

Attachment C

Plan of Management

PLAN OF MANAGEMENT

251-255 OXFORD STREET, PADDINGTON
USE OF PADDINGTON RESERVOIR GARDENS FOR TEMPORARY EVENT ACTIVATION
ART & ABOUT 2025

Applicant: Erth Visual & Physical Inc
ABN: 20 926 466 073
245 Wilson St Eveleigh NSW 2015

Owner: City of Sydney

Cost of works: Nil - USE ONLY

Proposal Summary: Use of Paddington Reservoir Gardens for temporary event activation. This temporary event activation will be considered low impact and have restrictions on noise and numbers of persons within the site. The temporary event activation will occur from 5pm to 10pm on three consecutive Thursdays, Fridays and Saturdays in September 2025, totalling 9 days. Set up will occur in the week before the performance from Monday to Thursday (4 days) and bump out on the following Monday between the hours of 9am and 5pm. In addition, a one-hour Media Launch event will take place in late August prior to the event dates (from 10am and 9pm including bump in, set up, media launch event and pack down).

Development Controls: Heritage Act 1977
Sydney Local Environmental Plan 2012
Sydney Development Control Plan 2012
Walter Read Reserve and Paddington Reservoir Plan of Management and Master Plan 2004

AREA COVERED BY THIS PLAN OF MANAGEMENT

The area covered by this Plan of Management is located at 255a/255b Oxford Street Paddington, hereafter referred to as Paddington Reservoir Gardens. The site consists of three components:

- 1) Paddington Reservoir
- 2) John Thompson Reserve

3) Walter Read Reserve

Relevant Land Information Details

The following Table 1 identifies and details the allotments that collectively are known as Walter Read Reserve/Paddington Reservoir.

DP/Lot Information	Size(m2)	Classification	LEP Zoning
DP 998214	3258	Community Land	6(a)

Table 1: Land Information Details – Walter Read Reserve/Paddington Reservoir

LOCATION CONTEXT

1. The subject site comprises Walter Read Reserve, John Thompson Reserve and Paddington Reservoir Gardens at 251-255 Oxford St. It is located on Oxford Street to the east of its intersection with Oatley Road. The site abuts Paddington Town Hall to its western end, retail and development fronting on Oxford Street to the east and a residential development, Paddington Central, accessed off Renny Lane to the south. The site is shown in Figure 1 below.



Figure 1: site location

2. The site is a public park at street level with an open public space (Walter Read Reserve) and gardens at its lower level comprising the eastern and western chamber of the former Paddington Reservoir. For this temporary event activation Erth Visual & Physical Inc. will not be requesting use of the Eastern Chamber.
3. The site is located in a precinct of imposing buildings including the Town Hall, Post Office and Juniper Hall, a rare surviving Georgian house built in the 1820s for Sydney's first private distiller, Robert Cooper. The Paddington Town Hall is located on the south-western corner of Oatley Road and Oxford Street. The Post Office is located northwest of the Reserve and Juniper Hall is located directly opposite on the northern side of Oxford Street.

Figure 2 identifies the site within the Paddington context.



Figure 2: Paddington context

4. Photos of the site and surrounds:

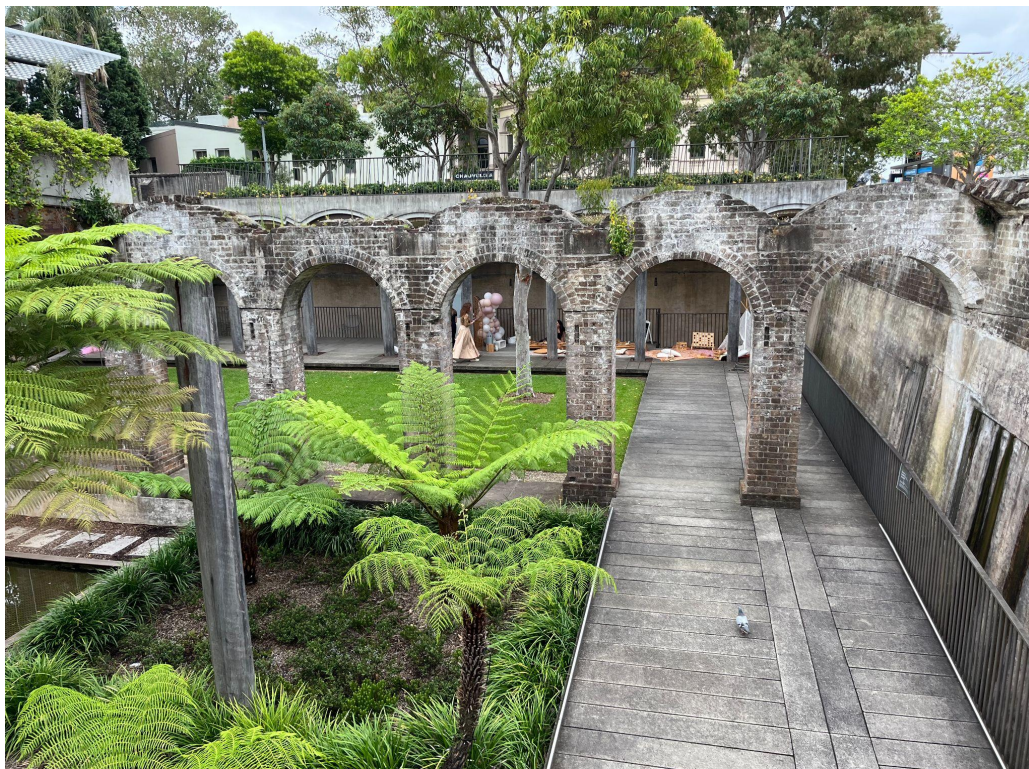


Figure 3: Sunken Garden in Western Chamber looking toward Oatley Street



Figure 4: Sunken Garden in Western Chamber looking toward Paddington Central Residential lot



Figure 5: Sunken Garden in Western chamber looking toward Eastern Chamber



Figure 6: Sunken garden looking toward Oxford Street



Figure 7: Footbridge connecting Walter Read Reserve and John Thompson Reserve + (RIGHT) entrance down to Sunken Garden



Figure 8: Lift to Sunken Garden



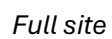
Figure 9: Boundary with residential lot immediately to the south of the Gardens

