Engaged Suppliers Risk Manager
Event Planning	38	Site Plan	The event site has not been mapped, causing confusion for patrons and staff when onsite	Ayrburn	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	3	11	22	MINOR	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	3	8	16	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> Site map included in event planning documents All staff and contractors complete pre-event induction Directional signs displayed across event area Patrons familiar with event area Event staff to assist patrons with walking routes 	<ul style="list-style-type: none"> Ayrburn Event Operator Contracted Suppliers 	
Event Planning	39	Planning and Resourcing	Insufficient planning and resourcing has taken place resulting in the event not meeting the set objectives	Ayrburn	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	3	14	28	MINOR	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	3	9	18	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> Development of Event Management Plan Development of Event Risk Assessment Development of Security Crowd Management Plan Development of Emergency Management Plan Development of Medical Plan Clear event objective Good working relationships amongst stakeholders 	<ul style="list-style-type: none"> Ayrburn Event Operator Security Provider Medical Provider ICC NZ Police 	
Event Planning	40	Inadequate Signage	There is inadequate signage for the event, creating confusion amongst patrons	Ayrburn	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	3	10	20	MINOR	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	3	9	18	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> Directional signs onsite VMS Boards onsite Event staff to assist patrons Signage agreed upon by relevant stakeholders Patrons familiar with event area Event area is open and easy to navigate 	<ul style="list-style-type: none"> Ayrburn Event Operator 	
Event Planning	41	Toilet Facilities	Toilet facilities are inaccessible, lacking in numbers or not adequately maintained, resulting in hygiene issues	Ayrburn	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	3	14	28	MINOR	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	3	9	18	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> Contractors available to rectify Adequate toilets allocated for event area Toilets cleaned to a high standard before event begins Pump trucks available to empty if required 	<ul style="list-style-type: none"> Ayrburn Event Operator Engaged Contractor 	
Event Planning	42	Key Person Risk	Loss of key staff results in the failure to run the event as intended	Ayrburn	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	3	13	26	MINOR	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	1- No injury or at most, minor 2- Able to be funded 3- Singly 4- Possible 5- Not likely 6- May occur at some time	3	9	18	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> All staff, suppliers to be inducted before they commence work and are expected to follow the HSW Guidelines All contractors properly briefed and given sufficient time to deliver Contractors to be appropriate staff levels with appropriate breaks Staff provided with adequate PPE / sunscreen Cross training of key event staff in the various tasks to ensure continuity of knowledge Suppliers have adequate competent staff Staff are cross-trained so that there is no key person dependency 	<ul style="list-style-type: none"> Ayrburn Event Operator Suppliers 	

Event Planning	43	Staff Experience	Staff (including supplier staff) are hired who do not have the necessary qualifications or licenses to perform their role	Ayrburn	1- No injury or at most, minor 3- External damage to infrastructure, unable to be treated at site with no long-term effects 4- Significant damage to infrastructure, unable to be treated at site with no long-term effects 5- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	3	15	30	MINOR	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	3	9	18	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> - Experienced event team - Experienced event contractors - Established command and control structure - C4 Chart and distributed to relevant stakeholders - Due diligence conducted on suppliers prior to engagement 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - Engaged Suppliers
Event Planning	44	Accessibility	Insufficient planning resulting in no or limited disability access points and facilities resulting in poor media coverage and reputational damage	Ayrburn	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	3	15	30	MINOR	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	3	9	18	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> - Early stakeholder engagement - Designated disability pick / up and drop off areas - Designated areas for disability access - Ayrburn is an equal access venue 	<ul style="list-style-type: none"> - Ayrburn - Event Operator
Event Planning	45	Lack of Staff Briefing	Staff are not briefed properly resulting in confusion when servicing the event	Ayrburn	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	3	13	26	MINOR	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	3	9	18	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> - All staff to be inducted and attend a safety briefing before they attend the event - Roles and responsibilities communicated to all staff, including disciplinary action for non-adherence - Key suppliers familiar with event area 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - Security Provider - Medical Provider - Engaged Suppliers
Event Planning	46	Rise in the National Threat Level	The threat level of the event is raised by CTAG due to a direct threat to the event or venue	Ayrburn	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	3	19	38	MINOR	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	3	11	22	MINOR	Treat	<ul style="list-style-type: none"> - Security Management Plan to be reviewed and updated if necessary - NTAS level is LOW - Emergency Management Plan to be reviewed and updated if necessary - Liaison with NZ Police - Police intel in lead up to event - Event Risk Assessment to be reviewed and updated if necessary 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - Security Provider - NZ Police
Medical	47	Medical Emergency	A medical emergency takes place, including drug and alcohol issues, injuries, severe allergic reactions, heat stroke or exhaustion, life-threatening events, and mass casualty incidents which could overwhelm local health resources	Ayrburn	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	4	20	53	MODERATE	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	4	15	40	MODERATE	Treat	<ul style="list-style-type: none"> - Medical Provider onsite - Medical Plan - St John Ambulance on call - Medical Providers are trained in high acuity patients - Medical staff with life saving equipment and drugs - Event Emergency Management Plan - Emergency service vehicle access points known - ECC in operation - NZ Police onsite to assist - Security trained in first aid 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - Security Provider - Medical Provider - NZ Police
Medical	48	Medical Plan	Inadequate medical resources for the event, including personnel or equipment resulting in untreated medical issues	Ayrburn	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	2	23	31	MINOR	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	2	14	19	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> - Medical Plan developed by Medical Provider for event - Medical Provider able to care for high acuity patients - Medical Plan details deployment and resources available - Medical Provider staff onsite - St John Ambulance assistance - Emergency services liaison and assistance 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - Medical Provider
Medical	49	Food Poisoning	Patrons / staff effected by food poisoning requiring medical treatment	Ayrburn	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	3	19	38	MINOR	1- No injury or at most, minor 2- External damage to infrastructure, unable to be treated at site with no long-term effects 3- Significant damage to infrastructure, unable to be treated at site with long-term effects 4- Catastrophic damage to infrastructure, unable to be treated at site with long-term effects	3	10	20	MINOR	Treat	<ul style="list-style-type: none"> - Public Liability Insurance in place - Reputable food vendors onsite - Any engaged Food vendors to supply licenses prior to engagement - Food vendors to have their own insurances - Adequate cool room facilities - Appropriate infrastructure in place for refrigeration - St John Ambulance on call - Medical Provider onsite if necessary 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - Medical Provider - Event Operator - Vendors

Medical	50	Drug Overdose	Patron consumes illicit / illegal substance and overdoses resulting in injury / death requiring immediate medical attention	Ayrburn	4 - External injury or at most, 3 - Minor damage to the person's health 3 - Moderate damage to the person's health 5 - Loss of life	3 - Single injury or at most, 3 - Minor damage to the person's health 1 - Additional injury or at most, 3 - Minor damage to the person's health 3 - Single injury or at most, 3 - Minor damage to the person's health	3 - Single injury or at most, 3 - Minor damage to the person's health 1 - Additional injury or at most, 3 - Minor damage to the person's health 3 - Single injury or at most, 3 - Minor damage to the person's health	4	19	51	MODERATE	1 - No financial impact or able to be funded 2 - External injury or at most, 2 - Minor damage to the person's health 3 - Single injury or at most, 3 - Minor damage to the person's health 4 - Moderate damage to the person's health 5 - Loss of life	4	13	35	MINOR	<ul style="list-style-type: none"> - Event Management Plan - Security Management Plan - Event Medical Plan - Medical Provider onsite - Medical Provider can care for high acuity patients - Life saving equipment and drugs onsite - Communication and messaging pre-event - Bag checks upon entry to detect illegal drugs / illicit substances - Security Provider Security roaming event - Security trained in first aid - Harm Minimisation Plan - Messaging at event to "seek help if you feel unwell" - NZ Police onsite - St John Ambulance Risk Assessment of event - Event team checking pre-event of any potential "bad drugs" in circulation - Event STOP Procedures - ECC operational - Police Forward Command operational - Emergency service vehicle access points known 	<ul style="list-style-type: none"> - Ayrburn - Security Provider - Medical Provider - NZ Police - Event Operator
Production	51	Ticketing Page Failure	Persons cannot obtain tickets to the event as the ticketing website fails	Ayrburn	1 - No injury or at most, 2 - Minor damage to the person's health 4 - External injury or at most, 3 - Minor damage to the person's health 3 - Single injury or at most, 3 - Minor damage to the person's health	1 - No injury or at most, 2 - Minor damage to the person's health 4 - External injury or at most, 3 - Minor damage to the person's health 3 - Single injury or at most, 3 - Minor damage to the person's health	1 - No injury or at most, 2 - Minor damage to the person's health 4 - External injury or at most, 3 - Minor damage to the person's health 3 - Single injury or at most, 3 - Minor damage to the person's health	3	14	28	MINOR	1 - No injury or at most, 2 - Minor damage to the person's health 2 - External injury or at most, 2 - Minor damage to the person's health 2 - Able to be funded 1 - No financial impact or able to be funded	3	9	18	INSIGNIFICANT	<ul style="list-style-type: none"> - Ticketing page managed by qualified ticketing operation - IT support in case of ticketing page failure - Apmle time to rectify 	<ul style="list-style-type: none"> - Ayrburn - Ticketing Supplier - Event Operator
Production	52	Document Retention	Documents used for the event are not retained as per legal requirements causing regulatory breaches and fines	Ayrburn	1 - No injury or at most, 2 - Minor damage to the person's health 4 - External injury or at most, 3 - Minor damage to the person's health 3 - Single injury or at most, 3 - Minor damage to the person's health	1 - No injury or at most, 2 - Minor damage to the person's health 4 - External injury or at most, 3 - Minor damage to the person's health 3 - Single injury or at most, 3 - Minor damage to the person's health	1 - No injury or at most, 2 - Minor damage to the person's health 4 - External injury or at most, 3 - Minor damage to the person's health 3 - Single injury or at most, 3 - Minor damage to the person's health	2	16	21	MINOR	1 - No injury or at most, 2 - Minor damage to the person's health 2 - External injury or at most, 2 - Minor damage to the person's health 2 - Able to be funded 1 - No financial impact or able to be funded	2	10	13	INSIGNIFICANT	<ul style="list-style-type: none"> - Contact details obtained during ticketing process - All planning documentation and meeting minutes archived and stored - Outsourcing to software provider 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - Ticketing Supplier
Production	53	Communication System Failure	The communication system fails meaning that event staff are unable to convey messages to patrons both in normal and emergency situations	Ayrburn	2 - Severe injury or at most, 3 - Minor damage to the person's health 3 - Moderate damage to the person's health 1 - Additional injury or at most, 3 - Minor damage to the person's health	2 - Severe injury or at most, 3 - Minor damage to the person's health 3 - Moderate damage to the person's health 1 - Additional injury or at most, 3 - Minor damage to the person's health	2 - Severe injury or at most, 3 - Minor damage to the person's health 3 - Moderate damage to the person's health 1 - Additional injury or at most, 3 - Minor damage to the person's health	3	12	24	MINOR	1 - No injury or at most, 2 - Minor damage to the person's health 2 - External injury or at most, 2 - Minor damage to the person's health 2 - Able to be funded 1 - No financial impact or able to be funded	3	9	18	INSIGNIFICANT	<ul style="list-style-type: none"> - Audio equipment to be utilised across event area - Screens to display information - Radios for security staff - Loud hollers as a contingency - Technician onsite to rectify - Mobile phones amongst event team - ECC in operation - Backup generator for power redundancy - permanent in house systems 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - Security Provider - Medical Provider
Production	54	Network Failure	There is a communication failure caused by a network crash or other factor resulting in loss of radio network	Ayrburn	2 - Severe injury or at most, 3 - Minor damage to the person's health 3 - Moderate damage to the person's health 1 - Additional injury or at most, 3 - Minor damage to the person's health	2 - Severe injury or at most, 3 - Minor damage to the person's health 3 - Moderate damage to the person's health 1 - Additional injury or at most, 3 - Minor damage to the person's health	2 - Severe injury or at most, 3 - Minor damage to the person's health 3 - Moderate damage to the person's health 1 - Additional injury or at most, 3 - Minor damage to the person's health	3	12	24	MINOR	1 - No injury or at most, 2 - Minor damage to the person's health 2 - External injury or at most, 2 - Minor damage to the person's health 2 - Able to be funded 1 - No financial impact or able to be funded	3	9	18	INSIGNIFICANT	<ul style="list-style-type: none"> - Mobile phones to be used as a contingency, WhatsApp groups, messenger, etc. - ECC in operation - 2-way radios do not require wireless network - Security Provider Security on own radio network - NZ Police on own dedicated radio network - Contractor onsite to rectify and fix 	<ul style="list-style-type: none"> - Ayrburn - Event Operator
Production	55	Exhaustion	Exhaustion due to event activity, possibly coinciding with weather conditions or underlying medical issues results in injury and delay in operations	Ayrburn	2 - Severe injury or at most, 3 - Minor damage to the person's health 3 - Moderate damage to the person's health 1 - Additional injury or at most, 3 - Minor damage to the person's health	2 - Severe injury or at most, 3 - Minor damage to the person's health 3 - Moderate damage to the person's health 1 - Additional injury or at most, 3 - Minor damage to the person's health	2 - Severe injury or at most, 3 - Minor damage to the person's health 3 - Moderate damage to the person's health 1 - Additional injury or at most, 3 - Minor damage to the person's health	5	11	37	MINOR	2 - Severe injury or at most, 3 - Minor damage to the person's health 1 - No injury or at most, 2 - Minor damage to the person's health 2 - External injury or at most, 2 - Minor damage to the person's health 2 - Able to be funded 1 - No financial impact or able to be funded	5	8	27	MINOR	<ul style="list-style-type: none"> - Outline risks, signs and effects of heatstroke during induction - Sunscreen provided - Safety Officer onsite - Staff to take breaks as scheduled - Water stations located around site - Adequate shade implemented across event site - Weather for time of year known - St John Ambulance on call - Medical Provider onsite - Security trained in first aid 	<ul style="list-style-type: none"> - Ayrburn - Medical Provider - Event Operator - Safety Officer - Engaged Contractors
Production	56	Lost or Damaged Freight	A production delay or failure is experienced due to freight dispatched late, damaged on arrival, or lost	Ayrburn	1 - No injury or at most, 3 - Minor damage to the person's health 3 - Moderate damage to the person's health 1 - Additional injury or at most, 3 - Minor damage to the person's health	1 - No injury or at most, 3 - Minor damage to the person's health 3 - Moderate damage to the person's health 1 - Additional injury or at most, 3 - Minor damage to the person's health	1 - No injury or at most, 3 - Minor damage to the person's health 3 - Moderate damage to the person's health 1 - Additional injury or at most, 3 - Minor damage to the person's health	3	12	24	MINOR	1 - No injury or at most, 2 - Minor damage to the person's health 2 - External injury or at most, 2 - Minor damage to the person's health 2 - Able to be funded 1 - No financial impact or able to be funded	3	10	20	MINOR	<ul style="list-style-type: none"> - Critical infrastructure / equipment ordered ahead of time to allow for any delays / lost freight - Build equipment secured pre-event - Ayrburn is a secure and access controlled venue - Regular meetings with equipment and infrastructure suppliers - Security onsite overnight to protect assets 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - Security Provider - Contractors

