

**Event Setup Decorating and Infrastructure**

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			<b>Elimination</b> Remove the hazard.	
LIKELY	2 MODERATE	3 HIGH	3 HIGH	4 ACUTE	4 ACUTE	4A ACUTE	DO NOT PROCEED	<b>Substitution</b> 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.	<b>Engineering</b> Isolate the hazard	
RARE	1 LOW	1 LOW	2 MODERATE	3 HIGH	3 HIGH	1L LOW	Monitor and keep records.	<b>Administrative</b> Change	
								<b>PPE</b>	

  

Risk Rating & Required Action:	
<b>4A</b>	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.
<b>3H</b>	Review and approve additional controls before task starts. Senior supervisor sign-off needed.
<b>2M</b>	Ensure all nominated controls are in place and effective. Proceed with caution; monitor conditions.
<b>1L</b>	Proceed, following standard operating procedures. Monitor and keep records.

  

Consequence Scale:			
Consequence	People (injury/illness)	Project / Assets	Compliance / Reputation
<b>Catastrophic</b>	Fatality or permanent total disability	project shutdown	Significant regulator intervention; criminal prosecution
<b>Major</b>	Serious injury/illness (hospital > 5 days)	critical delay	Improvement notice; major media coverage
<b>Moderate</b>	Medical-treatment injury; lost-time > 1 day	moderate delay	Minor breach; adverse client comment
<b>Minor</b>	First-aid only, no lost time	negligible delay	Isolated non-conformance
<b>Insignificant</b>	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. Governance, WHS Leadership and Duty of Care	<ul style="list-style-type: none"> <li>Lack of clear WHS responsibilities for event organisers, principal contractors and site controllers</li> <li>Inadequate consultation and coordination between PCBUs sharing duties on multi-PCBU sites</li> <li>Failure to apply WHS Act 2011 due diligence obligations at senior management level</li> <li>Absence of a documented WHS Management Plan for event setup and pack-down phases</li> <li>Commercial pressures overriding safety considerations in planning and resourcing</li> <li>Poor integration of contractor WHS systems into the overarching event safety framework</li> <li>Insufficient monitoring of compliance with legal and contractual WHS requirements</li> </ul>	4A	<ul style="list-style-type: none"> <li>Establish a documented WHS Governance Framework for events that clearly defines PCBU roles, overlap of duties and lines of authority in accordance with the WHS Act 2011</li> <li>Appoint a competent Event WHS Manager or Coordinator with authority to stop unsafe work and to enforce WHS standards across all contractors and stallholders</li> <li>Develop and implement an event WHS Management Plan covering planning, setup, event operation and demobilisation, including responsibilities, communication and review processes</li> <li>Include explicit WHS due diligence obligations and reporting expectations for officers in corporate governance documents and event contracts</li> <li>Implement formal PCBU consultation, cooperation and coordination arrangements (e.g. pre-event coordination meetings, shared risk registers, agreed site rules)</li> <li>Require contractors, amusement device operators, caterers and infrastructure suppliers to submit WHS documentation (policies, licences, insurances, risk assessments) for review prior to engagement</li> <li>Establish a system of regular WHS inspections and audits during setup and dismantling, with findings recorded, actions allocated and close-out tracked</li> <li>Integrate WHS performance indicators (e.g. incidents, corrective actions closed, audit scores) into overall event performance reporting to management</li> </ul>	3H
2. Contractor and Supplier Management	<ul style="list-style-type: none"> <li>Engagement of contractors and stallholders without verification of competence or licences</li> <li>Inadequate vetting of electrical, rigging, scaffolding, crane and elevated work platform providers</li> <li>Poor alignment between contractor SWMS and the overarching event risk controls</li> <li>Informal subcontracting chains with no visibility of lower-tier contractor WHS systems</li> <li>Inconsistent pre-qualification standards for food and beverage vendors and catering vans</li> <li>Lack of enforcement of contractual WHS requirements for event decorators and infrastructure installers</li> </ul>	4A	<ul style="list-style-type: none"> <li>Implement a structured contractor pre-qualification process requiring evidence of competency, licences, insurances, past WHS performance and relevant certifications</li> <li>Mandate submission and review of job-specific risk assessments and SWMS for high-risk activities (e.g. work at height, crane lifts, temporary structures, high intensity lighting), ensuring they align with event-wide controls</li> <li>Use written contracts and purchase orders that include clear WHS clauses, minimum standards and consequences for non-compliance applicable to all event setup contractors and stallholders</li> <li>Maintain a centralised approved contractor list with defined WHS criteria and periodic re-assessment</li> <li>Require principal contractors for large installations (e.g. stages, grandstands, complex lighting rigs) to provide a project-specific WHS Management Plan and supervision arrangements</li> <li>Prohibit ad-hoc or unapproved subcontracting by requiring written consent and WHS review of all lower-tier contractors</li> <li>Conduct spot checks and documented verifications of licences and competencies for plant operators, electricians, riggers and scaffolders on arrival to site</li> <li>Implement a contractor performance review process after each event, including WHS outcomes, to inform future engagements</li> </ul>	2M