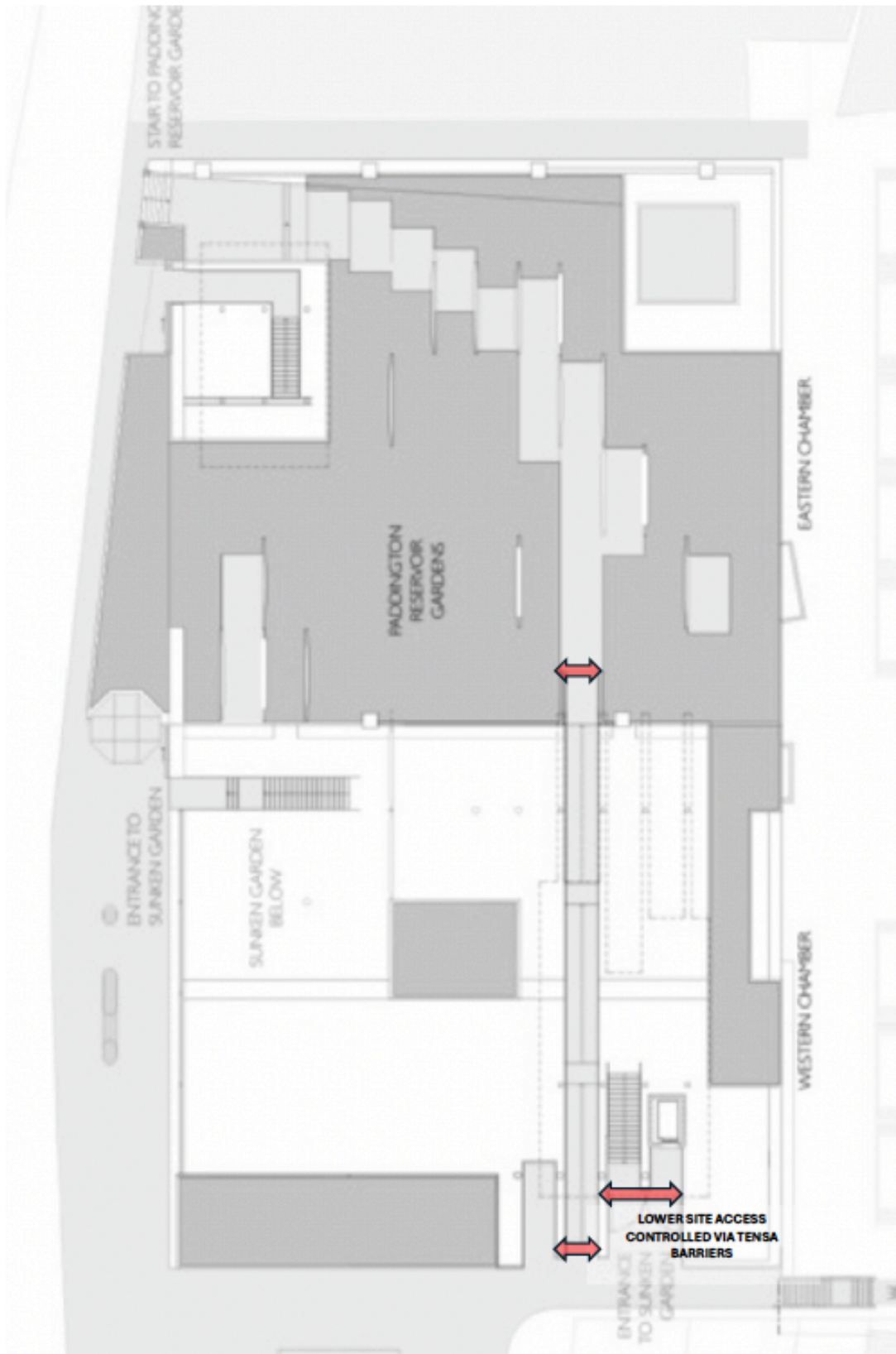
BACKGROUND

5. The City of Sydney's Major Events and Festivals team produces the annual Art & About Sydney program of installations, events, and exhibitions. Art & About Sydney is a program to promote creative collaboration between the City and local artists and cultural organisations to temporarily reimagine and reshape spaces.
6. Works are selected via an open Expression of Interest followed by a select invitation for shortlisted artists to submit a Request for Proposal. Successful projects were presented to the City's Public Art Advisory Panel on 13 August 2024 with no comments noted. 2 projects were selected for the 2024/25 Art & About program including this project, SoT foREST by Erth.

