

Event Operations Catering and Ticketing

Business Name:		ABN:
Business Address:		
Contact Person:	Phone:	Email:

THIS RISK ASSESSMENT IS APPROVED BY THE PCBU ON THIS PROJECT

Under the Work Health and Safety Regulation (WHS Regulation), a person conducting a business or undertaking (PCBU) is required to ensure that a RISK ASSESSMENT is prepared before the proposed work starts.

Full Name:		
Signature:	Title:	Date:

CLIENT OR PRINCIPAL CONTRACTOR DETAILS

Client:	SCOPE OF WORKS
Project Name:	
Project Address:	
Project Manager:	
Contact Phone:	
Date Risk Assessment supplied to Project Manager:	



RISK MATRIX									
LIKELIHOOD	INSIGNIFICANT	MINOR	MODERATE	MAJOR	CATASTROPHIC	SCORE	ACTION	HIERARCHY OF CONTROLS	
ALMOST CERTAIN	3 HIGH	3 HIGH	4 ACUTE	4 ACUTE	4 ACUTE			Elimination Remove the hazard.	
LIKELY	2 MODERATE	3 HIGH	3 HIGH	4 ACUTE	4 ACUTE	4A ACUTE	DO NOT PROCEED	Substitution Replace the hazard.	
POSSIBLE	1 LOW	2 MODERATE	3 HIGH	4 ACUTE	4 ACUTE	3H HIGH	Review before work starts.	Isolation Isolate People from the hazard	
UNLIKELY	1 LOW	1 LOW	2 MODERATE	3 HIGH	4 ACUTE	2M MODERATE	Ensure control measures in place.	Engineering Isolate the hazard	
RARE	1 LOW	1 LOW	2 MODERATE	3 HIGH	3 HIGH	1L LOW	Monitor and keep records.	Administrative Change	
								PPE	

Risk Rating & Required Action:	
4A	Stop work. The risk is intolerable. Eliminate the hazard or redesign the activity before proceeding. A Safe Work Method Statement (SWMS) or higher-level authorisation is required.
3H	Review and approve additional controls before task starts. Senior supervisor sign-off needed.
2M	Ensure all nominated controls are in place and effective. Proceed with caution; monitor conditions.
1L	Proceed, following standard operating procedures. Monitor and keep records.

Consequence Scale:			
Consequence	People (injury/illness)	Project / Assets	Compliance / Reputation
Catastrophic	Fatality or permanent total disability	project shutdown	Significant regulator intervention; criminal prosecution
Major	Serious injury/illness (hospital > 5 days)	critical delay	Improvement notice; major media coverage
Moderate	Medical-treatment injury; lost-time > 1 day	moderate delay	Minor breach; adverse client comment
Minor	First-aid only, no lost time	negligible delay	Isolated non-conformance
Insignificant	No injury	no schedule impact	Deviation caught and corrected on site

Notes on Hierarchy of Controls:
Remember to apply controls in the preferred order shown by the coloured pyramid:

1. **Eliminate**
2. **Substitute**
3. **Isolate**
4. **Engineering**
5. **Administrative**
6. **PPE**

Always document **why** a lower-order control is accepted if elimination or substitution is not reasonably practicable.

aligned with Safe Work Australia's Managing the risk of fatigue at work (2023) and ISO 45001:2018 clauses 6–8.