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	<ul style="list-style-type: none"> <li>Inadequate supervision of high-risk work conducted by external providers</li> </ul>			
3. Event Planning, Design and Layout	<ul style="list-style-type: none"> <li>Event layout creating congestion and unsafe interaction between vehicles, installers and the public</li> <li>Poor separation of setup work zones from early-arriving patrons or other site users</li> <li>Inadequate planning for emergency access and egress routes for emergency services</li> <li>Overcrowding of decorations, stalls and structures leading to obstructed pathways and exits</li> <li>Insufficient planning for locations of food and beverage stands and catering vans in relation to power, gas and traffic flows</li> <li>Lack of consideration of lighting levels for safe access to and around work areas at night</li> <li>Inadequate planning for sporting event specific hazards such as projectiles, moving equipment and participant flows</li> </ul>	4A	<ul style="list-style-type: none"> <li>Develop a documented Event Layout and Traffic Management Plan that identifies work zones, public areas, access routes, emergency egress and separation distances</li> <li>Incorporate WHS review of concept designs, site maps and infrastructure plans to identify and mitigate layout-related risks before final sign-off</li> <li>Ensure locations for food and beverage stands, holiday displays, and sporting event infrastructure are designed to avoid blocking exits, fire services access and essential utilities</li> <li>Designate controlled work zones for setup and dismantling with physical barriers, exclusion zones and clear signage, especially where vehicles and plant operate</li> <li>Include adequate space and route planning for safe queuing, crowd movement, and access for people with disabilities in accordance with relevant standards</li> <li>Plan fixed locations and cable routing for power supplies to catering vans and high intensity lighting to avoid trip hazards, pinch points and vehicle crossings</li> <li>Include emergency vehicle access routes, assembly areas and hydrant/booster clearances in the documented site plan and brief all PCBUs accordingly</li> <li>Undertake a pre-event on-site walk-through with key stakeholders to verify that the proposed layout is practical and safe under realistic operating conditions</li> </ul>	2M
4. Design, Procurement and Integrity of Temporary Structures and Decorations	<ul style="list-style-type: none"> <li>Use of non-engineered temporary structures such as stages, marquees, grandstands and sports infrastructure</li> <li>Holiday and special event decorations not designed for outdoor or high-wind environments</li> <li>Inadequate wind and load ratings for overhead structures, banners, lighting trusses and scoreboards</li> <li>Poor quality or uncertified anchoring and ballast systems for outdoor installations</li> <li>Use of non-fire-retardant decorative materials near ignition sources or high intensity lighting</li> </ul>	4A	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	2M