Production	57	Equipment Failure	Equipment that is pivotal to the event fails resulting in a production delay	Ayrburn	1- No injury or at most minor 3- External damage 4- Significant reputational damage 1- No litigation 3- Possibility of litigation 3- 13	26	MINOR	1- No injury or at most minor 2- External damage 3- External damage 3- Possibility of litigation 3- 13	20	MINOR	Treat	<ul style="list-style-type: none"> Equipment ordered in advance Rehearsals to test equipment prior to event Alternative equipment providers identified in case of equipment failure Security onsite to patrol and guard equipment during bump in to ensure no stealing, vandalism or destruction of equipment Secure storage of equipment Protective lighting with minimum black spots to ensure persons cannot approach undetected Strong access control procedures to enter Ayrburn 	<ul style="list-style-type: none"> Ayrburn Event Operator Security Provider
Production	58	Bump In / Out Schedule	Delay in build or bump in resulting in event delay or poor experience and reputational damage	Ayrburn	1- No injury or at most minor 3- External damage 4- Significant reputational damage 1- No litigation 3- Possibility of litigation 3- 12	24	MINOR	1- No injury or at most minor 2- External damage 3- External damage 3- Possibility of litigation 3- 12	20	MINOR	Treat	<ul style="list-style-type: none"> Experienced event team Reputable contractors Production schedule Bump in / Bump out schedule shared with stakeholders Stakeholder assistance Contingency plans Adequate time and resources to meet deadlines and complete 	<ul style="list-style-type: none"> Ayrburn Event Operator Engaged Contractors
Production	59	Electrical Power Outage	Power failure resulting in lighting and other production equipment failing, resulting in event delay or cancellation	Ayrburn	3- Severe causal damage 4- Significant reputational damage 5- Catastrophic damage 1- No litigation 3- Possibility of litigation 3- 19	38	MINOR	3- Severe causal damage 4- Significant reputational damage 5- Catastrophic damage 1- No litigation 3- Possibility of litigation 3- 19	28	MINOR	Treat	<ul style="list-style-type: none"> Generators onsite Contractors onsite and available to rectify an issue Safety Officer inspection of equipment Permanent power supply onsite Event Management Plan ECC in operation 	<ul style="list-style-type: none"> Ayrburn Event Operator Safety Officer Engaged Contractors
Production	60	Water Failure	There is a water failure for the event, resulting in a delay to the event or possible cancellation	Ayrburn /	1- No injury or at most minor 2- External damage 3- External damage 4- Significant reputational damage 1- No litigation 3- Possibility of litigation 3- 12	24	MINOR	1- No injury or at most minor 2- External damage 3- External damage 3- Possibility of litigation 3- 12	18	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> Contractor available in case of emergency Event delay or postponement Minimal water failures in event area - temporary facilities and portaloos Permanent water supply onsite Event Management Plan ECC in operation 	<ul style="list-style-type: none"> Ayrburn Event Operator Engaged Contractors
Production	61	Staff Attendance	Staff and / or volunteers do not attend the event as previously agreed	Ayrburn	1- No injury or at most minor 3- External damage 4- Significant reputational damage 1- No litigation 3- Possibility of litigation 3- 13	26	MINOR	1- No injury or at most minor 2- External damage 3- External damage 3- Possibility of litigation 3- 13	18	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> Staff paid post the event being held to deter staff from not attending the event Additional staff on stand by should an emergency occur Staff may be moved to different roles within the event should additional staff be required at a particular area Reliable event team 	<ul style="list-style-type: none"> Ayrburn Event Operator Suppliers
Production	62	Noise Pollution	Noise levels are excessive and result in complaints by local residents, damaging the organisation's reputation	Ayrburn	1- No injury or at most minor 3- External damage 4- Significant reputational damage 1- No litigation 3- Possibility of litigation 4- 15	40	MODERATE	1- No injury or at most minor 2- External damage 3- External damage 3- Possibility of litigation 4- 15	29	MINOR	Treat	<ul style="list-style-type: none"> Noise Management Plan within Event Management Plan Event area performances will not exceed predetermined level Decibel levels regularly checked ECC in operation Early Stakeholder engagement Noise Management Plan aligns with Event Guidelines 	<ul style="list-style-type: none"> Ayrburn Event Operator
Reputation	63	Staff Behaviour	Staff do not behave appropriately at the event, resulting in reputational damage	Ayrburn	1- No injury or at most minor 3- External damage 4- Significant reputational damage 1- No litigation 3- Possibility of litigation 2- 15	20	MINOR	1- No injury or at most minor 2- External damage 3- External damage 3- Possibility of litigation 2- 15	13	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> Staff induction training to include conduct expectations Any repeated breach of conduct will result in the staff member being removed from event Staff briefing pre-event Senior staff onsite to assist if necessary 	<ul style="list-style-type: none"> Ayrburn Event Operator Security Provider Suppliers

Reputation	64	Adverse Media Attention	The event attracts adverse media attention, damaging the organisation's reputation	Ayrburn	1- No injury or at most, minor 3- External reputation severely injured 4- Damages that are able to be treated at the site with no long-term effects	5- External reputation severely injured 1- No damage to the organisation's reputation 3- Significant damage to the organisation's reputation 1- Additional damage to the organisation's reputation 3- Singly or multiple incidents may occur at the same time	3	14	28	MINOR	1- No injury or at most, minor 3- External reputation severely injured 4- Damages that are able to be treated at the site with no long-term effects	2- Able to be funded 1- With the event occurring at the same time 3- Singly or multiple incidents may occur at the same time	3	10	20	MINOR	Treat	<ul style="list-style-type: none"> - Media staff member monitoring media channels - Experienced media team - Appropriate response given on media channels - FAQs provided on website pre-event of what to expect - Positive relationships with media outlets 	<ul style="list-style-type: none"> - Ayrburn - Event Operator
Reputation	65	Inadequate Promotion of Event	The event is not promoted properly, resulting in a lack of interest in the event and damaging the organisation's reputation	Ayrburn	1- No injury or at most, minor 3- External reputation severely injured 4- Damages that are able to be treated at the site with no long-term effects	4- External reputation severely injured 1- No damage to the organisation's reputation 4- Significant damage to the organisation's reputation 1- Additional damage to the organisation's reputation 3- Singly or multiple incidents may occur at the same time	3	14	28	MINOR	1- No injury or at most, minor 3- External reputation severely injured 4- Damages that are able to be treated at the site with no long-term effects	2- Able to be funded 1- With the event occurring at the same time 3- Singly or multiple incidents may occur at the same time	3	9	18	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> - Event advertised well in advance of event date - Social media - Media outlets - Supportive event community 	<ul style="list-style-type: none"> - Ayrburn - Event Operator
Reputation	66	Social Media	Poor experience posted on social media resulting in negative media coverage and reputational damage	Ayrburn	1- No injury or at most, minor 3- External reputation severely injured 4- Damages that are able to be treated at the site with no long-term effects	4- External reputation severely injured 1- No damage to the organisation's reputation 4- Significant damage to the organisation's reputation 1- Additional damage to the organisation's reputation 3- Singly or multiple incidents may occur at the same time	3	10	20	MINOR	1- No injury or at most, minor 3- External reputation severely injured 4- Damages that are able to be treated at the site with no long-term effects	2- Able to be funded 1- With the event occurring at the same time 3- Singly or multiple incidents may occur at the same time	3	9	18	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> - Social media staff member onsite monitoring comments - Experienced social media team - Appropriate response given on social channels - FAQs provided on website during pre-event ticketing of what to expect - Information on website regarding what to expect 	<ul style="list-style-type: none"> - Ayrburn - Event Operator
Reputation	67	Media Communications	Failure of communication protocols in media messaging resulting in incorrect messages to media impacting event patronage, reputation and safety of patrons	Ayrburn	1- No injury or at most, minor 3- External reputation severely injured 4- Damages that are able to be treated at the site with no long-term effects	4- External reputation severely injured 1- No damage to the organisation's reputation 4- Significant damage to the organisation's reputation 1- Additional damage to the organisation's reputation 3- Singly or multiple incidents may occur at the same time	3	14	28	MINOR	1- No injury or at most, minor 3- External reputation severely injured 4- Damages that are able to be treated at the site with no long-term effects	2- Able to be funded 1- With the event occurring at the same time 3- Singly or multiple incidents may occur at the same time	3	11	22	MINOR	Treat	<ul style="list-style-type: none"> - All plans reviewed and signed off for consistency in messaging around an event incident - Risk and Communications Plans developed and in place prior to event - Communication between Ayrburn, Event Operator, Local Council and NZ Police - Clear signoff protocols and communication protocols understood and followed - Communication devices maintained and use correctly - Audio system for distribution of information - Regular event operations meetings to take place - All event staff and contractors briefed on communication protocols - Onsite inductions to take place for contractors and staff - Ongoing contact with stakeholders - Experienced media team - ECC in operation 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - ECC Chief Warden - NZ Police
Reputation	68	Mixed Messaging	Mixed messages are given to patrons resulting in confusion regarding the event and a poor experience	Ayrburn	1- No injury or at most, minor 3- External reputation severely injured 4- Damages that are able to be treated at the site with no long-term effects	2- Able to be funded 1- With the event occurring at the same time 3- Singly or multiple incidents may occur at the same time	3	12	24	MINOR	1- No injury or at most, minor 3- External reputation severely injured 4- Damages that are able to be treated at the site with no long-term effects	2- Able to be funded 1- With the event occurring at the same time 3- Singly or multiple incidents may occur at the same time	3	8	16	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> - Messaging agreed upon before distributed - Designated spokesperson - Established command and control structure including communication chart - Event website / app details key messaging - FAQs section of website detailing further information - Any changes in key messages are communicated to all patrons via email and / or SMS 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - NZ Police
Safety	69	Lack of Patron Awareness of Facility Locations	Patrons are unable to locate facilities (including medical help) resulting in a medical emergency	Ayrburn	3- Severe injury or at most, minor 3- External reputation severely injured 4- Damages that are able to be treated at the site with no long-term effects	2- Able to be funded 1- With the event occurring at the same time 3- Singly or multiple incidents may occur at the same time	3	14	28	MINOR	2- Severe injury or at most, minor 3- External reputation severely injured 4- Damages that are able to be treated at the site with no long-term effects	2- Able to be funded 1- With the event occurring at the same time 3- Singly or multiple incidents may occur at the same time	3	11	22	MINOR	Treat	<ul style="list-style-type: none"> - Event area is open and easy to navigate - Numerous signs located across event area - VMS boards onsite - Numerous staff to assist patrons - Security to assist patrons if necessary - Patrons are familiar with the event area 	<ul style="list-style-type: none"> - Ayrburn - Event Operator
Safety	70	Sunburn / Dehydration	Patrons experience sunburn and dehydration, resulting in medical facilities becoming overwhelmed	Ayrburn	2- Severe injury or at most, minor 3- External reputation severely injured 4- Damages that are able to be treated at the site with no long-term effects	2- Able to be funded 1- With the event occurring at the same time 3- Singly or multiple incidents may occur at the same time	5	9	30	MINOR	1- No injury or at most, minor 3- External reputation severely injured 4- Damages that are able to be treated at the site with no long-term effects	1- No injury or at most, minor 3- External reputation severely injured 4- Damages that are able to be treated at the site with no long-term effects	5	6	20	MINOR	Treat	<ul style="list-style-type: none"> - Sunscreen available - Water stations onsite - Shade implemented for event area - Medical Plan - St John Ambulance on call - Medical Provider onsite - Public Liability Insurance in place - ECC in operation 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - Safety Officer - St John Ambulance - Medical Provider