JOB STEP	POTENTIAL HAZARDS	IR	CONTROL MEASURES	RR
SPECIFIC WORK STEPS	HAZARDS THAT MAY ARISE	INITIAL RISK	SPECIFIC MEASURES TO BE PUT IN PLACE TO ELIMINATE OR CONTROL THE RISKS	RESIDUAL RISK
1. WHS Governance, PCBU Duties and Event WHS Planning	<ul style="list-style-type: none"> Lack of clear allocation of WHS duties between venue, event organiser, caterer and ticketing provider Failure to consult, cooperate and coordinate activities with other duty holders as required under WHS Act 2011 No formal WHS management plan for events, funerals, tours or outdoor promotions Inadequate inclusion of WHS in event procurement, contracts and service agreements Poor integration of contractor WHS systems with client/venue systems Insufficient budget and resourcing for WHS controls and competent supervision Failure to consider WHS in contingency planning for crowd surge, severe weather, or emergency shutdown of catering and ticketing operations 	4A	<ul style="list-style-type: none"> Develop and implement an overarching WHS Management System that references WHS Act 2011, WHS Regulation and relevant Australian Standards and Codes of Practice Establish a documented Event WHS Plan template that covers catering, ticketing, outdoor promotions, stadium tours and funerals, including responsibilities, consultation processes, risk management and emergency planning Define and document PCBU duty allocation and lines of authority between event organiser, venue, caterer, ticketing provider and promoters in contracts and MOUs Embed WHS requirements and performance expectations into procurement and service level agreements for catering, ticketing and promotional suppliers Implement regular consultation, cooperation and coordination processes with other PCBUs, including pre-event WHS coordination meetings and joint inspections Assign a competent event WHS coordinator(s) for higher-risk events, with clear authority to stop or modify work where risks are unacceptable Include WHS planning and review as standing agenda items in event planning meetings, with documented actions, responsible persons and due dates Implement a WHS assurance and audit program for key events to verify that governance arrangements and risk controls are being implemented Ensure management reviews WHS performance for events and tours at least annually, incorporating lessons learnt and incident trends into planning 	3H
2. Contractor, Supplier and Venue Interface Management	<ul style="list-style-type: none"> Unclear division of WHS responsibilities between organisers, contractors, volunteers and venue personnel Inconsistent WHS standards between multiple catering suppliers, ticketing providers and promotional agencies Failure to verify contractor competence, licences, insurances and WHS systems before engagement Poor coordination of delivery schedules, backstage access, and shared work areas leading to congestion and conflict Inadequate supervision of visiting crews during theatre performances, stadium tours and outdoor events 	4A	<ul style="list-style-type: none"> Develop a Contractor Management Procedure specific to events, catering, ticketing and outdoor promotions, aligned with the organisation's WHS management system Establish pre-qualification criteria for contractors and suppliers including evidence of WHS policies, risk assessments, insurances and relevant licences Use standard contract clauses that clearly allocate WHS responsibilities, minimum control measures and reporting requirements Implement a mandatory site-specific WHS induction for all contractors, casuals and volunteers prior to commencing work, including backstage and stadium areas Issue and enforce written site rules for deliveries, backstage movement, noise, working at heights, hazardous substances and public interaction Coordinate logistics through a central schedule that staggers deliveries and set-up to minimise congestion in loading docks and backstage corridors Assign a competent supervisor or contract manager to monitor contractor performance and intervene when unsafe practices are observed Maintain an up-to-date contractor register with contact details, scope of work, and WHS performance history 	2M

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	<ul style="list-style-type: none"> Lack of documented site-specific induction for contractors and temporary staff Failure to communicate site rules (e.g. traffic arrangements, alcohol and drug policy, emergency procedures, restricted areas) 		<ul style="list-style-type: none"> Conduct joint walk-throughs with key contractors before major events to agree access routes, exclusion zones and emergency arrangements 	
3. Event Risk Management, Planning and Design (All Event Types)	<ul style="list-style-type: none"> Failure to complete formal WHS risk assessments for each event type (theatre performances, funerals, stadium tours, outdoor street promotions, crowded lead-generation activations) Inadequate consideration of crowd density, demographics and behaviour in event layout and queue design Poor integration of catering and ticketing layouts leading to cross-flows, pinch points and crush risk Insufficient segregation of vehicles and pedestrians in loading areas and bus streets Failure to consider specific hazards related to funerals (e.g. distress, vulnerable persons, vehicle movements near mourners) Lack of planning for inclement weather at outdoor promotional activities and queueing areas Underestimation of staff resources required to manage queues, entry screening and ticketing during peak periods 	4A	<ul style="list-style-type: none"> Implement a documented Event Risk Assessment Procedure requiring WHS risk assessments for all new or non-routine event types and venues Use standardised risk assessment templates that consider crowd size, layout, access/egress, security, catering equipment, fire-fighting systems and vulnerable persons Apply human-centred design principles to event layout, ensuring clear lines of sight, wide circulation zones, separated entry/exit routes and clear wayfinding signage Design queue and waiting areas to prevent cross-flows and bottlenecks, using barriers, floor markings and signage appropriate to expected crowd size Incorporate vehicle-pedestrian separation in site design for loading docks, hearses at funerals, street promotions and stadium access, including physical barriers where practicable Develop weather management and heat stress plans for outdoor activities, including shade structures, wet-weather contingencies and stop-work or relocation triggers Establish staffing calculators or planning tools linking expected attendance to minimum numbers of ushers, crowd controllers, ticketing staff and catering supervisors Require WHS review and approval of site and traffic management plans before final sign-off of the event plan Review and update event designs after each season or major tour based on incident reports, near misses and stakeholder feedback 	2M
4. Crowd, Queue and Public Interface Management	<ul style="list-style-type: none"> Overcrowding at ticket booths, food outlets, merchandise and lead-generation stands Crowd surge or pushing at entrances, backstage access points and during theatre changeovers Aggressive or distressed patrons at funerals, high-emotion performances or during ticket disputes 	4A	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	2M