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	<ul style="list-style-type: none"> <li>Lack of documented design verification or engineering certification for complex structures</li> <li>Failure to consider dynamic loads from sporting activities, crowds or weather conditions</li> </ul>		[REDACTED]	
5. Electrical Safety and Power Distribution (Including Catering Vans and Lighting)	<ul style="list-style-type: none"> <li>Improper connection of temporary power supplies to catering vans and food stalls</li> <li>Overloading of circuits feeding high intensity lighting rigs and refrigerated food units</li> <li>Use of non-compliant leads, power boards or generators in outdoor conditions</li> <li>Inadequate RCD protection for temporary power to stalls, stages and decorative lighting</li> <li>Poor cable management creating trip hazards and potential cable damage from vehicles</li> <li>Inadequate isolation and lock-out procedures for electrical faults and maintenance</li> <li>Unverified electrical compliance of vendor-supplied equipment and catering vans</li> </ul>	4A	[REDACTED]	2M
6. Work at Height, Rigging and Overhead Installations	<ul style="list-style-type: none"> <li>Inadequate systems for managing work at height during installation of decorations, banners and lighting</li> <li>Uncertified or unplanned rigging for overhead decorations and sporting event equipment</li> </ul>	4A	[REDACTED]	2M

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	<ul style="list-style-type: none"> <li>Poor control of tools and materials at height leading to dropped objects over public walkways</li> <li>Insufficient verification of anchor points used for fall arrest or suspension of decorative loads</li> <li>Lack of coordinated exclusion zones beneath overhead work areas during setup</li> <li>Inadequate training and competency management for riggers and EWP operators</li> </ul>		[REDACTED]	
7. Plant, Vehicle and Traffic Management	<ul style="list-style-type: none"> <li>Uncontrolled interaction between forklifts, trucks, delivery vehicles and pedestrians during event setup</li> <li>Inadequate traffic management plans for narrow access routes and shared public spaces</li> <li>Poor systems for journey planning and scheduling of deliveries for vehicles and infrastructure</li> <li>Lack of verification of plant operator competence and vehicle readiness</li> <li>Insufficient control of vehicle movements around food and beverage stalls, catering vans and sporting areas</li> <li>Unmanaged reversing, loading and unloading in crowded or confined spaces</li> </ul>	4A	[REDACTED]	2M
8. Environmental and Weather Risk Management (Outdoor Installations)	<ul style="list-style-type: none"> <li>Failure to account for high winds affecting outdoor decorations, marquees and temporary structures</li> </ul>	4A	[REDACTED]	2M

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	<ul style="list-style-type: none"> <li>Inadequate procedures for lightning, heavy rain or extreme heat during setup and event operations</li> <li>Poor drainage planning leading to bogging of vehicles and instability of structures</li> <li>UV exposure and heat stress risks for workers setting up sporting events and outdoor displays</li> <li>Insufficient monitoring of weather forecasts and failure to act on severe weather warnings</li> <li>Lack of clear triggers for evacuation, shutdown or modification of high-risk installations</li> </ul>		[REDACTED]	
9. Crowd, Public and Third-Party Interface During Setup	<ul style="list-style-type: none"> <li>Public access into active setup areas due to insufficient perimeter control</li> <li>Inadequate communication to neighbouring businesses, residents and facility users about setup activities</li> <li>Uncontrolled exposure of the public to incomplete structures, open spaces or unsecured decorations</li> <li>Lack of systems for managing early attendees during last-minute decoration and infrastructure work</li> <li>Poor coordination with sporting participants using facilities while setup is underway</li> <li>Insufficient signage and wayfinding around restricted areas and changed access routes</li> </ul>	3H	[REDACTED]	2M