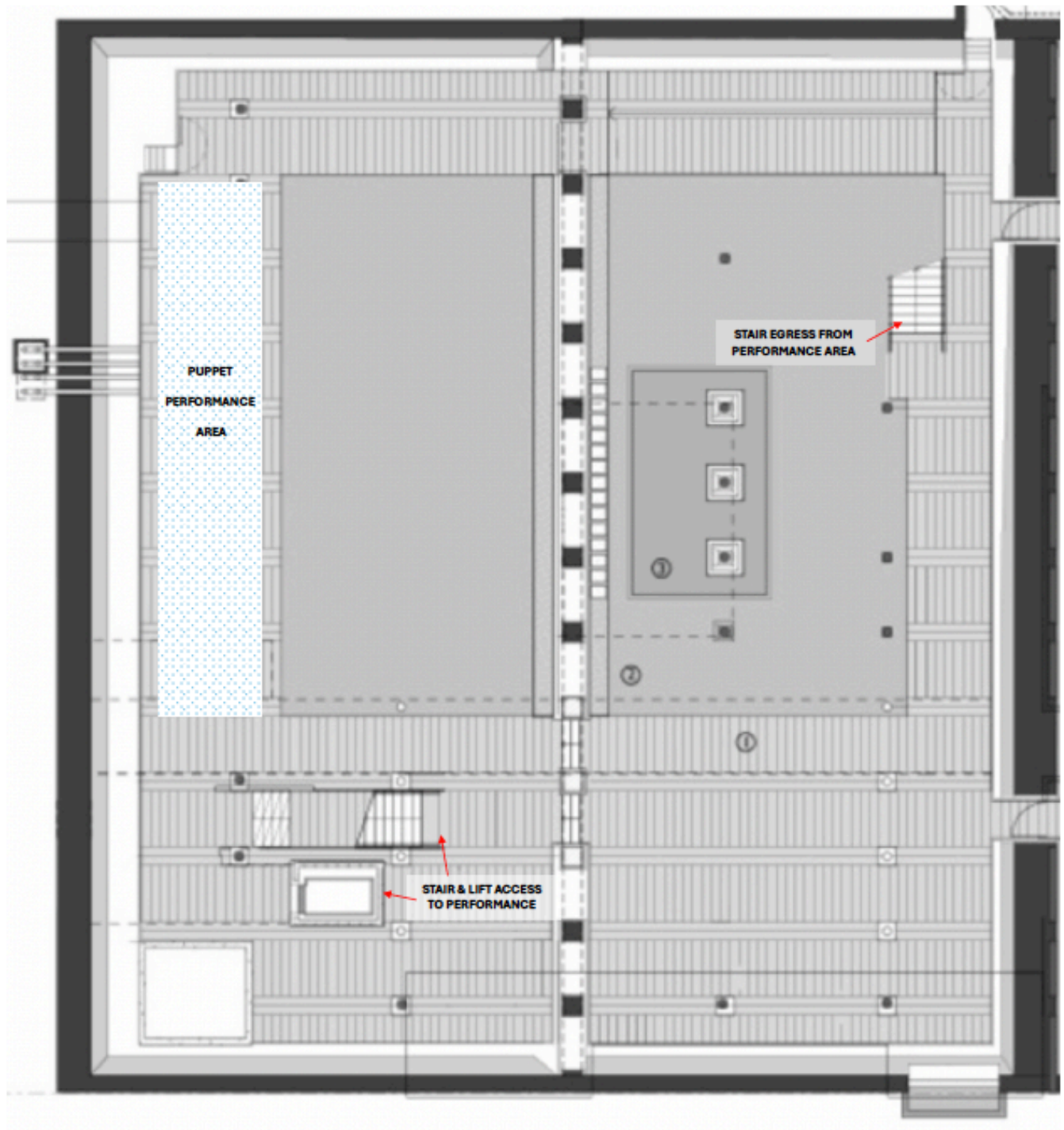
PROPOSAL

7. This proposal seeks consent to use the Paddington Reservoir Gardens (lower level western chamber only), including Walter Read Reserve and John Thompson Reserve for a temporary event activation throughout September 2025 as part of the City of Sydney's Art & About program.
8. The proposed event, known as SoT foREST, will take place during twilight/evenings from Thursdays to Saturdays in September of 2025 (exact dates TBC). A total of nine (9) event dates will be held from Thursday to Saturday across three (3) weekends between the hours of 5pm and 10pm.
9. This is a free public event. The event will be un-ticketed with audiences admitted on a first-in, first served format.
10. Each event will have a maximum capacity of 200 people per session.
11. To formally launch the event, an invitation-only media launch function will be held on the Thursday night prior to the performance. The function will include a pre-show viewing of the performance, in addition to food and beverage services and low level amplified music for 1 hour between 6.30pm and 7.30pm. Approximately 120 people will be invited to the function.
12. Aside from the launch function, there will be no food, beverage or alcohol served as part of the event.
13. Site plan (overleaf)





Site Plan detail (Upper level – Western & Eastern Chambers)



Site Plan detail – Lower Level Sunken Garden (Western Chamber)

14. Production schedule and run sheet

Bump In Run Sheet:

Time	Activities	Location
09:00-10:00	Arrival to site; site induction and safety briefing	John Thompson Reserve
10:00-11:00	Bump equipment in to site	Load from Oxford St
11:00-13:00	Set up puppet and fulcrum	Lower Western Chamber
11:00-13:00	Temporary event equipment (signage, crowd control barriers) set up	Around event site
14:00-16:00	On-site rehearsal; walk through performance	Lower Western Chamber
16:00-17:00	Event security arrive and briefing	John Thompson Reserve
16:00-17:00	Lighting and sound test	John Thompson Reserve
16:00-17:00	Set up registration/information desk	John Thompson Reserve

Program Schedule:

Time	Activities	Location
17:00-17:30	Registrations for audience participation commence	John Thompson Reserve
17:30-18:00	Performance 1 commences	Lower Western Chamber
18:00-18:15	Performance 1 concludes; crowd dispersed	Lower Western Chamber up to Oxford St
18:15-18:30	Event site reset	Lower Western Chamber
18:30-19:00	Performance 2 commences	Lower Western Chamber
19:00-19:15	Performance 2 concludes; crowd dispersed	Lower Western Chamber up to Oxford St
19:15-19:30	Event site reset	Lower Western Chamber
19:30-20:00	Performance 3 commences	Lower Western Chamber
20:00-20:15	Performance 3 concludes; crowd dispersed	Lower Western Chamber up to Oxford St

Bump Out Run Sheet:

Time	Activities	Location
20:15-21:45	Puppet and fulcrum packed down and bumped out	Lower Western Chamber
20:15-21:00	Information desk packed down and bumped out	John Thompson Reserve
21:00-21:30	Site cleanup	Full site
21:45-22:00	Production crew and performers depart	

15. This temporary event activation will be considered as a *Slight Impact* event and will include a management plan to mitigate noise and light impact on residents.

16. The proposal will seek to mitigate sound and light impact on residential tenants within the vicinity by maintaining strict level checks throughout the event.

	Slight Impact Event
Type of Event	Live Performance
Hours of operation	Site bump in - 9am-9pm (Mon-Thu, first week only) Performance Schedule: <ul style="list-style-type: none"> • Pre-show bump in 2pm-5pm (Thu-Sat) • Site activation 5pm-10pm (Thu-Sat) Final site bump out 9am-5pm (Mon)
Capacity of people	<200
Amount of days	1 Media launch day: Thursday prior to opening weekend 4 Bump in/ tech days: prior to opening weekend 9 performance days: Thursday to Saturday for 3 weekends 1 Bump out day: Monday following the final performance
Sound management	Source: Portable Bluetooth speakers (max 2) located within the puppet Maximum output at performance level: 75Db @ 1m Volume controlled by live operators
Light management	<u>LED par cans</u> (located in sunken western chamber) Light source: 18 x RGB LED's per fixture Maximum brightness: 3642 lx @ 1m (@100%) = 910lx @2m = 56lx@ 8m Number of fixtures: 18 Controlled and monitored by live operators <u>Puppet</u> Light source: 160 pixel dots (8 x RGB LED's per dot) Maximum brightness: 400 lx 1m = 200 lx 2m = 50 lx @ 48m
Security	City of Sydney Event team will provide event security for duration of the event.
Toilets	Toilet access for patrons and event staff via Paddington Town Hall during event days

PERFORMANCE SUMMARY

17. SoFT foREST is a 4m tall inflatable puppet that will be the centrepiece of a positive activism performance focussed on climate change, ecosystem destruction and deforestation, held in conjunction with the City of Sydney Art & About 2025 program. SoFT foREST explores the fragility of nature, the importance of conservation via a naïve, child-like, curious installation.