Safety	71	Slips, Trips and Falls	Patrons and / or staff slip, trip or fall resulting in injury	Ayrburn	3 - Severe al minor 2 - Extensive 3 - Moderate 4 - Serious 5 - Catastrophic	2 - Able to be 3 - Single 4 - Multiple 5 - Catastrophic	5	13	43	MODERATE	2 - Severe al minor 2 - Extensive 3 - Moderate 4 - Serious 5 - Catastrophic	2 - Able to be 3 - Single 4 - Multiple 5 - Catastrophic	5	9	30	MINOR	Treat	<ul style="list-style-type: none"> - Safety Officer inspection of event area - Ayrburn is a world class entertainment venue - Liaison with stakeholders to ensure any vulnerable areas are amended pre-event - St John Ambulance on call - Medical Provider onsite - Security Officer onsite - CCTV available to monitor any unsafe areas identified by Security Provider - Temporary and permanent fencing - Cable trays to manage cables on ground - Back of house areas fenced off from patrons - Ayrburn and event area is well lit 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - Expect Operator - Medical Provider
Safety	72	Staff Injury	Staff are injured during bump in / out or whilst working at the event, resulting in injury, delay and workers compensation	Ayrburn	3 - Severe al minor 2 - Extensive 3 - Moderate 4 - Serious 5 - Catastrophic	3 - Single 4 - Multiple 5 - Catastrophic	3	15	30	MINOR	2 - Severe al minor 2 - Extensive 3 - Moderate 4 - Serious 5 - Catastrophic	2 - Able to be 3 - Single 4 - Multiple 5 - Catastrophic	3	10	20	MINOR	Treat	<ul style="list-style-type: none"> - Safety briefing required before event - Public Liability Insurance in place - St John Ambulance on call - Medical Provider onsite - Medical Plan - Additional staff available if necessary - Safety Officer onsite - Security trained in first aid 	<ul style="list-style-type: none"> - Ayrburn - Security Provider - Security Provider - Event Operator - Medical Provider
Safety	73	Falling From Heights	Patron climbs infrastructure for vantage point and falls resulting in injury or death	Ayrburn	4 - Severe al minor 3 - Moderate 2 - Extensive 1 - Catastrophic	3 - Single 4 - Multiple 5 - Catastrophic	3	22	44	MODERATE	2 - Severe al minor 2 - Extensive 3 - Moderate 4 - Serious 5 - Catastrophic	2 - Able to be 3 - Single 4 - Multiple 5 - Catastrophic	3	12	24	MINOR	Treat	<ul style="list-style-type: none"> - Event Emergency Management Plan developed - Event Medical Plan developed - Event Management Plan developed - Event Security Management Plan - Security monitoring event area - CCTV to monitor event area from ECC - Minimal areas to climb - Good viewing areas reduces the desire to climb to a vantage point - NZ Police onsite 	<ul style="list-style-type: none"> - Ayrburn - Security Provider - Medical Provider - NZ Police - Event Operator
Safety	74	Hearing Damage	Excessive noise levels from performances result in staff or patrons suffering hearing damage	Ayrburn	4 - Severe al minor 3 - Moderate 2 - Extensive 1 - Catastrophic	3 - Single 4 - Multiple 5 - Catastrophic	4	17	45	MODERATE	2 - Severe al minor 2 - Extensive 3 - Moderate 4 - Serious 5 - Catastrophic	2 - Able to be 3 - Single 4 - Multiple 5 - Catastrophic	4	10	27	MINOR	Treat	<ul style="list-style-type: none"> - Noise Management Plan developed and shared with stakeholders - Noise not to exceed agreed upon decibel level - Decibel levels regularly monitored - Noise levels align with Event Guidelines - Liaison with local council - ECC in operation - Rehearsal and equipment testing pre-event 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - Local Council - Noise Management
Safety	75	Smoking	Patrons engage in smoking in non-permitted areas, causing harm to other patrons	Ayrburn	4 - Severe al minor 3 - Moderate 2 - Extensive 1 - Catastrophic	3 - Single 4 - Multiple 5 - Catastrophic	3	19	38	MINOR	3 - Moderate 2 - Extensive 1 - Catastrophic	3 - Single 4 - Multiple 5 - Catastrophic	3	18	36	MINOR	Treat	<ul style="list-style-type: none"> - No smoking in event area - Designated smoking area/s - Security Management Plan - Security patrolling event area - Continuous breaches will see patrons removed from event area - No Smoking signs to be displayed in event area 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - Security Provider - NZ Police
Safety	76	Patron Conflict	Conflict between patrons arises resulting in physical conflict resulting in injury and / or death	Ayrburn	3 - Severe al minor 2 - Extensive 1 - Catastrophic	3 - Single 4 - Multiple 5 - Catastrophic	3	17	34	MINOR	2 - Severe al minor 2 - Extensive 3 - Moderate 4 - Serious 5 - Catastrophic	2 - Able to be 3 - Single 4 - Multiple 5 - Catastrophic	3	11	22	MINOR	Treat	<ul style="list-style-type: none"> - Security Management Plan - Security Provider Security patrolling event area - Security Provider Security trained in first aid - Medical Plan - Medical Provider onsite - St John Ambulance on call - NZ Police onsite to assist if necessary - Strict no violence policy - patron removed from event - ECC in operation - PFC in operation 	<ul style="list-style-type: none"> - Ayrburn - Security Provider - Medical Provider - NZ Police - Event Operator
Security Management	77	Drug and / or Alcohol Affected Persons	Patron is affected by drugs and / or alcohol and cause harm to themselves, other patrons and / or staff	Ayrburn	1 - No injury or at most, 2 - Minor 3 - Moderate 4 - Serious 5 - Catastrophic	1 - No financial 2 - Moderate 3 - Single 4 - Multiple 5 - Catastrophic	5	8	27	MINOR	1 - No injury or at most, 2 - Minor 3 - Moderate 4 - Serious 5 - Catastrophic	1 - No financial 2 - Moderate 3 - Single 4 - Multiple 5 - Catastrophic	5	6	20	MINOR	Treat	<ul style="list-style-type: none"> - Security Provider Security deployed across event area - Ticketing page states zero tolerance to drug use - Patrons removed if found with drugs - St John Ambulance on call - Medical Provider onsite - Medical Plan - ECC in operation - PFC in operation - Security Management Plan - NZ Police onsite - Intoxicated patrons removed from event - RSA licensed bar staff - Ayrburn supplying Liquor License for event - Water stations available 	<ul style="list-style-type: none"> - Ayrburn - Security Provider - Medical Provider - NZ Police - Event Operator

Security Management	78	Stolen Equipment	Equipment (e.g. radios) are stolen at the event, resulting in failure to communicate	Ayrburn	3 - Minor 4 - Serious 5 - Catastrophic 6 - Fatal	3 - External 4 - Internal 5 - Additive 6 - Single 7 - Multiple 8 - Unlikely 9 - Possible 10 - Expected 11 - Likely 12 - Highly Likely	2 - Able to be funded 3 - Single 4 - Multiple 5 - Unlikely 6 - Possible 7 - Expected 8 - Likely 9 - Highly Likely	4	16	43	MODERATE	2 - Severe 3 - Moderate 4 - Minor 5 - Negligible	2 - External 3 - Internal 4 - Additive 5 - Single 6 - Multiple 7 - Unlikely 8 - Possible 9 - Expected 10 - Likely 11 - Highly Likely	2 - Able to be funded 3 - Single 4 - Multiple 5 - Unlikely 6 - Possible 7 - Expected 8 - Likely 9 - Highly Likely	4	29	MINOR	Treat	<ul style="list-style-type: none"> Security onsite to patrol and guard equipment during bump in to ensure no stealing, vandalism or destruction of equipment Secure storage of equipment Strict access control procedures to enter Ayrburn Permanent fencing at venue to restrict access 	<ul style="list-style-type: none"> Ayrburn Event Operator Security Provider
Security Management	79	Access Control	Unauthorised entry into BOH area leading to disruption, theft, injury	Ayrburn	3 - Minor 4 - Serious 5 - Catastrophic 6 - Fatal	3 - External 4 - Internal 5 - Additive 6 - Single 7 - Multiple 8 - Unlikely 9 - Possible 10 - Expected 11 - Likely 12 - Highly Likely	2 - Able to be funded 3 - Single 4 - Multiple 5 - Unlikely 6 - Possible 7 - Expected 8 - Likely 9 - Highly Likely	5	15	50	MODERATE	3 - Severe 4 - Moderate 5 - Minor 6 - Negligible	2 - External 3 - Internal 4 - Additive 5 - Single 6 - Multiple 7 - Unlikely 8 - Possible 9 - Expected 10 - Likely 11 - Highly Likely	2 - Able to be funded 3 - Single 4 - Multiple 5 - Unlikely 6 - Possible 7 - Expected 8 - Likely 9 - Highly Likely	5	40	MODERATE	Treat	<ul style="list-style-type: none"> Ticketed event Security Provider/Security deployed across event area and at access points Security Management Plan Permanent fencing around venue Temporary fencing implemented around event area to restrict access Access control procedures in place for event including check in procedures ECC in operation NZ Police assistance if required 	<ul style="list-style-type: none"> Ayrburn Event Operator Security Provider NZ Police
Security Management	80	Unauthorised Drone	Unauthorised drone observed operating over event space	Ayrburn	1 - No injury or at most, minor 2 - External 3 - Internal 4 - Additive 5 - Single 6 - Multiple 7 - Unlikely 8 - Possible 9 - Expected 10 - Likely 11 - Highly Likely	1 - No injury or at most, minor 2 - External 3 - Internal 4 - Additive 5 - Single 6 - Multiple 7 - Unlikely 8 - Possible 9 - Expected 10 - Likely 11 - Highly Likely	3	10	20	MINOR	1 - No injury or at most, minor 2 - External 3 - Internal 4 - Additive 5 - Single 6 - Multiple 7 - Unlikely 8 - Possible 9 - Expected 10 - Likely 11 - Highly Likely	1 - No injury or at most, minor 2 - External 3 - Internal 4 - Additive 5 - Single 6 - Multiple 7 - Unlikely 8 - Possible 9 - Expected 10 - Likely 11 - Highly Likely	3	10	20	MINOR	Treat	<ul style="list-style-type: none"> Security trained in behavioural observation to identify suspicious behaviour Layered security approach ECC in operation Any sensitive information either encrypted or otherwise protected NZ Police escalation if necessary Event STOP Procedures Evaluation of event area if necessary 	<ul style="list-style-type: none"> Ayrburn Event Operator Security Provider NZ Police 	
Security Management	81	Cyber Security - System Hack / Breach	Persons gain access to event technology resulting in staff not being able to access systems and data being compromised	Ayrburn	3 - Severe 4 - Moderate 5 - Minor 6 - Negligible	3 - External 4 - Internal 5 - Additive 6 - Single 7 - Multiple 8 - Unlikely 9 - Possible 10 - Expected 11 - Likely 12 - Highly Likely	2 - Able to be funded 3 - Single 4 - Multiple 5 - Unlikely 6 - Possible 7 - Expected 8 - Likely 9 - Highly Likely	4	14	37	MINOR	2 - Severe 3 - Moderate 4 - Minor 5 - Negligible	2 - External 3 - Internal 4 - Additive 5 - Single 6 - Multiple 7 - Unlikely 8 - Possible 9 - Expected 10 - Likely 11 - Highly Likely	2 - Able to be funded 3 - Single 4 - Multiple 5 - Unlikely 6 - Possible 7 - Expected 8 - Likely 9 - Highly Likely	4	27	MINOR	Treat	<ul style="list-style-type: none"> Firewalls in place IT support onsite to assist and rectify Any sensitive information either encrypted or otherwise protected Only trusted servers used Backup systems able to ensure event proceeds ECC in operation In house systems 	<ul style="list-style-type: none"> Ayrburn Event Operator Security Provider
Security Management	82	VIP Security and Protection	Safety and security of VIPs and Artists attending the event, particularly from fixated or fanatical persons	Ayrburn	3 - Severe 4 - Moderate 5 - Minor 6 - Negligible	3 - External 4 - Internal 5 - Additive 6 - Single 7 - Multiple 8 - Unlikely 9 - Possible 10 - Expected 11 - Likely 12 - Highly Likely	3 - Able to be funded 4 - Single 5 - Multiple 6 - Unlikely 7 - Possible 8 - Expected 9 - Likely 10 - Highly Likely	3	14	28	MINOR	3 - Severe 4 - Moderate 5 - Minor 6 - Negligible	3 - External 4 - Internal 5 - Additive 6 - Single 7 - Multiple 8 - Unlikely 9 - Possible 10 - Expected 11 - Likely 12 - Highly Likely	3 - Able to be funded 4 - Single 5 - Multiple 6 - Unlikely 7 - Possible 8 - Expected 9 - Likely 10 - Highly Likely	3	18	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> NZ Police presence across event area Liaison with Ayrburn pre-event Security Management Plan Close Personal Protection units with VIPs Strong access control procedures Dedicated VIP entry if required Artist entry is separate to patron entry ECC in operation Accreditation Policy 	<ul style="list-style-type: none"> Ayrburn Event Operator Security Provider Private Security (CPP)
Security Management	83	Security Management Plan	The Security Management Plan is not purpose fit for the event, is lacking in procedural detail or is not regarded by relevant stakeholders	Ayrburn	1 - No injury or at most, minor 2 - External 3 - Internal 4 - Additive 5 - Single 6 - Multiple 7 - Unlikely 8 - Possible 9 - Expected 10 - Likely 11 - Highly Likely	1 - No injury or at most, minor 2 - External 3 - Internal 4 - Additive 5 - Single 6 - Multiple 7 - Unlikely 8 - Possible 9 - Expected 10 - Likely 11 - Highly Likely	3 - Able to be funded 4 - Single 5 - Multiple 6 - Unlikely 7 - Possible 8 - Expected 9 - Likely 10 - Highly Likely	2	17	23	MINOR	1 - No injury or at most, minor 2 - External 3 - Internal 4 - Additive 5 - Single 6 - Multiple 7 - Unlikely 8 - Possible 9 - Expected 10 - Likely 11 - Highly Likely	1 - No injury or at most, minor 2 - External 3 - Internal 4 - Additive 5 - Single 6 - Multiple 7 - Unlikely 8 - Possible 9 - Expected 10 - Likely 11 - Highly Likely	2	16	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> Security Management Plan developed and shared with stakeholders Alcohol Management Plan Security Management Plan developed in consultation with Crowd Management Plan and Emergency Management Plan Security deployed as per SAMP Security are familiar with event area Security trained in first aid Security aware of security SOPs Security to monitor crowd / patron behaviour Security to check accreditation and manage access into event 	<ul style="list-style-type: none"> Ayrburn Security Provider 	
Security Management	84	Underage Drinking	Patrons under the age of 18 are seen to be consuming alcohol resulting in licensing breaches	Ayrburn	3 - Severe 4 - Moderate 5 - Minor 6 - Negligible	3 - External 4 - Internal 5 - Additive 6 - Single 7 - Multiple 8 - Unlikely 9 - Possible 10 - Expected 11 - Likely 12 - Highly Likely	2 - Able to be funded 3 - Single 4 - Multiple 5 - Unlikely 6 - Possible 7 - Expected 8 - Likely 9 - Highly Likely	3	15	30	MINOR	2 - Severe 3 - Moderate 4 - Minor 5 - Negligible	2 - External 3 - Internal 4 - Additive 5 - Single 6 - Multiple 7 - Unlikely 8 - Possible 9 - Expected 10 - Likely 11 - Highly Likely	2 - Able to be funded 3 - Single 4 - Multiple 5 - Unlikely 6 - Possible 7 - Expected 8 - Likely 9 - Highly Likely	3	22	MINOR	Treat	<ul style="list-style-type: none"> Security Management Plan Alcohol Management Plan Patrons under 18 must be with a parent, legal guardian or responsible adult RSA trained bar staff Security patrolling event area to monitor responsible alcohol consumption Access control procedures Security trained in behavioural observation NZ Police onsite to assist Pre-event communications Patrons removed from event if necessary 	<ul style="list-style-type: none"> Ayrburn Event Operator Security Provider NZ Police