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	<ul style="list-style-type: none"> Inadequate management of queues in busy streets during outdoor promotions, causing public trip hazards or traffic conflicts Lack of systems for managing people with disability, elderly patrons or children in crowded environments Poor communication with patrons regarding delays, cancellations or changes to tours and performances 		[REDACTED]	
5. Backstage, Performance and Theatre Changeover Management	<ul style="list-style-type: none"> Backstage congestion and rushing during scene changes and performance turnarounds Poor separation between performers, crew, catering staff and technical equipment Inadequate lighting in backstage corridors, stairways and storage areas Uncontrolled storage of catering equipment, props and rubbish causing trip and fire hazards Time pressure leading to bypassing of safe systems (e.g. manual handling aids, locking devices, exclusion zones) Noise and communication breakdown between stage management, catering and front-of-house during critical periods 	4A	[REDACTED]	2M
6. Catering Food Safety, Equipment and Hazardous Substances Management	<ul style="list-style-type: none"> Inadequate food safety management leading to contamination or food-borne illness Lack of maintenance and testing of gas, electrical and refrigeration equipment used at events and outdoor promotions 	4A	[REDACTED]	2M

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	<ul style="list-style-type: none"> • Improper storage, labelling and handling of cleaning chemicals, sanitisers and LPG cylinders • Insufficient systems for managing special dietary requirements and allergen risks at large events and funerals • Poor coordination between venue, external caterers and bar operators regarding shared equipment and utilities • Inadequate controls on temporary outdoor set-ups (marquees, food trucks, pop-up kitchens) in busy streets 		[REDACTED]	
7. Cash Handling, Ticketing Systems and Security Management	<ul style="list-style-type: none"> • Armed robbery, theft or assault at ticket booths and catering cash points • Fraudulent ticketing practices or system failures causing crowd unrest • Inadequate segregation of public access from cash counting and storage areas • Ticketing system outages resulting in uncontrolled entry or crowd building • Insufficient procedures for handling aggressive or intoxicated patrons disputing tickets or payments • Lack of secure data handling processes for electronic ticketing, contact details and payment information 	4A	[REDACTED]	2M
8. Outdoor Promotions, Street Activations and Lead Generation	<ul style="list-style-type: none"> • Uncontrolled interaction with passing traffic and cyclists in busy streets • Trip and collision hazards from promotional structures, cables, 	4A	[REDACTED]	2M

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	<p>A-frames, banners and queuing systems on footpaths</p> <ul style="list-style-type: none"> • Inadequate public liability and WHS planning for casual or pop-up lead-generation activities in crowded spaces • Workforce exposure to heat, UV, adverse weather and noise during prolonged outdoor promotional shifts • Aggression, harassment or assault of staff conducting lead generation or ticket promotion in public areas • Poor control of portable electrical equipment and generators used for outdoor displays and audio systems 		[REDACTED]	
9. Stadium Tours and Guided Venue Operations	<ul style="list-style-type: none"> • Tour groups entering restricted or hazardous areas (plant rooms, edges working at heights zones, active loading docks) • Poor control of mixed groups including children, elderly persons and people with disability on stairs and uneven surfaces • Inadequate emergency response planning for groups in remote parts stadiums or theatres • Communication failures between tour guides and venue control rooms, particularly during emergencies • Inconsistent briefing and supervision standards among different tour guides and contractors • Failure to adapt tour routes in response to concurrent events, construction works or severe weather 	3H	[REDACTED]	2M
10. Traffic, Loading, Deliveries and Vehicle Movements (Including Funerals)	<ul style="list-style-type: none"> • Vehicle-pedestrian conflicts in loading docks, back-of-house areas and busy streets during event set-up and pack-down 	4A	[REDACTED]	2M

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	<ul style="list-style-type: none"> Inadequate traffic management for hearses and funeral processions interacting with mourners and the public Poorly coordinated delivery times leading to congestion and reversing in tight areas Lack of formal systems for managing ride-share, taxis, coaches and tour buses at stadiums and large events Unclear responsibilities for traffic controllers and marshals when multiple PCBUs share access routes 		[REDACTED]	
11. Worker Competency, Training, Fatigue and Welfare Management	<ul style="list-style-type: none"> Insufficient WHS induction and role-specific training for casual, event-based and volunteer staff Inadequate competency verification for key roles such as supervisors, forklift drivers, security, food safety supervisors and technical operators Excessive working hours, split shifts and late-night work leading to fatigue in catering, ticketing and event operations staff Lack of clear policies on alcohol and drugs for staff working at venues where alcohol is served Insufficient psychosocial risk management for staff dealing with grieving families at funerals, distressed patrons or aggressive members of the public Poor access to amenities (rest areas, toilets, drinking water) during long outdoor promotional or event shifts 	4A	[REDACTED]	2M
12. Emergency Preparedness, Incident Response and Business Continuity	<ul style="list-style-type: none"> Unclear emergency roles and responsibilities across venue, organiser, caterer and ticketing provider 	4A	[REDACTED]	2M