18. Artwork Statement:

Erth's Spirit of The Forest is an antidote to a crumbling world.

Naïve, child-like, curious ... SofT foREST is an adorable inflatable puppet with a vital story to tell. Think Totoro meets Where the Wild Things Are.

Reptilian-avian-mammalian, the embodiment of creatures will be brought to life at the setting of the sun to activate transitional urban environments and plant the seed of hope.

SofT foREST embodies and embraces all of nature to remind us that amidst the doom-saying and guilt-laden conservationism, it feels good to feel good.

And hugs. Lots of hugs.

SofT foREST offers comfort and security through a primal connection between puppet and audience.

Over 3 weekends in September 2025, the liminal spaces of Paddington Reservoir Gardens will host nightly performances, beckoning the busy city above to come underground for a moment of calm reflection and positive aspiration.

Whereas Erth's giant woman Marri Dyin speaks to country, SofT foREST speaks to the heart. A hybrid creature of purest imagination, and designed to spark joy, SofT foREST can talk to the big issues of climate change, ecosystem destruction and deforestation with heart, with empathy and with eyes wide open.

Conceived and designed by Erth's masterminds Scott Wright and Steve Howarth, with an evocative sound design by James Brown, SofT foREST will transform Sydney's sacred places into a haven of positive activism.

The hero of SofT foREST is a 4-metre inflatable self-illuminated puppet which traverses the site on a fulcrum. The engineered fulcrum is on wheels and will move through the lower western chamber of the reservoir, restricted to concrete pathways.



Figure10: Fauna puppet

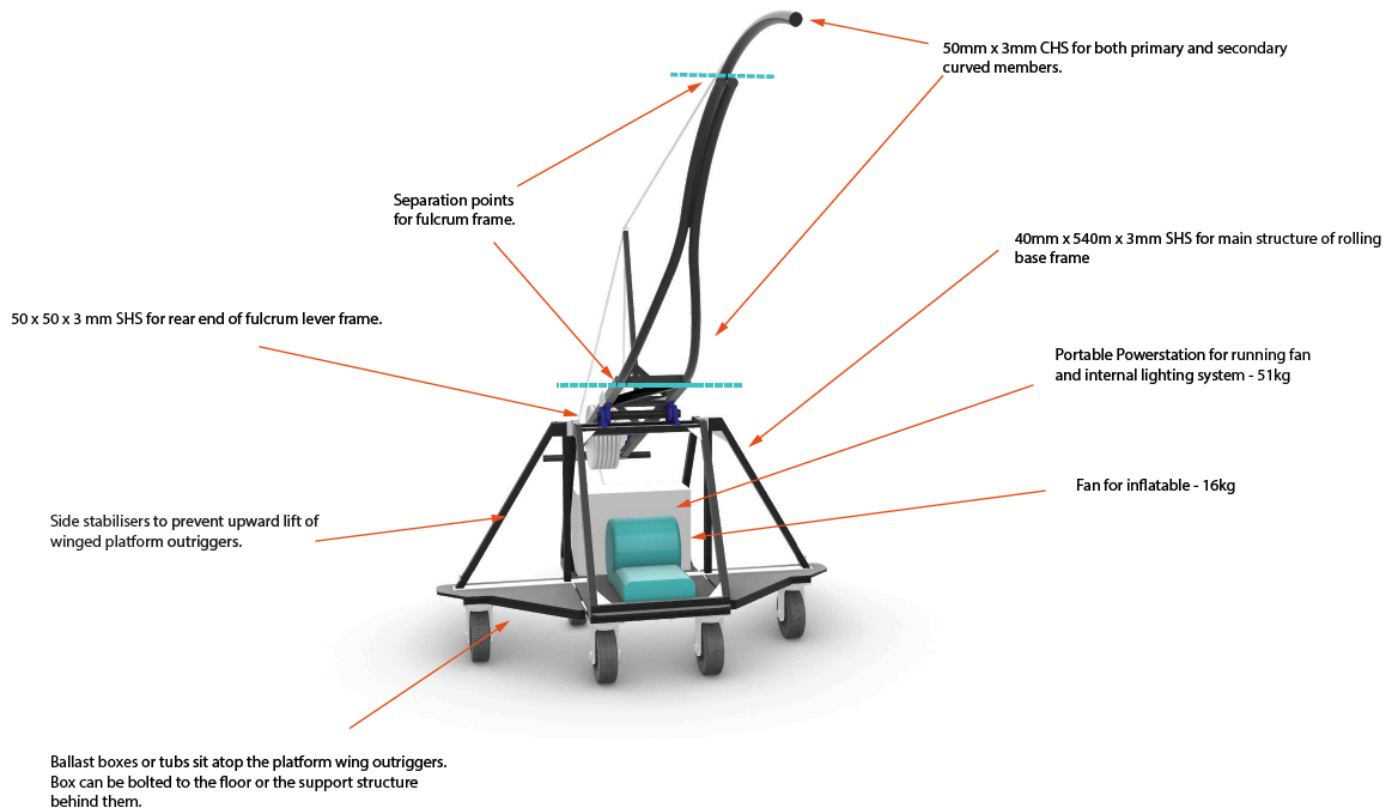


Figure11: Puppet fulcrum

TEMPORARY INFRASTRUCTURE

19. Temporary event equipment including the puppet and its fulcrum (including in-built sound/lighting effects).
20. Temporary event infrastructure, such as tensa barrier and CCB, will be installed at ground level during event times to manage audiences.
21. Temporary event signage, including 1 toolbox sign and up to 8 feather banners will be used at ground level to promote the event and provide wayfinding information.



Toolbox sign

HISTORY RELEVANT TO THE DEVELOPMENT APPLICATION

22. A development application by the City of Sydney was submitted in 2014. This application included use of Paddington Reservoir Gardens across 3 main performance and entertainment categories, Group A- Low Impact, Group B - Slight Impact and Group C- Moderate Impact.
23. Since this 2014 Development Application by the City of Sydney, the Paddington Reservoir Gardens has been utilised within those three categories for events including the Head On Photo Festival 2024 and Requiem, a string of live performances and talks as part of Sydney Festival 2021. Other events include regular wedding and reception events.
24. In 2014, a DA was submitted and approved for the event “Elle Style Awards” held on Friday 24 October 2014 (D2014/1125). This approval allowed for the use of the site for a maximum capacity of 250 people, including both the Eastern and Western Chambers, provided service of alcohol and amplified music. This event was able to operate between 6:30pm and 10:30pm. Previous event activation in the site showcases a precedent for this kind of temporary event activation.