Issue ID	Category	Description	Location	Impact	Severity	Frequency	Probability	Control Measures	Responsible Parties	Completion Date	Status
85	Security Management	Lost or Found Children / Vulnerable People	Ayrburn	A child or vulnerable person becomes separated from their parent or guardian causing distress.	Minor	20	27	<ul style="list-style-type: none"> EMPs states 'Code Grey' process for dealing with lost / found children and vulnerable people Plans shared with security and police EC in operation Radios and VMs to communicate Minors tent located on site All persons working at Minors Tent has appropriate Police Checks Minors must wear wristband with parent contact details on them All children tickets must be attached to adult ticket purchase 	- Ayrburn - Event Operator - Security Provider - NZ Police	17	Insignificant
86	Security Management	Electrocution	Ayrburn	A power surge results in a patrons or staff being electrocuted	Minor	17	34	<ul style="list-style-type: none"> Electrical Contractor to perform spot checks of electrical items Contractor Guidelines All equipment to be tested and tagged in accordance with NZ standards Non-compliant equipment will not be used and will be removed from site St John Ambulance on call Medical Provider onsite Safety Officer onsite Site induction to be completed 	- Ayrburn - Event Operator - Safety Officer - Engaged Contractors	20	Minor
87	Site and Structural Safety	Equipment Segregation	Ayrburn	Poor segregation of plant machinery or equipment from pedestrians leading to injury during bump in and bump out	Minor	22	29	<ul style="list-style-type: none"> Event Management Plan Access control procedures Safety Officer onsite Spotters used where necessary Temporary fencing erected to separate patrons from build area / BOH First aid equipment onsite Security to manage access around build site 	- Ayrburn - Security Provider - Safety Officer - Engaged Contractors	23	Minor
88	Site and Structural Safety	Temporary Structures	Ayrburn	Temporary fencing or structures are not secured properly causing injury to staff / patrons	Minor	15	30	<ul style="list-style-type: none"> Temporary structures signed off as safe pre-event Safety Officer onsite Reputable contractors engaged Medical Provider onsite Security trained in first aid Public Liability Insurance in place Guidelines 	- Ayrburn - Event Operator - Safety Officer - Engaged Contractors	22	Minor
89	Site and Structural Safety	Plant Machinery	Ayrburn	Machinery incident causes injury or death to staff or contractors	Minor	12	24	<ul style="list-style-type: none"> Contractor Handbook All contractors must provide copies of their Licences Spotters to be used where required All Contractors must wear relevant PPE in accordance with Australian Standards Only appropriately licenced and qualified operators to use plant and equipment Barriers and warning signage erected around work area Persons using equipment are trained in safe operation All contractors to submit and follow SWMS for potentially dangerous work Safety Officer to supervise all Bump In and Bump Out activity Emergency Management Plan Build site is closed to the public during build 	- Ayrburn - Safety Officer - Engaged Contractors	22	Minor
90	Site and Structural Safety	Event Lighting	Ayrburn	A lack of lighting at the event results in injury to patrons / staff	Minor	19	38	<ul style="list-style-type: none"> Additional lighting implemented Permanent lighting at venue Safety Officer inspection of event area Medical Provider onsite 	- Ayrburn - Event Operator - Safety Officer - Engaged Contractors	24	Minor
91	Site and Structural Safety	Supplier Non-Attendance	Ayrburn	The non-arrival of supplies or deliveries of goods results in a delay to event operations	Minor	12	24	<ul style="list-style-type: none"> Contracts in place to ensure supplier attendance Invoices paid post event to ensure supplier attendance Reputable suppliers engaged for event Insurances in place 	- Ayrburn - Suppliers	18	Insignificant

Supplier	92	Non-Performance of Supplier	A supplier is inappropriate or fails to deliver services per contractual requirements	Ayrburn	1- No injury or at most, minor 4- External report 1- Significant injury 1- Damages that go to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- Add to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 1- Additional damage to the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- At the time of occurrence, the project may be delayed or stopped 3- 14 28	MINOR	1- No injury or at most, minor 3- External report 2- Able to be funded 2- 1- No litigation or Unlikely 1- Damages that go to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 1- Additional damage to the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- At the time of occurrence, the project may be delayed or stopped 3- 10 20	MINOR	Treat	- Supplier due diligence - Reputable suppliers engaged for event - Suppliers briefed pre-event	- Ayrburn - Event Operator - Suppliers
Supplier	93	Supplier Selection	The supplier selected to deliver the contracted service is inappropriate, cannot deliver the required level of service or will not meet contractual or legal requirements	Ayrburn	1- No injury or at most, minor 3- External report 1- Significant injury 1- Damages that go to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- Add to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 1- Additional damage to the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- At the time of occurrence, the project may be delayed or stopped 3- 13 26	MINOR	1- No injury or at most, minor 3- External report 2- Able to be funded 2- 1- No litigation or Unlikely 1- Damages that go to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 1- Additional damage to the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- At the time of occurrence, the project may be delayed or stopped 3- 10 20	MINOR	Treat	- Supplier due diligence - Reputable suppliers engaged - Positive relationships with suppliers	- Ayrburn - Event Operator - Suppliers
Supplier	94	Supply Recall	Supply that has been received has been recalled due to safety concerns, resulting in a supply shortage and potential safety issues	Ayrburn	1- No injury or at most, minor 3- External report 1- Significant injury 1- Damages that go to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- Add to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 1- Additional damage to the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- At the time of occurrence, the project may be delayed or stopped 3- 13 26	MINOR	1- No injury or at most, minor 3- External report 2- Able to be funded 2- 1- No litigation or Unlikely 1- Damages that go to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 1- Additional damage to the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- At the time of occurrence, the project may be delayed or stopped 3- 9 18	INSIGNIFICANT	Treat	- Supplier due diligence - Insurances in place	- Ayrburn - Event Operator - Suppliers
Supplier	95	Supplier Non-Compliance	A supplier does not adhere to policies and procedures agreed for the event	Ayrburn	3- Severe 4- External report 1- Significant injury 1- Damages that go to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- Add to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 1- Additional damage to the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- At the time of occurrence, the project may be delayed or stopped 3- 15 30	MINOR	1- No injury or at most, minor 3- External report 2- Able to be funded 2- 1- No litigation or Unlikely 1- Damages that go to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 1- Additional damage to the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- At the time of occurrence, the project may be delayed or stopped 3- 9 18	INSIGNIFICANT	Treat	- Supplier contract - Induction training - Supplier due diligence - Termination of supplier contract - Suppliers briefed pre-event on expectations	- Ayrburn - Event Operator - Suppliers
Supplier	96	Staff and Talent Shortages	A supplier has insufficient staff to perform their duties successfully and effectively, resulting in a sub-par service provided, including the late withdrawal of performing talent	Ayrburn	3- Severe 4- External report 1- Significant injury 1- Damages that go to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- Add to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 1- Additional damage to the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- At the time of occurrence, the project may be delayed or stopped 3- 15 30	MINOR	1- No injury or at most, minor 3- External report 2- Able to be funded 2- 1- No litigation or Unlikely 1- Damages that go to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 1- Additional damage to the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- At the time of occurrence, the project may be delayed or stopped 3- 9 18	INSIGNIFICANT	Treat	- Supplier due diligence - Supplier contract	- Ayrburn - Event Operator - Suppliers
Supplier	97	Supplier Technology	A supplier does not have the adequate infrastructure to support the agreed services	Ayrburn	1- No injury or at most, minor 4- External report 1- Significant injury 1- Damages that go to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- Add to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 1- Additional damage to the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- At the time of occurrence, the project may be delayed or stopped 3- 15 30	MINOR	1- No injury or at most, minor 3- External report 2- Able to be funded 2- 1- No litigation or Unlikely 1- Damages that go to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 1- Additional damage to the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- At the time of occurrence, the project may be delayed or stopped 3- 10 20	MINOR	Treat	- Supplier due diligence - Supplier contract - Reputable suppliers engaged	- Ayrburn - Event Operator - Suppliers
Supplier	98	Supplier Insurances	A supplier does not have appropriate insurances in place including professional indemnity, workers compensation insurance and public liability insurance in case an employee suffers an injury at the event	Ayrburn	1- No injury or at most, minor 4- External report 1- Significant injury 1- Damages that go to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- Add to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 1- Additional damage to the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- At the time of occurrence, the project may be delayed or stopped 3- 13 26	MINOR	1- No injury or at most, minor 3- External report 2- Able to be funded 2- 1- No litigation or Unlikely 1- Damages that go to the cost of the project, are treated as a major expense at the time/shutdown with own no long-term effects 1- Additional damage to the project, are treated as a major expense at the time/shutdown with own no long-term effects 3- At the time of occurrence, the project may be delayed or stopped 3- 9 18	INSIGNIFICANT	Treat	- Supplier due diligence - Supplier contract - Insurances tracked in regular meetings - Event Guidelines	- Ayrburn - Event Operator - Suppliers

Supplier	99	Safe Workplace Method Statements (SWMS)	A supplier does not have the relevant SWMS, posing a risk to patrons and staff	Ayrburn	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	3	15	30	MINOR	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	3	9	18	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> - Supplier due diligence - Safety Officer to ensure SWMS are provided for higher risk activities - Reputable contractors engaged for event - Contractor Guidelines 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - Suppliers
Supplier	100	Supplier Reputation	A supplier hired for the event engages in an activity that brings significant reputational damage to the supplier, resulting in a flow on reputational impact to overall event	Ayrburn	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	3	19	38	MINOR	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	3	11	22	MINOR	Treat	<ul style="list-style-type: none"> - Supplier due diligence - Reputable suppliers engaged for event 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - Suppliers
Supplier	101	Vehicle Collision	There is a vehicle collision at the event resulting in injury / death	Ayrburn	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	3	14	28	MINOR	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	3	9	18	INSIGNIFICANT	Treat	<ul style="list-style-type: none"> - Traffic Management Plan for event - Experienced traffic management provider - Event Day Procedures - Road closures and detours - Traffic controllers - Early communications to public on outer roadways regarding changed traffic conditions - Signage and changed traffic conditions - NZ Police onsite - St John Ambulance on call - Medical Provider onsite - ECC in operation 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - Traffic Mgt Supplier - NZ Police
Traffic and Transport	102	Traffic Control	Failure to plan the management of traffic in and around the event site resulting in: - Traffic congestion - Dangerous mix of vehicles and pedestrians - Negative impact in the event of an emergency evacuation - Blocked ingress and egress routes - Vehicle collision	Ayrburn	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	3	19	38	MINOR	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	3	15	30	MINOR	Treat	<ul style="list-style-type: none"> - Traffic Management Plan allows for ample time to clear roadways - Traffic controllers - Experienced traffic management provider - Event Day Procedures - Traffic controllers - NZ Police assistance if necessary - Road closures - Wayfinders and VMS boards 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - Traffic Mgt Supplier - NZ Police
Traffic and Transport	103	Road Congestion	Event delay or other incident results in event staff being unable to clear roads of infrastructure on time resulting in breach of Road Occupancy Licence (ROL)	Ayrburn	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	3	15	30	MINOR	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	3	12	24	MINOR	Treat	<ul style="list-style-type: none"> - Traffic Management Plan allows for ample time to clear roadways - Traffic controllers - Experienced traffic management provider - Sufficient resources available - Communication with stakeholders - Minimal infrastructure to clear - NZ Police assistance if necessary - Security redeployed to assist - Numerous detour routes available - Event Day Procedures 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - Traffic Mgt Supplier - Traffic Controllers - NZ Police
Traffic and Transport	104	Traffic Management Plan	The Traffic Management Plan is not purpose fit for the event, does not integrate with local Traffic Management Plans or is not regarded by relevant stakeholders	Ayrburn	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	3	13	26	MINOR	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	1- No injury or at most, minor 2- Extensive damage to infrastructure 3- Significant damage to infrastructure 4- Serious damage to infrastructure 5- Catastrophic damage to infrastructure	3	10	20	MINOR	Treat	<ul style="list-style-type: none"> - Traffic Management Plan - NZ Police consulted in development of TMP - Road closures in place 	<ul style="list-style-type: none"> - Ayrburn - Event Operator - Traffic Mgt Supplier - NZ Police