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	<ul style="list-style-type: none"> • Inadequate planning for evacuation of crowded areas including theatres, stadium tours, ticket queues and outdoor promotions • Poor communication systems for emergencies (e.g. PA failure, radio dead zones, language barriers) • Inconsistent incident reporting and investigation processes across multiple PCBUs • Lack of continuity plans for critical failures in ticketing systems, power supply, or catering utilities during live events • Insufficient practice of emergency scenarios specific to funerals, emotionally charged performances and crowded promotions 		<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	

SAMPLE

EMERGENCY RESPONSE – CALL 000 FOR EMERGENCIES

Ensure to have an Emergency Management Plan in place as well as adequate numbers of trained first aid staff with easy access to fully stocked first aid kits, rescue equipment, material safety data sheets, adequate access to emergency communication equipment and fire-fighting equipment suitable for all classes of fire and ignition sources.

LEGISLATIVE REFERENCES

RELEVANT LEGISLATION AND CODES OF PRACTICE. DELETE THE LEGISLATIVE REFERENCES FOR ANY STATE THAT ARE NOT APPLICABLE

Queensland & Australian Capital Territory

Work Health and Safety Act 2011
 Work Health and Safety Regulations 2011
 Legislation QLD: <https://www.worksafe.qld.gov.au/laws-and-compliance/work-health-and-safety-laws>
 Codes of Practice QLD: <https://www.worksafe.qld.gov.au/laws-and-compliance/codes-of-practice>
 Legislation ACT: <https://www.worksafe.act.gov.au/laws-and-compliance/acts-and-regulations>
 Codes of Practice ACT: <https://www.worksafe.act.gov.au/laws-and-compliance/codes-of-practice>

Victoria

Occupational Health and Safety Act 2004
 Occupational Health and Safety Regulations 2017
 Legislation VIC: <https://www.worksafe.vic.gov.au/occupational-health-and-safety-act-and-regulations>
 Codes of Practice VIC: <https://www.worksafe.vic.gov.au/compliance-codes-and-codes-practice>

New South Wales

Work Health and Safety Act 2011
 Work Health and Safety Regulations 2025
 Legislation NSW: <https://www.safework.nsw.gov.au/legal-obligations/legislation>
 Codes of Practice NSW: <https://www.safework.nsw.gov.au/resource-library/list-codes-of-practice>

Western Australia

Work Health and Safety Act 2020
 Work Health and Safety Regulations 2022
 Legislation Western Australia: <https://www.commerce.wa.gov.au/worksafe/legislation>
 Codes of Practice WA: <https://www.commerce.wa.gov.au/worksafe/codes-practice>

Northern Territory

Work Health and Safety (National Uniform Legislation) Act 2011
 Work Health and Safety (National Uniform Legislation) Regulation 2011
 Legislation NT: <https://worksafe.nt.gov.au/laws-and-compliance/workplace-safety-laws>
 Codes of Practice NT: <https://worksafe.nt.gov.au/laws-and-compliance/codes-of-practice>

Safe Work Australia Links

Law and Regulation (All States): <https://www.safeworkaustralia.gov.au/law-and-regulation>
 Model Codes of Practice: <https://www.safeworkaustralia.gov.au/resources-publications/model-codes-of-practice>

South Australia

Work Health and Safety Act 2012 (SA)
 Work Health and Safety Regulations 2012 (SA)
 Legislation for SA: <https://www.safework.sa.gov.au/resources/legislation>
 Codes of Practice for SA: <https://www.safework.sa.gov.au/workplaces/codes-of-practice#COPs>

Model Codes of Practice

- Managing noise and preventing hearing loss at work
- Confined spaces
- Labelling of workplace hazardous chemicals
- Managing risks of hazardous chemicals in the workplace
- Welding processes
- First aid in the workplace
- Managing the risk of falls at workplaces
- Hazardous manual tasks
- Managing the risk of falls in housing construction
- Managing electrical risks in the workplace
- Demolition work
- Excavation work
- Work health and safety consultation, cooperation and coordination
- Managing the work environment and facilities
- How to manage work health and safety risks
- Managing risks of plant in the workplace
- Construction work

Tasmania

Work Health and Safety Act 2012
 Work Health and Safety (Transitional and Consequential Provisions) Act 2012
 Work Health and Safety Regulations 2012
 Work Health and Safety (Transitional) Regulations 2012
 Legislation for TAS: <https://worksafe.tas.gov.au/topics/laws-and-compliance/acts-and-regulations>
 Codes of Practice for TAS: <https://worksafe.tas.gov.au/topics/laws-and-compliance/codes-of-practice>

Details of permits, licenses or access required by regulatory bodies (add or delete as required):

- Permits from local council
- Authorisation to commence work
- Any required documents.