SOCIAL IMPACT

Heritage Act 1977

25. This site is identified as an item on the State Heritage Register and the application is therefore integrated development under the Act.
26. A Standard Exemption Record Keeping Form provided by NSW Heritage has been completed in association with the development of this event, under section 57(2) of the Heritage Act 1977.

Sydney LEP 2012

27. The site is located within the RE1 Public Recreation zone under Sydney LEP 2012. A number of the proposed uses applied for are not permitted in the RE1 zone as they are considered to fall within the definition of an 'entertainment facility' or 'function centre' in the LEP. Uses that are not permissible in the zone include silent cinema, catered functions, weddings, film screenings, product / fashion launches. Accordingly, it is considered that these uses should not be allowed in this consent. Other proposed uses are considered to be permissible in the zone in accordance with the land use table and meet the aims and objectives of the zone.
28. Relevant matters to be considered under Sydney Local Environmental Plan 2012 for the proposed development are outlined below.

Compliance Table		
Development Control	Compliance	Comment
5.10 Heritage conservation	Yes	The site is identified as a local and State heritage item and is also located within a heritage conservation area. The proposed use of existing recreation areas for low to moderate impact events does not involve the installation of any permanence structures. All lighting, power and staging is to be freestanding and will not adversely affect the heritage significance of the site.

Sydney DCP 2012

29. The relevant matters to be considered under Sydney Development Control Plan 2012 for the proposed development are outlined below.

2. Locality statements - Oxford Street, Paddington
The subject site is located in the Oxford Street, Paddington area. The intermittent use of the Paddington Reservoir Gardens for a range of low to moderate impact community and cultural events (not including commercial type events as outlined above) is generally considered to be in keeping with the unique character of the area and design principles in that it supports the viability of commercial development that

fronts Oxford Street. It is consistent with the identified role of Oxford Street being “ a community hub for Paddington: distinctive, lively, vibrant, attractive and well used... [which] features a range of interesting shops, galleries and venues, shops and services for local needs, a high quality public domain and a pedestrian scale.”

3. General Provisions		
Development Control	Compliance	Comment
3.1 Public Domain Elements	Yes	It is considered that the temporary event activation will enhance activity in the Paddington Reservoir Gardens themselves and the wider public domain of Oxford Street and its surrounds. It is therefore considered that the proposed uses will have a positive impact on the public domain.
3.9 Heritage	Yes	The site is identified as a heritage item and is located within a heritage conservation area. The proposed use of the existing recreation area for a temporary event activation does not involve the installation of any permanent structures. It therefore will not adversely affect the heritage significance of the site.

Hours of Operation

30. As mentioned in the above proposal, the hours of operation will fall into the categories provided by the Walter Read Reserve and Paddington Reservoir plan of Management and Master Plan (2004).
- a. Clause 15.2 of the Plan of Management (2004) indicates that casual hire events may generally be held within the hours of 8am and 10pm.
 - i. Casual hire events include but are not limited to community events, organised fetes, festivals, parade and performers, weddings, filming and photography.
 - b. The hours of the temporary event activation will be:

Hours of operation	Bump in - 9am-5pm (Mon- Thu) Performance Schedule - 5pm-10pm (Thu-Sat) Bump out – 9am-5pm (Mon)
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Amenity of the Neighbourhood

31. The Walter Read Reserve and Paddington Reservoir Plan of Management and Master Plan was adopted by Council on 28 June 2004 and accordingly applies to the proposal. The Plan of Management identifies that “the restoration and the adaptive re-use of the Walter Read Reserve and Paddington Reservoir [is to be] centred around the concept of a public park with ancillary facilities focused upon a theme of recreation and culture”. Major elements of the activity concept will include:
- a. an upper level park suitable for passive recreation, sitting, viewing and relaxing;
 - b. a lower level sunken courtyard garden suitable for passive recreation incorporating a possible point-of-sale refreshment kiosk, shaded outdoor refreshment areas and water elements;
 - c. the adaptive reuse of the eastern chamber for cultural uses such as art gallery, museum and exhibition centre and incorporating possible coffee shop/refreshment centre area;
 - d. the potential development of below ground areas between the reservoir structure and Oxford Street boundary to provide accommodation for back-up support services and amenities such as toilets, kitchens and store;
 - e. the development of the interface zone between the Reservoir structure and Oxford Street.
32. Walter Read Reserve is categorised as a Park with the core objectives of this category to:
- a. Encourage, promote and facilitate recreational, cultural, social and educational pastimes and activities, and
 - b. Provide for passive recreational activities and pastimes and for the casual playing of games, and
 - c. To improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management.
33. The core objectives for general community use are:
- a. To promote, encourage and provide for the use of the land, and to provide facilities on the land, to meet the current and future needs of the local community and wider public
 - b. In relation to public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public.
34. With more core objectives of:
- a. Providing a safe, pleasant, attractive and accessible amenity for all users, and
 - b. To create a diversity of recreation opportunities that caters for the needs of the community
35. Residential amenity for the duration of the temporary activation event is forefront to the proposal. As a park, core objectives to encourage and promote cultural and educational pastimes will be upheld, however consideration to the residential tenants in Paddington Central must be taken into account for the duration of the event. As part of the Plan of

Management, Erth's application for Temporary Event Activation meets key criteria points that categorise the amenity of the neighbourhood.

Noise

36. The temporary event activation occurring at the site will contain varying degrees of acoustic impacts ranging from negligible to moderate. As evidenced, the sound emanating the puppet by Erth Visual & Physical inc. will be minimal, with wireless amplification. Erth has assessed that the sound outage will be at a maximum of 75 decibels at a distance of 1 metre, which is considered similar to that of a vacuum cleaner or dishwasher. The sound input will be operated by a live operator therefore Erth will have the capacity to reduce noise pollution if there is negative feedback received.
37. Erth will ensure the use of a digital sound level meter throughout the performance to maintain decibel output below 75dB.
As there will be a maximum of 200 patrons per session, this will limit the overall acoustic noise in the area. The performance is meditative and quiet and does not require loud clapping or cheering from patrons.
38. Limitations to the decibel output and amount of patrons allowed into the Western chamber will assist in restricting any significant noise impacts on the residential block directly south of the performance area.
39. Noise levels will be monitored within the guidelines of the POEO (Noise Control) Regulation 2017, Division 7 (Musical instruments and sound equipment) which restricts the usage of electrically amplified sound equipment (i) before 8 am or after midnight on any Friday, Saturday or day immediately before a public holiday, or (ii) before 8 am or after 10 pm on any other day.