Risk Summary Page

Please click 'data > refresh all' to ensure the below tables are up to date

Risk Names

Row Labels
Access Control
Accessibility
Active Armed Offender
Adverse Media Attention
Assault of Patron
Bomb Threat
Bump In / Out Schedule
Business Continuity Plan (BCP) / Crisis Management Plan (CMP)
Cash Handling
Collection / Removal of Wastewater
Command, Control, Communication and Coordination Model
Communication System Failure
Council Permits
Crowd Convergence
Crowd Management Plan
Cyber Security - System Hack / Breach
Document Retention
Drug and / or Alcohol Affected Persons
Drug Overdose
Electrical Power Outage
Electrocution
Emergency Evacuation
Emergency Management Plan
Emergency Vehicle Access

Risks by Inherent Severity

Row Labels
MAJOR
Hostile Vehicle Attack
MODERATE
Emergency Evacuation
Fire - Large
Medical Emergency
Drug Overdose
Access Control
Emergency Vehicle Access
Hearing Damage
Ground Damage
Falling From Heights
Crowd Convergence
Slips, Trips and Falls
Stolen Equipment
High Winds
Improvised Explosive Device
Extreme Weather
Bomb Threat
Patron Egress
Terrorist Attack
Active Armed Offender
Noise Pollution
MINOR

Risks by Residual Severity

-Inherent Risk Score	Row Labels	-Residual Risk Score
	MODERATE	
60	Medical Emergency	40
	Access Control	40
56	MINOR	
54	Hostile Vehicle Attack	38
53	Fire - Large	36
51	Smoking	36
50	Drug Overdose	35
46	Crowd Convergence	34
45	Extreme Weather	32
45	Terrorist Attack	31
44	Slips, Trips and Falls	30
44	Emergency Evacuation	30
43	Traffic Control	30
43	Stolen Equipment	29
42	Noise Pollution	29
40	Ground Damage	29
40	High Winds	28
40	Electrical Power Outage	28
40	Event Cancellation	28
40	Exhaustion	27
40	Cyber Security - System Hack / Breach	27
40	Patron Egress	27
	Hearing Damage	27

Equipment Failure
Equipment Segregation
Event Cancellation
Event Lighting
Event Postponement
Exhaustion
Extreme Weather
Falling From Heights
Fire - Large
Fire - Small
Food Poisoning
Ground Damage
Hearing Damage
High Winds
Hostile Vehicle Attack
Improvised Explosive Device
Inadequate Promotion of Event
Inadequate Signage
Integration of Key Stakeholders
Key Person Risk
Lack of Patron Awareness of Facility Locations
Lack of Staff Briefing
Licenses
Lost or Damaged Freight
Lost or Found Children / Vulnerable People
Media Communications
Medical Emergency
Medical Plan
Mixed Messaging
Natural Disaster
Network Failure
Noise Pollution
Non-Performance of Supplier

Food Poisoning
Smoking
Rise in the National Threat Level
Crowd Management Plan
Traffic Control
Event Lighting
Electrical Power Outage
Public Liability Insurance
Site Capacity
Supplier Reputation
Cyber Security - System Hack / Breach
Risk Management Plan
Exhaustion
Patron Ingress
Protesters
Command, Control, Communication and Coordination Model
Fire - Small
Electrocution
Assault of Patron
Patron Conflict
Event Cancellation
Emergency Management Plan
Integration of Key Stakeholders
Medical Plan
Supplier Technology
Road Congestion
Temporary Structures
Sunburn / Dehydration
Underage Drinking
Staff and Talent Shortages
Safe Workplace Method Statements (SWMS)
Staff Experience
Supplier Non-Compliance

38	Assault of Patron	26
38	Natural Disaster	25
38	Active Armed Offender	25
38	Improvised Explosive Device	25
38	Command, Control, Communication and Coordination Model	24
38	Emergency Vehicle Access	24
38	Event Lighting	24
38	Patron Ingress	24
38	Falling From Heights	24
38	Protesters	24
37	Road Congestion	24
37	Site Capacity	24
37	Equipment Segregation	23
36	Crowd Management Plan	22
36	Media Communications	22
36	Temporary Structures	22
36	Rise in the National Threat Level	22
34	Patron Conflict	22
34	Underage Drinking	22
34	Plant Machinery	22
34	Supplier Reputation	22
33	Lack of Patron Awareness of Facility Locations	22
32	Bomb Threat	21
31	Bump In / Out Schedule	20
30	Adverse Media Attention	20
30	Supplier Technology	20
30	Rubbish Bins	20
30	Lost or Damaged Freight	20
30	Traffic Management Plan	20
30	Equipment Failure	20
30	Supplier Selection	20
30	Fire - Small	20
30	Collection / Removal of Wastewater	20

Patron Conflict
Patron Egress
Patron Ingress
Planning and Resourcing
Plant Machinery
Protesters
Public Liability Insurance
Rise in the National Threat Level
Risk Management Plan
Road Congestion
Rubbish Bins
Safe Workplace Method Statements (SWMS)
Security Management Plan
Site Capacity
Site Clean Up
Site Plan
Slips, Trips and Falls
Smoking
Social Media
Staff and Talent Shortages
Staff Attendance
Staff Behaviour
Staff Experience
Staff Injury
Stolen Equipment
Sunburn / Dehydration
Supplier Business Registration
Supplier Insurances
Supplier Non-Attendance
Supplier Non-Compliance
Supplier Reputation
Supplier Selection
Supplier Technology

Staff Injury
Accessibility
Natural Disaster
Equipment Segregation
Planning and Resourcing
Collection / Removal of Wastewater
Inadequate Promotion of Event
VIP Security and Protection
Media Communications
Unidentifiable Staff
Cash Handling
Vehicle Collision
Non-Performance of Supplier
Adverse Media Attention
Lack of Patron Awareness of Facility Locations
Toilet Facilities
Ticketing Page Failure
Drug and / or Alcohol Affected Persons
Business Continuity Plan (BCP) / Crisis Management Plan (CM)
Lost or Found Children / Vulnerable People
Equipment Failure
Key Person Risk
Traffic Management Plan
Lack of Staff Briefing
Supply Recall
Supplier Insurances
Staff Attendance
Supplier Selection
Event Postponement
Mixed Messaging
Network Failure
Plant Machinery
Lost or Damaged Freight

30	Food Poisoning	20
30	Electrocution	20
29	Staff Injury	20
29	Unauthorised Drone	20
28	Non-Performance of Supplier	20
28	Public Liability Insurance	20
28	Sunburn / Dehydration	20
28	Drug and / or Alcohol Affected Persons	20
28	INSIGNIFICANT	
28	Emergency Management Plan	19
28	Medical Plan	19
28	Supplier Insurances	18
28	Social Media	18
28	Vehicle Collision	18
28	Cash Handling	18
28	Staff Attendance	18
28	Inadequate Promotion of Event	18
27	Supplier Non-Compliance	18
27	Inadequate Signage	18
27	Water Failure	18
26	Integration of Key Stakeholders	18
26	Staff and Talent Shortages	18
26	Key Person Risk	18
26	Staff Experience	18
26	Lack of Staff Briefing	18
26	Supplier Non-Attendance	18
26	Supply Recall	18
26	Communication System Failure	18
24	Ticketing Page Failure	18
24	Toilet Facilities	18
24	Network Failure	18
24	VIP Security and Protection	18
24	Planning and Resourcing	18

Supply Recall
Temporary Structures
Terrorist Attack
Ticketing Page Failure
Toilet Facilities
Traffic Control
Traffic Management Plan
Unauthorised Drone
Underage Drinking
Unidentifiable Staff
Vehicle Collision
VIP Security and Protection
Water Failure

Grand Total

Communication System Failure
Rubbish Bins
Bump In / Out Schedule
Water Failure
Supplier Non-Attendance
Security Management Plan
Site Plan
Council Permits
Site Clean Up
Document Retention
Licenses
Staff Behaviour
Unauthorised Drone
Supplier Business Registration
Inadequate Signage
Social Media

24	Accessibility	18
24	Safe Workplace Method Statements (SWMS)	18
24	Lost or Found Children / Vulnerable People	17
24	Business Continuity Plan (BCP) / Crisis Management Plan (CM	17
24	Risk Management Plan	16
23	Event Postponement	16
22	Mixed Messaging	16
21	Security Management Plan	16
21	Site Plan	16
21	Unidentifiable Staff	14
21	Council Permits	13
20	Staff Behaviour	13
20	Licenses	13
20	Document Retention	13
20	Site Clean Up	13
20	Supplier Business Registration	12

Event Risk Assessment Methodology

The following information details the assessment methodology for each risk identified in the register. There the risk occurring, the consequence of the risk occurring and how to treat the risk once it has been assessed.

Risk Ratings

Risk assessments are used to identify the amount of attention required to mitigate each risk effectively. To c

- The **Inherent risk rating** represents the maximum risk that exists with no controls in place
- The **residual risk rating** is the maximum risks that remains once controls have been implemented

Critical Factor Score

Legal.

Consequence	Critical		
	Safety	Operations	Reputation
Catastrophic (5)	Loss of life	Loss of critical infrastructure component or stoppage of operations	External reputation irrevocably destroyed or damaged
Major (4)	Serious casualties resulting in long term physical impairment	Significant damage to infrastructure, major idle time/shutdown	External reputation severely damaged, considerable effort and expense required to recover

are several considerations required to assess a risk including the likelihood of

.

do this, risks are assessed on both an inherent and residual risk rating.

Factors		
Environment	Financial	Legal
Catastrophic environmental damage leading to fines against the organisation and significant resources to rectify	Catastrophic financial impact to the organisation	Numerous major litigations
Extensive environmental damage requiring significant resources to rectify	Significant additional funding required to manage	Single major litigation or numerous moderate litigations

Moderate (3)	Several casualties that require hospitalisation with no long-term effects	Minor damage to infrastructure, organisational slowdown / minor idle time	External reputation damaged, some effort and expense required to recover
Minor (2)	Several minor casualties that require medical attention off-site with no long-term effects	Minor damage to infrastructure, potential slowdown of operations	External reputation minimally affected, little effort or expense required to recover
Insignificant (1)	No Injury or at most, minor injuries that are able to be treated at the site with no long-term effects	No damage to operations	External reputation not affected, no effort or expense to recover

Likelihood Rating

The likelihood rating is used to determine how likely this risk will occur throughout the duration of the event

Likelihood	Description
Almost Certain	Expected to occur frequently
Likely	Expected to occur occasionally
Possible	May occur at some time
Unlikely	Not expected but may occur occasionally
Rare	Not expected but may occur in exceptional circumstances

Risk Severity Definitions

Environmental damage requiring the allocation of some resources to rectify	Additional funding required to manage	Single moderate litigation or numerous minor litigations
Minor environmental damage. Rectification occurs from within the existing budget	Able to be funded with the existing event budget with impact to other activities	Single minor litigation
No damage to the environment	No financial impact or able to be funded with the existing event budget with no impact to other activities	No litigation or at most, the threat of litigation requiring a small compensation

t.

The Risk Severity is a numeric score given to the risk on an inherent and residual basis. The higher the risk score

Risk Severity	Description
EXTREME	Unacceptable level of risk exposure which requires immediate corrective action.
HIGH	Unacceptable level of risk exposure which requires constant active monitoring, and measures to reduce exposure.
MEDIUM	Acceptable level of risk exposure subject to regular active monitoring measures with additional contingency plans.
LOW	Acceptable level of risk exposure subject to regular passive monitoring measures.
INSIGNIFICANT	Acceptable level of risk subject to periodic passive monitoring measures.

Risk Rating Calculation

The Risk Score is calculated using the following steps:

Step 1 - Safety Score + Operations Score + Reputation Score + Environment Score + Financial Score + Legal Score

Step 2 - (Critical Factor Score x Likelihood Rating) / 1.5 = **Risk Severity Score (score out of 100)**

Risk Treatment Definitions

A Risk action should now be determined based on the Risk Score. The four actions that can be taken are to terminate, reduce, monitor, or accept the risk.

Risk Action	Description
Terminate	If the proposed mitigation can't be justified by a cost / benefit analysis and the risk to the event is high (i.e. high residual risk rating).

score, the higher the severity.

	Risk Score
on to be taken.	80-100
s to be put in place to reduce	60-79
al measures incorporated into	40-59
measures.	20-39
ures.	0-19

score = **Critical Factor Score**

terminate, transfer, treat or tolerate the risk.

it and its operations are significantly compromised (extreme

Transfer	Typically insurance or outsourcing risk to a third party i.e. offshore data storage, external cloud
Treat	Actions taken to appropriately mitigate the risk and include process improvements, infrastru
Tolerate	Acceptable risk within the current event risk appetite, no action to be taken

Risk Categories

Risks in the Event Risk Register are divided into the below risk categories

Risk Category	Definition
C4	Risks relating to the Command, Control, Coordination and Communication of the event
Crime and Terrorism	Risks relating to criminal activity and / or acts of terrorism
Crowd Management	Risks relating to the movement and management of patrons, including ingress, egress and circu
Emergency Management	Risks relating to emergency management including, emergency incidents, evacuation, and eme
Environmental	Risks relating to damage of the natural world of land, sea, air, plants, and animals
Event Planning	Risks relating to event planning including permits, licenses, finance and budgeting
Medical	Risks relating to medical incidents, including preparedness, resources and response
Production	Risks relating to the production of the event, including technical and mechanical issues, as well
Reputation	Risks relating to external media and communications and any other factor that could effect the
Safety	Risks relating to the safety and wellbeing of patrons, staff and the public

d management, etc.

ure upgrades, training and specialist advise, etc.

ulation

ergency access

l as planning and resourcing

e reputation of the event

Security Management	Risks relating to security incidents that may require a security response or procedure
Site and Structural Safety	Risks relating to the structural integrity and safety of the event site
Supplier	Risks relating to suppliers, including contractors and subcontractors
Traffic and Transport	Risks relating to traffic management, vehicle movement and transport

Controls

The ISO 31000 standard states that “Controls include any process, policy, device, practice, or other actions that modify risk.”.