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10. Food, Beverage and Catering Safety Systems	<ul style="list-style-type: none"> <li>Inadequate systems for managing food safety, hygiene and cross-contamination at temporary stalls</li> <li>Improper siting and connection of catering vans in relation to power, gas and public areas</li> <li>Lack of coordination between food safety requirements and WHS controls (e.g. generator placement, gas bottles near exits)</li> <li>Poor management of hot surfaces, cooking oils and combustion appliances during setup</li> <li>Inadequate oversight of vendor compliance with council and regulatory requirements</li> <li>Failure to consider safe waste management and cleaning processes for food and beverage areas</li> </ul>	3H	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	2M
11. High Intensity Lighting, Audio and Special Effects Management	<ul style="list-style-type: none"> <li>Glare or strobing from high intensity lighting affecting workers and nearby traffic or sporting participants</li> <li>Heat build-up from lighting near combustible decorations or temporary structures</li> <li>Inadequate system design for load management on lighting trusses and mounting points</li> <li>Poor coordination of lighting, audio and special effects with evacuation and emergency systems</li> <li>Inadequate hearing risk management for staff exposed to high sound levels during testing and setup</li> <li>Failure to manage manufacturer limitations for lasers, strobes, fog machines and pyrotechnic adjuncts</li> </ul>	4A	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	2M

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			[REDACTED]	
12. Emergency Preparedness, Incident Response and First Aid	<ul style="list-style-type: none"> <li>Lack of integrated emergency response planning across multiple PCBUs on site</li> <li>Inadequate first aid coverage during high-risk setup and dismantling periods</li> <li>Poor communication channels for incident reporting and escalation among contractors</li> <li>Failure to consider unique emergency scenarios for holiday decorations, sporting events and food stalls</li> <li>Unclear responsibilities for contacting emergency services and managing site evacuations</li> <li>Insufficient drills or briefings on emergency procedures for temporary and casual staff</li> </ul>	3H	[REDACTED]	2M
13. Worker Competency, Training and Supervision	<ul style="list-style-type: none"> <li>Use of inexperienced or untrained workers for complex setup activities</li> <li>Reliance on volunteers without appropriate WHS induction or supervision</li> <li>Lack of understanding of site rules, permit systems and emergency procedures</li> <li>Inadequate supervision during critical tasks such as rigging, electrical connection and vehicle movements</li> <li>Inconsistent induction processes across different contractors and stallholders</li> <li>Poor communication where multiple languages or literacy levels are involved</li> </ul>	3H	[REDACTED]	2M

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			[REDACTED]	
14. Manual Tasks, Ergonomics and Material Handling Systems	<ul style="list-style-type: none"> <li>Lack of systems to manage manual handling risks associated with decorations, marquees and infrastructure components</li> <li>Inadequate mechanical aids for handling heavy items such as staging, lighting towers and catering equipment</li> <li>Poor planning of storage and laydown areas leading to excessive carrying distances and awkward handling</li> <li>Insufficient training in team lifting techniques for temporary and casual workers</li> <li>Use of makeshift methods (e.g. standing on unstable objects) to reach decorations rather than appropriate access equipment</li> </ul>	3H	[REDACTED]	2M
15. Fatigue, Working Hours and Psychosocial Risk Management	<ul style="list-style-type: none"> <li>Extended or irregular working hours during event bump-out and bump-out periods</li> <li>Insufficient rest breaks due to compressed setup schedules or late changes to decorations and infrastructure</li> <li>Pressure, stress and conflict arising from last-minute design changes or weather impacts</li> <li>Workers performing safety-critical roles while fatigued or under time pressure</li> <li>Lack of systems to manage psychosocial risks for staff dealing with aggressive patrons or stakeholders during overlapping setup and event operations</li> </ul>	3H	[REDACTED]	2M

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			[REDACTED]	
16. Documentation, Permits and Change Management	<ul style="list-style-type: none"> <li>• Work commencing without approved risk assessments, SWMS or permits for high-risk activities</li> <li>• Uncontrolled changes to event layout, decorations or infrastructure after initial planning</li> <li>• Lack of version control leading to outdated site plans and procedures being used onsite</li> <li>• Missing or incomplete records for inspections, test and tag, structural sign-offs and handovers</li> <li>• Poor management of regulatory and council permits for temporary structure, road closures and fireworks or special effects</li> </ul>	3H	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	1L

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.