Capacity of premises and audience management

40. Each performance evening will be divided into three (3) x 30-minute sessions between the hours of 5pm and 10pm. Event staff will monitor and manage the ingress of patrons into the event space through a registration process from the Event Hub in John Thompson Reserve.
41. A maximum capacity of 200 people will be able to enter the performance area for each 30-minute session. This includes event staff and performers (up to ten (10) personnel) and up to 190 audience members per session.
42. The upper viewing platforms overlooking the sunken gardens will be accessible to members of the public and passers-by. Event security will monitor this area to ensure unimpeded traffic flow and avoid congestion.
43. The location is well connected by public transport, with a bus stop directly in front on the site on Oxford Street.

44. A passenger lift adjacent to the main entry point into the sunken western chamber will be made available for accessible entry to the performance for people with mobility requirements.

Deliveries and waste removal

45. The temporary event activation will not include any building or maintenance to be done to the site, therefore Erth does not anticipate a need for a separate waste removal plan. As a temporary event activation site, all items required for the event will be bumped in prior to the start of the event and bumped out in the days following the event.
46. Any public waste generated throughout the event will be minimal and be disposed of as per the City of Sydney public area guidelines.
47. Event staff will monitor the event site during and at the conclusion of each event day to remove any excess rubbish.
48. Loading of vehicles delivering equipment to site during bump in and out each day will be made via the on-street parking bays on Oxford St, located adjacent Paddington Reservoir Gardens.
49. Loading from this location will be restricted outside the Bus Lane times of 6am to 10am Monday to Friday.
50. Loading of equipment will be restricted within the event operation times.

Staffing and security management

51. City of Sydney event management staff will engage suitably qualified event security personnel to ensure adequate staffing and security levels are met every day that the activation is open to the public.
52. Erth staff and the event security will ensure that there is only one (1) entry into the event space and one (1) separate exit from the sunken gardens in order to control traffic flow. The entry and exit points will be staffed for the duration of the event and will be maintaining capacity levels.
53. Event security staff will have first aid qualifications.
54. All performers will have valid NSW Working With Children Checks.

Turf protection

55. There will be no infrastructure installed on the turf in the Western Chamber, with all temporary infrastructure will be located on hard stand surfaces.
56. The turf will be monitored during the event to ensure risk of damage is minimised. If required, bunting or picket fencing will be used to protect the turf, particularly during wet weather conditions.

Communications Strategy

57. Stakeholder notification letters will be sent to surrounding landowners detailing the primary information of the event and its expected impacts. This will include a City of Sydney contact information for any queries. The letters will be distributed 2-4 weeks ahead of the first event.