There are two types of controls:

1. **Preventative:** Controls that mitigate or prevent the risk occurring at all
2. **Detective:** Controls that identify when the risk has occurred in order to mitigate the risk in a timely manner

Controls should be used when a determination is made to treat the risk. A mix of preventative and detective controls will help in reducing the residual risk rating.

Each control should have a 'Control Owner' who is responsible for ensuring that control is appropriate in mitigating the associated risk. The 'Control Performer' is responsible for ensuring that the control is completed on time and correctly.

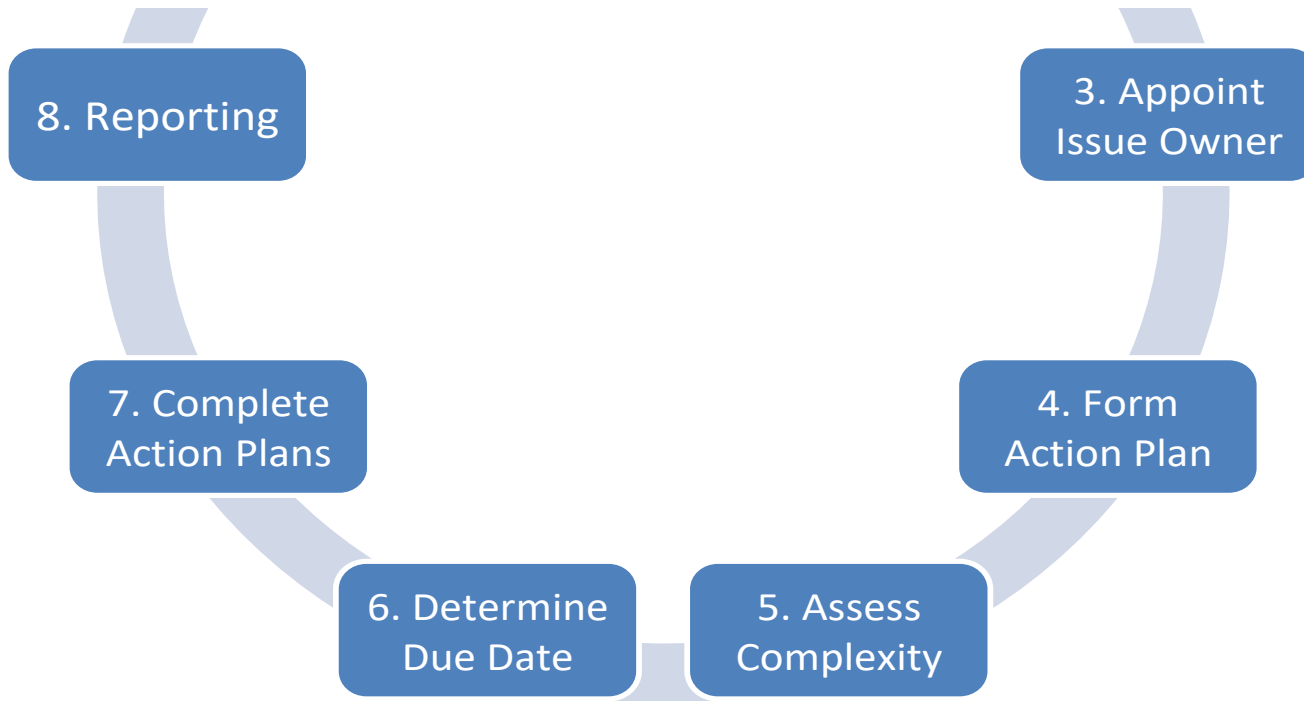
Actions

If there is an identified control gap or weakness, an action should be created to fix it. Actions can also be created if there is no control gap or weakness, but the event company has identified enhancements required to mitigate the associated risk. Actions should include the following:

- A description that clearly documents how the action addresses the control gap or weakness
- An appropriate 'Action Owner' who will be accountable for the implementation and completion of the action.
- A documented closure criteria to provide clarity on what must be completed before the action can close.

Actions should be tracked regularly (e.g. through stakeholder meetings) to ensure they are monitored and closed in an appropriate time frame.





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Sheridan Consulting Group Pty Ltd

ABN: 26 608 291 274

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From: "Morgan Shepherd" <Morgan@brownandcompany.co.nz>
Sent: Sun, 18 Aug 2024 09:02:21 +1200
To: "Tara Enright" <Tara.Enright@qldc.govt.nz>
Subject: RE: Engineering questions - RM240457 Ayrburn
Attachments: Carriageway Letter-9Aug24.pdf

Hi Tara,

Thanks – I've responded to each point in red text below.

Please confirm that this satisfies the Engineer's queries.

Kind regards,



I am currently working from a different time zone and may respond outside of usual work hours. I will also be on annual leave from 26 August – 9 September.

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From: Tara Enright <Tara.Enright@qldc.govt.nz>
Sent: Thursday, August 8, 2024 10:38 AM
To: Morgan Shepherd <Morgan@brownandcompany.co.nz>
Subject: Engineering questions - RM240457 Ayrburn

Hi Morgan,

As mentioned, the DE has requested some additional information to complete his review, as follows:

1.0 Parking Layout and Stormwater disposal:

- A. A review of the AEE confirms that 590 temporary parking spaces are proposed within the Ayrburn Domain site. Please provide a temporary parking layout plan for this parking area which should include, stall depths, stall widths, aisle widths, dimensions of any bus parking and pick up/drop off locations: All spaces and dimensions should comply with section 29 of the PDP.

Please refer to **attached** letter prepared by Carriageway Consulting.

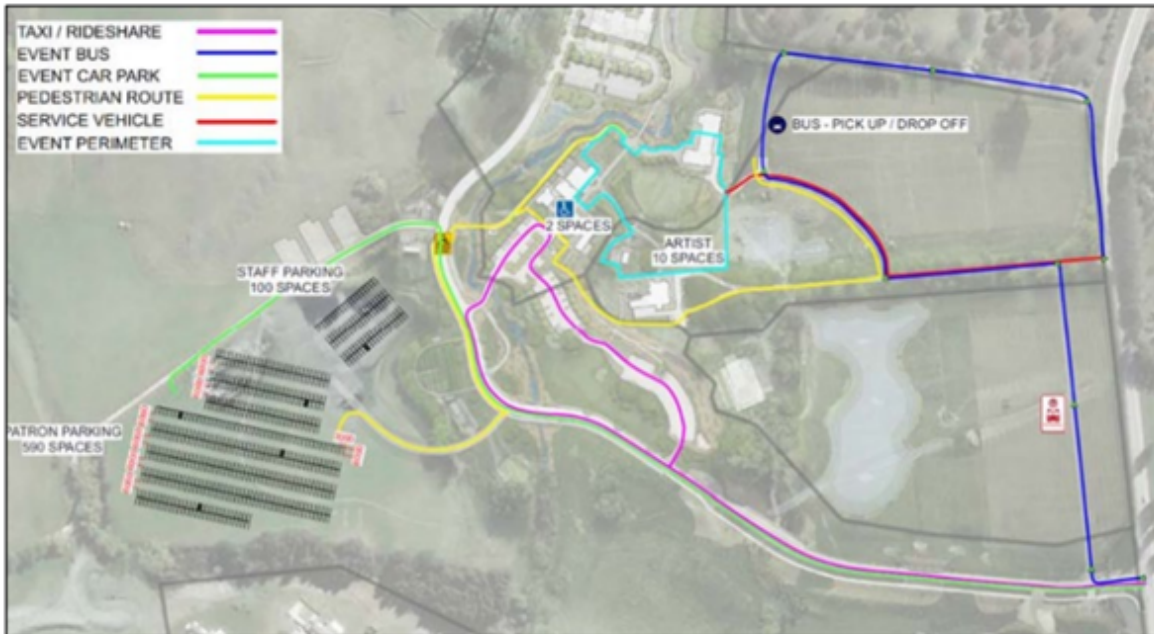


Figure 3. Layout and transport routes

B. Stormwater Disposal For Temporary Parking Area - please provide details around what provision for stormwater disposal is in place for the temporary parking area. This response should consider surfacing type and runoff volume along with any necessary stormwater treatment, depending on where the discharge location is.

Parking will utilise space in the existing landform, it is not proposed to make any changes to the surface finish so there will be no change to stormwater runoff from the status quo. The proposed parking area is stabilised in grass so will have minimal erosion/sediment loss. The catchment generally falls NW-SE, as a secondary treatment measure all runoff is directed to an existing sediment pond prior to discharge to Mill Creek.

2.0 Congestion at intersections:

The Carriageway Consulting assessment identifies congestion at Speargrass Flat Road (west) intersection , Hogans Gully Road (east) intersection pre and post event along with the Ayr Avenue site access intersection (right turn in traffic) pre and post event.

Please details around how these intersection will be actively managed both pre and post event to ensure general safety and efficiency and avoid motorists from accepting unsafe gaps in traffic.

Please refer to **attached** letter prepared by Carriageway Consulting.

3.0 Lighting:

It is anticipated that some of the events proposed will extend into the evenings. Please provide details around the lighting provisions which will be in place to ensure safe traffic

and pedestrians movements entering/exiting the venue within and outside the subject site.

No lighting has been anticipated at this stage given the events will finish before 8pm. Should wayfinding lighting be required within the carpark for transport management purposes, it will be temporary downlighting, directed away from any adjoining sites. Further detail surrounding this matter will be provided in the management plans required to be submitted prior to each event.

4.0 Grass Verges along Arrowtown Lake Hayes Road:

QLDC's grass verge/berm policy does not allow public parking on road reserve berms and verges. Please detail how this will be managed along Arrowtown Lake Hayes Road to ensure damage to grass verges is avoided.

Please refer to **attached** letter prepared by Carriageway Consulting.

Kind regards,
Tara

Tara Enright | Resource Management
Consultant | Planning and Development
Queenstown Lakes District Council
M: +64 27 276 9797
E: Tara.Enright@qldc.govt.nz

Please note that I work part time hours, Mon - Thurs



 **QUEENSTOWN
LAKES DISTRICT
COUNCIL**
www.qldc.govt.nz

CCL Ref: 14372-090824-christie

9 August 2024

Lauren Christie
Ayrburn Precinct Limited



A. PO Box 29623, Christchurch, 8540
P. 03 377 7010
E. office@carriageway.co.nz

By e-mail only: Lauren.Christie@winton.nz

Dear Lauren

**RM240457: Events for up to 3,000 People, Ayrburn
Response to Council Request for Further Information**

Following our previous assessment of the transportation effects of the proposed events, we understand that the Council has issued a request for further information under s92 of the Resource Management Act. This letter responds to the matters raised.

Background to Traffic Management Plans

At the outset, we note that the transportation issues raised relate to the detail of managing a number of traffic effects, but which are also addressed through the Traffic Management Plan (TMP). We thought it may assist at the outset to explain the purpose and role of the TMP.

When a resource consent is granted for a particular land use activity, part of the outcomes/effects of this are to introduce a permanent change to the traffic patterns. The traffic-related effects are therefore taken into account when considering whether or not consents should be granted. However the construction of that activity creates temporary traffic-related effects and as such is not normally considered through the resource consent process, because it only occurs for a short time. Rather, there is a second process through the Code of Practice for Temporary Traffic Management (CoPTTM) which applies to “*any activity that varies the normal conditions of any road*”. This requires the provision (and approval) of on-road traffic management to manage the short-term traffic effects.

In other words, permanent traffic-related effects are addressed and considered through the resource consent process, and temporary / short-term effects are addressed through the TMP. As the road controlling authority, the Council is required to review and approve all TMPs before any traffic movements can occur. Council can decline to approve a TMP until any changes are made that they consider necessary to manage effects.

The wording of CoPTTM of “***any activity*** that varies the normal conditions of any road” not only applies to construction but to all short-term changes. This includes for example, resurfacing the road, maintaining utilities in the road reserve, parades and events. It therefore necessarily applies to events such as proposed at Ayrburn. This means that although Auburn may have the ability under the Resource Management Act to host events, those events cannot take place unless the Council has seen a TMP prepared on behalf of the consent-holder, and approved it as being fit for purpose.

One part of the TMP is that there is a nominated person on-site who is responsible for ensuring that the TMP is implemented and adhered to. Another requirement of a TMP is that it takes into



account the prevailing traffic environment at the time. This means that if something unexpected or unforeseen occurs, then the nominated person on the site is empowered to make the changes they consider are necessary to ensure that the TMP functions effectively.

Matter 1: Parking Layout

The Council has asked for a parking layout plan that shows stall depths, stall widths, aisle widths, etc that comply with those of the District Plan.

The underlying purpose of marking spaces in a car (or coach) park is to ensure that drivers are aware of the overall arrangement in which they are expected to park. The District Plan sets out dimensions for the spaces and the aisle is to ensure that drivers leave suitable separation between their vehicle and others so that vehicles are able to enter and exit those spaces and that no vehicles are blocked in.

For events though, these functions are unnecessary because the car park will be controlled by marshals. Those marshals will direct drivers to suitable locations and instruct drivers how to park. Drivers do not need to decide for themselves where their vehicle will be positioned, rather they are told what to do by marshals. We therefore do not agree that a plan is necessary, but we agree that effective and efficient car parking is important.

We note that proposed condition of consent 16 relates to the provision of a Traffic Management Plan¹. We recommend that the following be added, that "*The TMP shall include measures to ensure that the temporary car parking operates safely, efficiently and effectively*".

Matter 2: Congestion at Intersections

As set out in our Transportation Assessment, we consider that the Arrowtown – Lake Hayes Road / Speargrass Flat Road / Hogans Gully Road intersection will accommodate the bulk of the traffic travelling to or from an event. The Council has requested details of how this increased traffic flow will be managed.