58. Notification signage, in the form of a Toolbox Sign and banners will be used to provide information about the event.

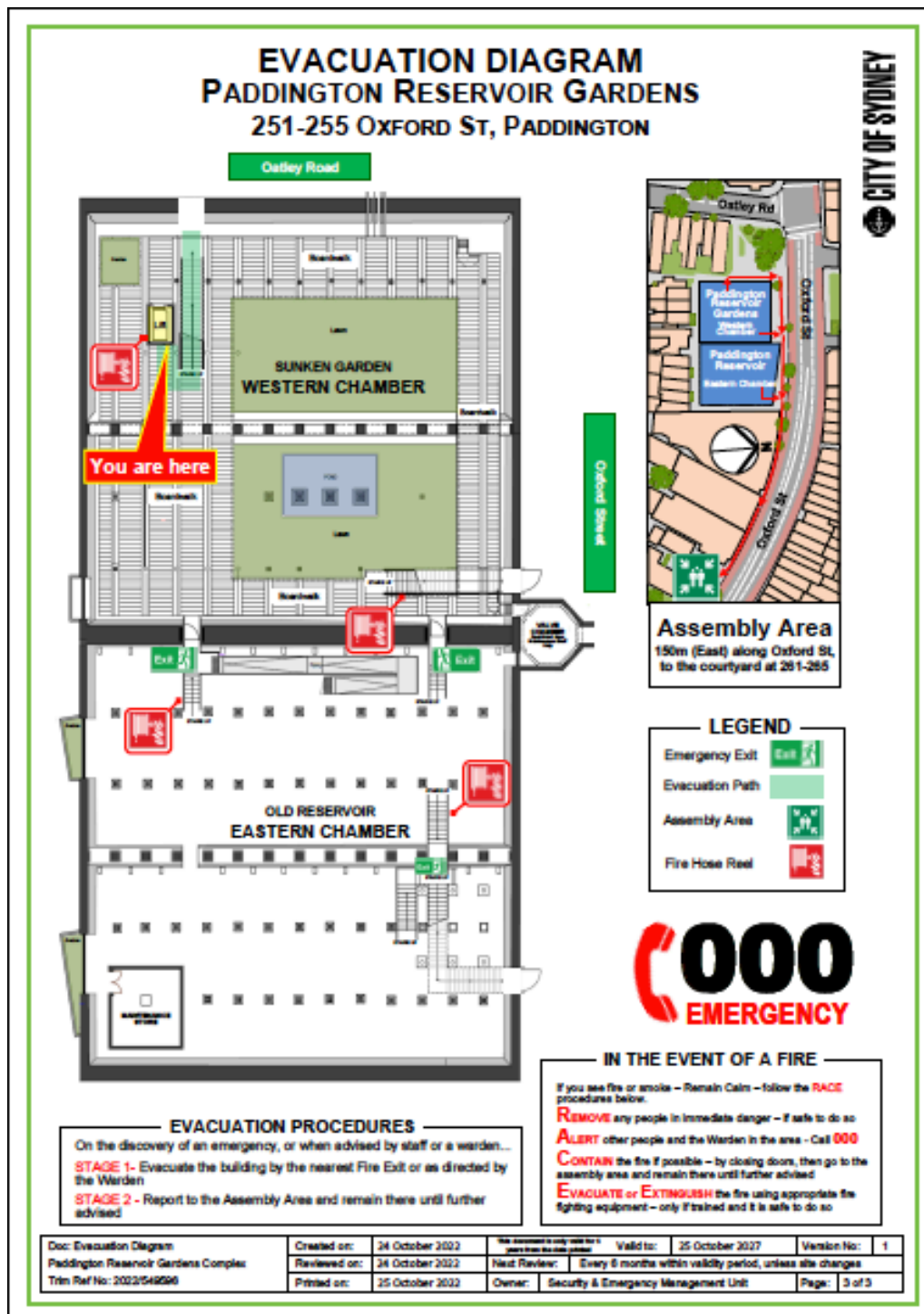
Contingency planning

59. The following contingency plan will be communicated to event personnel and enacted as required.

Scenario	Trigger	Action	Responsible Owner	Timeframe	Communication Strategy
<i>Lightning Storm</i>	<i>Lightning strikes within 40km</i>	<i>Prepare staff, identify safe locations</i>	<i>Erth Production Manager</i>	<i>immediate</i>	<i>Communicate to staff through radios/phone</i>
	<i>Lightning strikes within 20km</i>	<i>Evacuate site, postpone event until after storm has passed for approx 30mins, or cancel event</i>	<i>Erth Production Manager</i>	<i>immediate</i>	<i>Communicate to staff through radios/phone. Communicate to attendees through PA and onsite signage</i>
<i>Park closed due to recent rain/flooding</i>	<i>City of Sydney have closed park due to recent rain/flooding prior to bump in</i>	<i>Cancel event</i>	<i>COS Site Manager in conjunction with Erth Production Manager</i>	<i>immediate</i>	<i>Liaise with COS about closure and alternate arrangements. Advise contractors of alternate arrangements. Advise attendees through social media and onsite signage</i>
<i>Heavy Rain</i>	<i>Strong rain, hail, strong winds</i>	<i>Activate Adverse Weather Plan</i>	<i>Erth Production Manager</i>	<i>Staged, according to wind/rain levels</i>	<i>Communicate to staff through radios/phone. Communicate to attendees through PA and onsite signage if cancellation enacted</i>
<i>Crowd crush</i>	<i>Arrival of large crowds to event site</i>	<i>Event security to monitor crowd numbers and disburse attendees as required</i>	<i>COS Site Manager</i>	<i>immediate</i>	<i>Communicate to security and staff through radios/phone</i>

Emergency evacuation plan

60. The evacuation diagram for the site (Trim Ref No: 2022/549596), prepared by the City of Sydney's Security & Emergency Management Unit will be adhered to during the entire project.



Counter Terrorism

61. A counter terrorism risk self assessment was undertaken for this event, in accordance with the Australian Government's National Security Crowded Places Self Assessment Tool (<https://www.nationalsecurity.gov.au/protect-your-business/crowded-places/overview/self-assessment-tool>) and received a rating of 22 points (which falls within the category of 39 points or less).

Risk assessment

62. Risk Assessment

RISK IDENTIFICATION					
HAZARD	RISKS	EXISTING RISK CONTROLS	LIKELIHOOD	CONSEQUENCE	RISK RATING
Large crowds, lack of space, excessive or unsafe interactions from members of the public.	<ul style="list-style-type: none"> Tripping whilst performing Dehydration Fatigue from puppet use Interference from general public Inclement weather Becoming distressed or overwhelmed by the performance experience. Injury to puppeteers Injury to public 	<ul style="list-style-type: none"> All supervisors, performers and crew will read and abide by <i>Erth's</i> SWMS and Risk assessment guidelines. Puppeteers undertake rehearsals and briefing with attention to awareness of puppet use including safe movement practices. Puppeteers will be kept well informed about what they can expect of the evening, who their principal contact points are, and where to go if they have any questions or concerns. Free water available onsite in compound encouraged to bring their own bottles to site. Puppets rotated regularly to prevent fatigue. Stage Management team to monitor & maintain appropriate physical boundaries between puppets and patrons. 	B	2	Medium
Large Puppets	<ul style="list-style-type: none"> Injury Event disruption 	<ul style="list-style-type: none"> Ensure equipment is being used as per design specifications Adequate training is provided to Puppeteers and Event Crew Equipment is inspected on a daily basis 	D	2	Low
					<ul style="list-style-type: none"> Performers Erth Head of Design Erth Production Manager Site Manager Event Crew
					<ul style="list-style-type: none"> Erth Head of Design Erth Production Manager Site Manager Event Crew

RISK IDENTIFICATION					
HAZARD	RISKS	EXISTING RISK CONTROLS	LIKELIHOOD	CONSEQUENCE	RISK RATING
Access/ Egress	<ul style="list-style-type: none"> Event disruption Injury 	<ul style="list-style-type: none"> Erth preplanning in association with the Venue to ensure position of temporary performance area does not impede any areas of high pedestrian traffic Security provided by the Venue to assist with crowd management to avoid congestion Adequate consideration given to areas of gathered crowds and arrangements for audience dispersal Designated Back of House (BOH) area outside of performance space to allow all event participants a space to congregate before roving commences Ensure all event crew undertake Site Induction and are aware of the fastest exit strategy from the compound in the unlikely event of an emergency Performance spaces are to be kept clear of overhead and tripping hazard obstacles 	B	2	Low
Site infrastructure, lawn, trees and paving	<ul style="list-style-type: none"> Damage to property Damage to Company image and reputation Financial 	<ul style="list-style-type: none"> All care taken to respect and make allowances for existing infrastructure such as trees, lawn, lighting fixtures, ceiling heights and paving finishes Regular checks by Erth and Venue Site Crew Bump In and Bump Out staff to be properly briefed and aware of the need to exercise caution within the work environment Statement of Environmental Effects undertaken for the site NSW Heritage Standard Exemption form completed for low impact event in a Heritage listed site 	D	2	LOW
					<ul style="list-style-type: none"> Erth Production Manager Site Manager Event Security
					<ul style="list-style-type: none"> Erth Management Erth event crew Site Manager Erth Production Manager