The underlying purpose of a TMP is to provide such details. There are a range of options available, from controlling the intersection with 'stop/go' provisions, temporary speed limit reductions, temporarily limiting turning movements, signing alternative routes, and others. The measures proposed will reflect the timing of the event and the expected number of attendees (noting that the analysis in the Transportation Assessment was based on a 'worst case' outcome). As such, they will differ and it is not possible to be prescriptive at this stage. Rather, they can be expected to be considered and put forwards through the TMP, which as noted above the Council will consider and either approve or reject.

Again though, we agree with the underlying concern of the Council that this is a location where management measures will be needed. Accordingly we consider that the proposed condition of consent 16 that requires the preparation of a TMP should have the following added, that "*The TMP shall include measures to ensure that the Arrowtown – Lake Hayes Road / Speargrass Flat Road / Hogans Gully Road intersection operates safely, efficiently and effectively for all road users*".

¹ Although preparation of a TMP is a requirement under CoPTTM anyway, in many cases local authorities add in the requirement to prepare a TMP as a 'belt and braces' approach to ensure it is not overlooked by a consent-holder



Matter 4: Parking on Verges

The Council has noted that parking on grassed verges is not permitted under its policies. We firstly confirm that on-street parking was not expected to form any part of the overall parking provisions, and in paragraph 6.1.12 of the Transportation Assessment we set out that we expected that the TMP would include measures to prevent on-street car parking within (at least) 1km of the venue. This distance was selected because beyond this distance, there is a greatly reduced likelihood that anyone will park their vehicle and then walk. The need to limit on-street parking is not only for the purposes of the bylaw, it is a critical part of ensuring that the use of non-car travel is maximised. To that end it is already included in the wording of proposed condition of consent 16.

We expect that in practice, parking on the verge can be addressed through putting in place cones with attached placard to advise that parking is not permitted, and/or by setting out cones and running tape between them, and/or through having 'no parking' signage on the approaches to the site, or/ or having roving marshals to check on the areas. Given the need for a flexible approach, but also in view of the importance of the issue, we set out that it should be included in the TMP as is proposed.

We trust that this responds to the concerns raised by the Council but please do not hesitate to contact me if you require anything further.

Kind regards

Carriageway Consulting Limited

Andy Carr

Traffic Engineer | Director

Mobile: 027 561 1967

Email: andy.carr@carriageway.co.nz



From: "Morgan Shepherd" <Morgan@brownandcompany.co.nz>
Sent: Sun, 18 Aug 2024 09:07:26 +1200
To: "Tara Enright" <Tara.Enright@qldc.govt.nz>
Subject: RE: Engineering questions - RM240457 Ayrburn
Attachments: G. Draft Conditions (Rev 1_12.08.24).docx

Hi Tara – in addition, here is an updated set of draft conditions to reflect the items raised in the Carriageway letter.

This also supersedes the response to the lighting matter.

Kind regards,

Morgan Shepherd

Resource Management Planner

03 409 2258 | 021 246 7597



BROWN&COMPANY
PLANNING GROUP

I am currently working from a different time zone and may respond outside of usual work hours. I will also be on annual leave from 26 August – 9 September.

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From: Morgan Shepherd
Sent: Sunday, August 18, 2024 9:02 AM
To: Tara Enright <Tara.Enright@qldc.govt.nz>
Subject: RE: Engineering questions - RM240457 Ayrburn

Hi Tara,

Thanks – I've responded to each point in red text below.

Please confirm that this satisfies the Engineer's queries.

Kind regards,

Morgan Shepherd

Resource Management Planner

03 409 2258 | 021 246 7597



BROWN&COMPANY
PLANNING GROUP

I am currently working from a different time zone and may respond outside of usual work hours. I will also be on annual leave from 26 August – 9 September.

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From: Tara Enright <Tara.Enright@qldc.govt.nz>
Sent: Thursday, August 8, 2024 10:38 AM
To: Morgan Shepherd <Morgan@brownandcompany.co.nz>
Subject: Engineering questions - RM240457 Ayrburn

Hi Morgan,

As mentioned, the DE has requested some additional information to complete his review, as follows:

1.0 Parking Layout and Stormwater disposal:

- A. A review of the AEE confirms that 590 temporary parking spaces are proposed within the Ayrburn Domain site. Please provide a temporary parking layout plan for this parking area which should include, stall depths, stall widths, aisle widths, dimensions of any bus parking and pick up/drop off locations: All spaces and dimensions should comply with section 29 of the PDP.

Please refer to **attached** letter prepared by Carriageway Consulting.

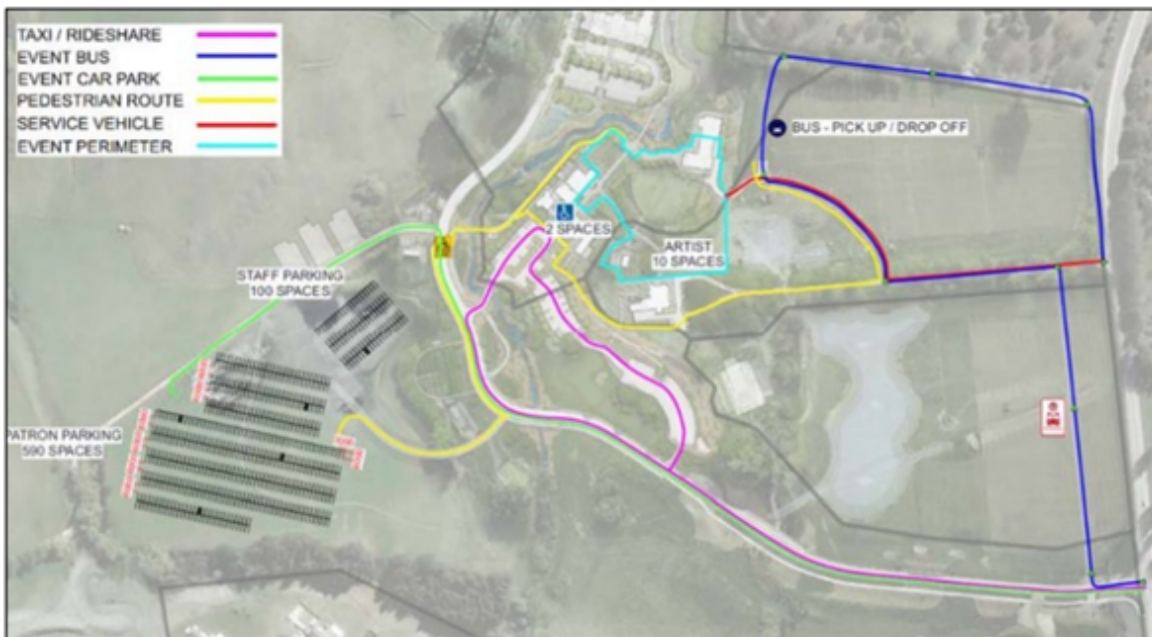


Figure 3. Layout and transport routes

- B. Stormwater Disposal For Temporary Parking Area - please provide details around what provision for stormwater disposal is in place for the temporary parking area. This

response should consider surfacing type and runoff volume along with any necessary stormwater treatment, depending on where the discharge location is.

Parking will utilise space in the existing landform, it is not proposed to make any changes to the surface finish so there will be no change to stormwater runoff from the status quo. The proposed parking area is stabilised in grass so will have minimal erosion/sediment loss. The catchment generally falls NW-SE, as a secondary treatment measure all runoff is directed to an existing sediment pond prior to discharge to Mill Creek.

2.0 Congestion at intersections:

The Carriageway Consulting assessment identifies congestion at Speargrass Flat Road (west) intersection, Hogans Gully Road (east) intersection pre and post event along with the Ayr Avenue site access intersection (right turn in traffic) pre and post event.

Please details around how these intersection will be actively managed both pre and post event to ensure general safety and efficiency and avoid motorists from accepting unsafe gaps in traffic.

Please refer to **attached** letter prepared by Carriageway Consulting.

3.0 Lighting:

It is anticipated that some of the events proposed will extend into the evenings. Please provide details around the lighting provisions which will be in place to ensure safe traffic and pedestrians movements entering/exiting the venue within and outside the subject site.

No lighting has been anticipated at this stage given the events will finish before 8pm. Should wayfinding lighting be required within the carpark for transport management purposes, it will be temporary downlighting, directed away from any adjoining sites. Further detail surrounding this matter will be provided in the management plans required to be submitted prior to each event.

4.0 Grass Verges along Arrowtown Lake Hayes Road:

QLDC's grass verge/berm policy does not allow public parking on road reserve berms and verges. Please detail how this will be managed along Arrowtown Lake Hayes Road to ensure damage to grass verges is avoided.

Please refer to **attached** letter prepared by Carriageway Consulting.

Kind regards,
Tara

Tara Enright | Resource Management
Consultant | Planning and Development
Queenstown Lakes District Council
M: +64 27 276 9797
E: Tara.Enright@qldc.govt.nz

Please note that I work part time hours, Mon - Thurs



 **QUEENSTOWN
LAKES DISTRICT
COUNCIL**
www.qldc.govt.nz

APPENDIX 1 - CONSENT CONDITIONS

General Conditions

1. The activity must be undertaken/carried out in general accordance with the application as submitted including:
 - 'Site Plan', prepared by Architects of Entertainment, Revision 5.0, dated 3/04/2024
 - 'Patron Area', prepared by Architects of Entertainment, Revision 5.0, dated 3/4/2024
 - 'Licensed Area', prepared by Architects of Entertainment, Revision 5.0, dated 3/4/2024
 - 'Areas', prepared by Architects of Entertainment, Revision 5.0, dated 3/4/2024
 - 'Emergency Exit', prepared by Architects of Entertainment, Revision 5.0, dated 3/4/2024
 - 'Access Plan', prepared by Architects of Entertainment, Revision 10.0, dated 11/4/2024

with the exception of the amendments required by the following conditions of consent.

- 2a. This consent shall not be exercised and no work or activity associated with it may be commenced or continued until the following charges have been paid in full: all charges fixed in accordance with section 36(1) of the Resource Management Act 1991 and any finalised, additional charges under section 36(3) of the Act.
- 2b. The consent holder is liable for costs associated with the monitoring of this resource consent under Section 35 of the Resource Management Act 1991.

Operational

3. The duration of the Temporary Events shall be limited to seven times a year (for no more than 3 consecutive days per event). Pack in may commence up to 2 days prior to the Event commencing, and pack out completed 1 day following the conclusion of the Event.
4. The consent holder shall ensure that the operation, management and layout of the site are carried out in general accordance with the details submitted within the application or approved as part of Condition (X) below.
5. Any damage caused to road or road reserve surfaces or Council facilities / assets shall be repaired to its pre-event state in consultation with Council (or its contractors). All costs associated with the repair shall be borne by the consent holder.
6. The consent shall expire five years from the date of the end of the first Event.

Noise

7. The consent holder shall ensure that amplified sound is restricted to 12pm – 8pm.
8. The consent holder shall keep a record of noise complaints made regarding the Event. This record should include contact details for the complainant, the date and time the complaint was made, the particular cause of nuisance and whether any action was taken.
9. The consent holder shall ensure that noise levels are no higher than 96 dBA at 35m from the source for events proposed to generate that noise in the application as submitted.
10. Noise generated by the Event shall not exceed 70 dB $L_{Aeq (15min)}$ within the boundary of any neighbouring properties.
11. Noise shall be measured and assessed in accordance with NZS6801 and 6802:2008. Section 6.3 of NZS6802 shall not apply as the correction for special audible character has been included in the noise limit.

12. Not less than four weeks prior to each Event, a letter drop and/or email advising of the upcoming Event shall be sent to all residential properties within the 50dB $L_{Aeq(15min)}$ event noise contour. The communication shall include details of the start and finish times of the sound checks and the Event, and overview of the noise monitoring and management regime, and a contact phone number for complaints.
13. Not less than four weeks prior to each Event, a Noise Management Plan (NMP) shall be submitted to Queenstown Lakes District Council Monitoring and Enforcement department for review. The NMP shall provide the following details:
 - (i) The event noise limits at both the mixing desk positions and the boundaries of nearest residential receivers;
 - (ii) The name and contact number of the Event Manager, noise representative, and sound technician(s) responsible for controlling noise from the mix position;
 - (iii) Confirmation that the sound checks will be monitored, to ensure that noise levels can be set at an appropriate level prior to the Event;
 - (iv) Details of the complaints management system, including contact details and reporting protocol;
 - (v) The contact details in the NMP for the Event Manager, noise representative and sound technician(s) shall be updated for each event as required.
14. The consent holder shall engage a suitably qualified and experienced acoustic expert to undertake noise monitoring during the Event. Noise monitoring shall be undertaken at the Site boundary during the event to determine compliance with the limits in Condition (X), and to provide feedback to the event sound technician(s) / mixing deck in real time to ensure that compliance is achieved.
15. The results of all noise monitoring shall be provided to the Council for certification. A report must be prepared by a suitably qualified and experienced expert in acoustics and the report must be provided to the Council within two weeks of the event occurring. The report shall detail the measurement and assessment methods, the results of all $LA_{eq}(15min)$ measurements, including locations, meteorological conditions and all adjustments made for crowd noise or any extraneous noise sources.

Traffic Management

16. The consent holder shall submit a Traffic Management Plan for approval by Queenstown Lakes District Council's Road Corridor Engineer at least six (6) weeks prior to the event. This shall include measures to:
 - (i) Avoid attendees parking on Arrowtown-Lake Hayes road reserve or other nearby roads;
 - (ii) Ensure that the temporary car parking operates safely, efficiently and effectively;
 - (iii) Ensure that the Arrowtown-Lake Hayes Road / Speargrass Flat Road / Hogans Gully Road intersection operates safely, efficiently and effectively for all road users.
17. Not less than one month prior to the event, a Travel Management Plan shall be submitted to Queenstown Lakes District Council Monitoring and Enforcement Department for review. The Travel Management Plan shall address the following:

- (i) Measures to ensure the appropriate level of provision is made for event buses (number of vehicles, timing, routing and costing).
- (ii) Measures to ensure all concert-goers and key stakeholders (such as taxi companies, bus companies (including public bus providers) and ride-share organisations) are informed of the details of the event and the transportation options.
- (iii) Measures to support a pricing mechanism such that car parking spaces are more costly to purchase than a taxi / ride-share fare from Queenstown town centre to the venue.
- (iv) Methods to ensure that feedback from stakeholders is captured.
- (v) Temporary lighting to be installed in parking, manoeuvring and pedestrian walkway areas where necessary for events extending into the evening and past daylight hours.

Sanitation

- 18. The consent holder shall provide toilet numbers at a ratio of 1:60 (one portable toilet – flushing or non-flushing – per 60 attendees and staff) and ensure that the toilet facilities for the event are provided in accordance with the Venue Management Plan (Appendix 4) submitted with the application.
- 19. The consent holder shall be responsible for ensuring that all sanitary facilities are monitored and serviced throughout the Event, and that the location of all toilet facilities is indicated by adequate directional signage around the Event site. Sufficient hand washing facilities or hand sanitiser must also be provided and serviced.
- 20. The consent holder shall ensure a potable water supply is available and complies with the Water Services Act 2021.
- 21. All grey water and black water from temporary event infrastructure and stall holders must be taken from the site and disposed of appropriately.

Waste

- 22. The event shall be undertaken in accordance with the Council's Event Waste and Emission Reduction Guide, including the submission of a Waste and Emission Reduction Plan for approval by the Queenstown Lakes District Council Events Department at least six (6) weeks prior to the event.
- 23. The consent holder shall implement the waste measures as outlined in the Venue Management Plan (Appendix 4) submitted in the application; specifically that:
 - a) Separate wheelie bins will be available on site for recyclable materials and general non-recyclable waste.
 - b) Wheelie bins will be clearly identified, and recycling promoted for the duration of the Event.
 - c) The waste facilities shall be monitored and serviced throughout the Event.
- 24. The consent holder shall ensure that all recycling and waste is removed from the site within 24 hours of the conclusion of each Event, and disposed of / recycled as appropriate.
- 25. The consent holder is responsible for cleaning the area over which the Event takes place, removing all rubbish and materials associated with the activity from the area, and ensuring no damage occurs to any public property and the surrounding area as a result of the exercise of this consent. The site shall be cleared of all rubbish immediately following each Event. All rubbish stored on the site prior to removal is to be stored secure from animals and unauthorised persons.

26. All rubbish stored on the site prior to removal is to be stored secure from animals and unauthorised persons.

Health and Safety

27. The event shall be undertaken in accordance with the Safety & Compliance Plan (Appendix 6).
28. The consent holder shall ensure that all officials, staff and volunteers are briefed prior to the Event and that they clearly know the procedure in the event of an emergency or accident and what their roles are.
29. The consent holder shall ensure that the New Zealand Police, Fire Service, and St John Ambulance have been contacted prior to each Event taking place.
30. The consent holder shall ensure that first aid and firefighting equipment is located in appropriate locations with staff trained in evacuation and the use of fire extinguishers.
31. All fixed exterior lighting shall be directed away from adjacent sites, waterways and roads (except that this does not apply to glare from lighting used for health, safety and navigation).
32. The consent holder shall ensure that all necessary measures are put in place to ensure the safety of attendees at the event. This includes providing convenient access to free drinking water to all attendees.
33. A list of confirmed food vendors and evidence of their registration under the Food Act 2014 must be submitted to Queenstown Lakes District Council's Environmental Health Department at least two (2) weeks prior to the event.
34. Alcohol or any other drinks shall not be served in glass.

Signage

35. The consent holder shall ensure that all signs and banners are removed within 48 hours of the cessation of the Event.

Event Management Plan

36. At least one (1) month prior to each Event the consent holder shall to the Queenstown Lakes District Council Monitoring and Enforcement department for approval an Event Management Plan comprising the following:
 - a) A final Venue Management Plan detailing timing (including set up and pack down) and site layout plans, if these are to change from what is approved by this resource consent (RMXXXXX).
 - b) A Noise Management Plan as required under Condition X.
 - c) A copy of the Traffic Management Plan approved by Queenstown Lakes District Council's Road Corridor Engineer, as required under Condition X.
 - d) A Travel Management Plan as required under Condition X.
 - e) A copy of the Waste and Emission Reduction Plan approved by the Queenstown Lakes District Council's Events Department, as required under Condition X.
 - f) An event run sheet.
 - g) A final list of contact names and telephone numbers for all personnel responsible for the management of the event where appropriate and final staff numbers in total. This list shall include those responsible for overall event management, sound system control and management of parking and security (where applicable).
 - h) Final number and location of toilet facilities.

- i) Any other relevant information.

Advice Notes

- a) *The consent holder is advised that, during the event, an enforcement officer may monitor the event. Any reports may affect future requirements for events at this venue.*
- b) *Under the Resource Management Act 1991, if an enforcement officer deems the noise from the event to be excessive, the applicants are liable to pay for the officers' time. The service of an excessive noise direction may result in seizure of the noise source.*
- c) *An Alcohol License must be obtained for any alcohol sales at the event, and the sale of alcohol must comply with the conditions of the approved Alcohol License.*
- d) *The consent holder is advised that all food vendors are required to be registered as detailed in the Food Act 2014, and that registration must be provided to Council, or evidence that the operator is exempt from the registration requirements. Please contact Council's Environmental Health team in this regard.*
- e) *The consent holder is advised that any potable water providers are required to be registered as required by the Water Services Act 2021.*
- f) *With regards to waste management and minimisation, advice and guidance should be provided to all food and beverage vendors regarding what is recyclable within the District. Guidance can be via: <https://www.qldc.govt.nz/services/rubbish-recycling/how-we-recycle-inthequeenstown-lakes-district>. In addition, the consent holder is advised that some materials (e.g. cups) may need to be separated from other mixed recycling materials.*
- g) *This resource consent decision does not supersede the requirement for any other licences or permits from any organisations or Departments of Council that may be required to undertake the proposed activity.*
- h) *The consent holder is advised to liaise with the Queenstown based New Zealand Fire Service to ensure that fire prevention and fire control measures are provided by the consent holder.*

19 August 2024

Winton
Ayrburn Precinct Ltd
10 Viaduct Harbour
Auckland 1010

Attention: Lauren Christie

Response to Peer Reviewer Queries

Dear Lauren

Winton has submitted an application to the Queenstown Lakes District Council (QLDC) to operate seven noise events in a year with each noise event being up to three days and between 12:00 – 20:00.

We prepared an acoustic assessment to support the application (Rp 001 20230526 dated 7 June 2024).

QLDC engaged an external acoustic engineer (Nick Craven from AECOM) to review our assessment. He provided the following informal comments to Council which were passed on to us.

We have reproduced the queries with the same **headings** and wording in *light blue and italics*. Our response is provided underneath the relevant sections.

Note, our responses were discussed with Nick prior to our writing this letter. Our understanding is that we were in general agreement about our responses which we document here.

Key findings

The MDA assessment implies that noise levels up to 70 dB LAeq (15 min) at receivers represents an appropriate level. The basis for this statement is unclear. I recommended that a more detailed justification is requested.

The QLDC Proposed District Plan (PDP) provides for temporary events with no noise limits imposed if it satisfies Rule 35.4.5. The amount of noise produced by a permitted temporary event (as per Rule 35.4.5) would be the same or even more than that produced by the Ayrburn events. We understand that Winton requires consent only because they propose to accommodate 3000 people rather than the permitted 500 people. The application actually seeks certainty of noise level by imposing a noise limit in contrast to the permitted rule where there is no upper bound for noise for a permitted temporary event.

Noise events are generally provided for throughout New Zealand and we consider that 70 dB LAeq is an appropriate noise limit for this application. There are many examples of noise limit relaxation for noise events on the basis of limited duration and number of times per year (discussed further below).

As discussed, we proffer a low frequency control in addition to our recommended noise limit. We recommend the updated noise limit for the application is:

- 70 dB LAeq (15min) at the notional boundary Originally proposed
- 85 dB @ 63 Hz Proposed additional limit
- 75 dB @ 125 Hz Proposed additional limit

Mitigation

The noise modelling has assumed levels of up to 96 dB LAeq at 35m to the mixing desk. I recommend that lower levels are considered as a means to reduce impacts at surrounding receivers and a justification provided for the lowest reasonable limit.

The use of temporary noise barriers should be considered, noting that the site topography may limit their effectiveness.

We consider 96 dB LAeq at 35m is the lower limit with respect to event noise for creating a lively atmosphere. Any lower would not result in the type of events sought by Ayrburn. As such, we consider this mitigation measure is not practicable.

Temporary noise barriers are also not practicable. We understand that the proposal to Winton from QLDC was to place them on the boundary. The boundary location is in the middle between source and receiver and separated by large setback distances. This renders boundary noise barriers ineffective. Noise barriers would be effective close to the source, but by placing it close to source, you would be impacting the event itself.

We consider that appropriate mitigation measures have already been incorporated as follows:

- Imposing noise limits and low frequency controls
- Limiting the number of events
- Limiting the hours which means that there will be no night-time loudspeaker noise
- Implementing a Noise Management Plan

Noise criteria

Rule 36.5.1 for Wakatipu Basin Rural Amenity Zone sets out limits for the nighttime in terms of both ‘time averaged’ noise levels (LAeq) and ‘maximum instantaneous’ noise levels (LAFmax). The Acoustic Assessment should consider both of these criteria for noise during the nighttime period.

The noise events will finish at 20:00 which is just when the night-time period begins in Rule 36.5.1 of the PDP. This means only vehicle movements will be operating during the night-time. We have predicted night-time traffic noise already.

The LAFmax limit is 75 dB LAFmax. We predict that all vehicle movements, when properly managed by the event team in accordance with the Noise Management Plan (NMP) in our recommended condition 3, will readily comply with 75 dB LAFmax.

Effects

Discussion of effects in the report is focused on audibility of the music and intelligibility of the lyrics. I believe there is a significant risk of annoyance and interference with concentration and spoken communication. I recommend that consideration of effects is expanded to explicitly consider these.

We consider an annoyance effects assessment is too subjective because there are no relevant thresholds provided for in literature. Every person will be different in how they perceive events of any sort and how they will respond to it which means that there will be a wide variability in subjective response. We cannot objectively assess this.

Winton has offered, in accordance with the NMP, to communicate with nearby receivers within the 60 dB L_{Aeq} noise contour prior to any event. This is a key management measure to manage the neighbour's potential annoyance levels. This engagement will make the neighbours aware of upcoming events well ahead of time

In agreement with AECOM, we vary our recommended condition 2 to enhance the communication procedure. See below. The intent is to ensure there is significantly advanced notice so that the neighbours can plan well ahead with the "not less than two weeks" part being a reminder.

"Letter drops and/or email advising of the upcoming concert/event shall be sent to all residential properties within the 60 dB $L_{Aeq(15min)}$ event noise contour at not less three months prior and at not less than two weeks prior to the Event.

The communication shall include details of the start and finish times of the concert/event, and a copy of the noise management plan which will include a contact phone number for complaints."

Receiver location

The Acoustic Assessment refers to one particular a receiver location at the Buttlet Villas. I have not been able to confirm the exact location of this receiver based on the information provided in the Acoustic Assessment or an initial internet search. However, I have inferred the Buttlet Villas may refer to a part of the Millbrook Resort located to the north-east of the of the Ayrburn precinct / Waterfall Park Resort and completed this peer review based on this assumption. I recommend that the location of the Buttlet Villas this is confirmed with the applicant, and the findings of this peer review revised in the event that my assumption is not correct.

A review of the noise contours presented in Appendix D2 indicates a number of additional receivers that have not been considered in the report (ie table 1). I recommend that the assessment is clarified to explicitly consider Nos 341, 343, 345 Arrowtown-Lake Hayes Road in addition to all other relevant receivers.

341, 343, and 345 Arrowtown-Lake Hayes Road is part of the application and can be disregarded.

AECOM is correct in their inference that the Buttlet Villas are located in the Millbrook Resort to the north-east of the Ayrburn precinct at the end of Waterfall Park.

Cumulative effects

I recommend that the report is revised to consider the cumulative effects of this together with other planned events.

We understand that there are three different event consents applicable to the Ayrburn site:

1. 12 x 500 pax, three-day events, per year (RM211193).
 - i. To comply with standard zone noise limits (50 dB $L_{Aeq(15min)}$)
 - ii. Finishes no later than 8pm
2. One of the above 12 events has been specifically varied (RM240462) for Snow Machine to allow up to 2000pax on the 7th September.
 - i. To comply with zone noise limits (50 dB $L_{Aeq(15min)}$)
 - ii. Finishes no later than 4pm
3. Synthony consent - one off in 2024, date TBC, 2,500 pax, three-day event (RM240314)
 - i. Proposed noise limit of 70 dB $L_{Aeq(15min)}$
 - ii. Event to be finished by 8pm

We consider that there would be no cumulative effects from the planned events because:

- The Synthony consent is a one-off event. We understand it was portioned out of the seven-event application to expedite it being granted consent. As such, once it is done, there will be no more Synthony events on top of the seven events consent (if granted).
- The Snow Machine event is proposed to comply with the zone noise limits. It would not cumulatively add to the seven events.
- The 12 consent is proposed to comply with the zone noise limits. It would not cumulatively add to the seven events.

Yours faithfully

MARSHALL DAY ACOUSTICS LTD



Micky Yang

Acoustic Engineer