RISK IDENTIFICATION						
HAZARD	RISKS	EXISTING RISK CONTROLS	LIKELIHOOD	CONSEQUENCE	RISK RATING	RESPONSIBILITY
Alcohol and other drugs	<ul style="list-style-type: none"> Increased risk of injury Event delay Damage to company image and reputation 	<ul style="list-style-type: none"> Artists, crew and Erth staff contractually obligated to abstain from engaging in consumption of drugs or alcohol prior to and during agreed work hours Erth management reserve the right to compel an individual to discontinue working if they are deemed to be under the influence of drugs or alcohol at any time during work Event security and venue staff to monitor and assess members of the general public Harassment Strategy in place to deal with general public deemed to be abusive or belligerent due to the effects of drugs or alcohol 	E	3	Medium	<ul style="list-style-type: none"> Erth event crew Site Manager Erth Production Manager Event Security
Communication failure	<ul style="list-style-type: none"> Event delay or disruption Inadequate event planning 	<ul style="list-style-type: none"> Erth to provide adequate and detailed planning documentation to the Venue and other relevant stakeholders as required with regards to the nature of the event and position of all equipment within the event area Regular meetings Reporting (financial, near-miss and incident/accident, show reports, audience feedback) during event 	D	3	Medium	<ul style="list-style-type: none"> City of Sydney Event Management Erth Management Erth Production Manager
Emergency Event	<ul style="list-style-type: none"> Event disruption Event delay Injury Stress Death 	<ul style="list-style-type: none"> Site induction for all Erth staff Clearly communicated chain of command Erth event crew to defer to the Venue's Emergency Management plan in the unlikely event of an emergency 	E	2	Low	<ul style="list-style-type: none"> Erth Production Manager Site Manager Event Security
Equipment misuse	<ul style="list-style-type: none"> Event cancellation or delay Damage to the company image and reputation Injury or death 	<ul style="list-style-type: none"> Puppeteers and Show Crew to be shown correct use of the puppet and trolley/fulcrum Puppet and trolley/fulcrum to be set up and operated by trained Erth personnel only 	D	2	Low	<ul style="list-style-type: none"> Head of Design Erth Production Manager Erth Event crew
Equipment Failure	<ul style="list-style-type: none"> Event disruption Injury Damage to image and reputation 	<ul style="list-style-type: none"> Erth to ensure all equipment provided is in optimal working order. Erth show crew to inspect equipment on a daily basis & report any damage or concerns to Erth's Head of Design or Production Manager Erth to undertake regular maintenance of puppets throughout the season. 	E	3	Medium	<ul style="list-style-type: none"> Erth Head of Design Erth Production Manager Erth Site Manager Erth Event crew

RISK IDENTIFICATION						
HAZARD	RISKS	EXISTING RISK CONTROLS	LIKELIHOOD	CONSEQUENCE	RISK RATING	RESPONSIBILITY
Inadequate crewing and/or supervision levels	<ul style="list-style-type: none"> General fatigue or specific fatigue associated with high levels of physical exertion, unusual or awkward physical activities Overuse injury associated with repetitive activity Illness Event delay 	<ul style="list-style-type: none"> Adequate numbers of trained staff to be provided by Erth and the client on rostered shifts Rotation of tasks where possible Preplanning Adequate event preparation Clear and concise chain of command during Bump In and event delivery 	D	2	Low	<ul style="list-style-type: none"> Erth Production Manager Site Management All Event Staff
Manual Handling	<ul style="list-style-type: none"> Injury Stress 	<ul style="list-style-type: none"> Enough rostered Event Crew to set up and pack down the site at the beginning and end of every shift Bump In and Bump Out crew with relevant industry experience, accustomed to the type of work required Best practice when lifting or carrying heavy or awkward objects 	E	2	Low	<ul style="list-style-type: none"> Erth Production Manager Site Manager All Event Staff
Medical Conditions	<ul style="list-style-type: none"> Event disruption or delay Damage to Company image or reputation 	<ul style="list-style-type: none"> First Aid trained staff on-site Reporting (Incident and Accident report forms, Show reports) Puppeteers and Event Crew asked to disclose if they have any preexisting medical conditions that may be an issue during their employment 	E	3	Medium	<ul style="list-style-type: none"> Venue Site Management Erth Production Manager Event security
Medical Emergency	<ul style="list-style-type: none"> Injury Death Stress 	<ul style="list-style-type: none"> For all major life threatening emergencies an ambulance is contacted in the first instance by the closest event staff member with other key staff and personnel notification to follow Erth Production Manager and Venue Site Manager to have access to their mobile phones whilst on shift in order to contact emergency services in the unlikely event of an emergency 	E	3	Medium	<ul style="list-style-type: none"> All Event Crew Venue Site Management team Site Manager Event security

RISK IDENTIFICATION						
HAZARD	RISKS	EXISTING RISK CONTROLS	LIKELIHOOD	CONSEQUENCE	RISK RATING	RESPONSIBILITY
Programming	<ul style="list-style-type: none"> Image and reputation 	<ul style="list-style-type: none"> Overall event schedule to be developed in a timely and informed manner Marketing to inform general public of the nature of the event experience to be provided by Erth Adequate breaks scheduled Sensitivity to community and surrounding businesses 	E	2	Low	<ul style="list-style-type: none"> Erth Producer Venue Marketing Team
Adverse weather, extreme heat, cold, storms	<ul style="list-style-type: none"> Injury Fatigue Dehydration Damage to equipment 	<ul style="list-style-type: none"> Erth and Venue Site Management to monitor weather and temperatures. Production Manager to communicate with puppeteers while roving about comfort levels. Puppeteers to return to base (if safe to do so) in the event of an adverse weather condition. 	C	2	Medium	<ul style="list-style-type: none"> Performers Erth production manager Event Crew
Slip, Trip, Fall	<ul style="list-style-type: none"> Injury Death Event delay/disruption 	<ul style="list-style-type: none"> All cables and leads to be secured out of pedestrian thoroughfare Clearly marked obstacles Erth and Venue Site Management to be on hand to recommend pedestrian routes or optimal viewing areas as required Regular checks for uneven paving surface at the beginning of each Erth shift 	E	2	Low	<ul style="list-style-type: none"> Erth Production Manager Site Manager
Dehydration	<ul style="list-style-type: none"> Illness Damage to Company image and reputation 	<ul style="list-style-type: none"> Adequate breaks and provision of water for all event staff 	E	2	Low	<ul style="list-style-type: none"> Erth Production Manager Site Manager
Discomfort	<ul style="list-style-type: none"> Stress Fatigue Injury Event delay or disruption 	<ul style="list-style-type: none"> Comprehensive training provided by Erth's creative team during the rehearsal period to ensure puppeteers and crew implement safe working methods when operating puppets Production Manager and Head of Design to monitor use of the puppets and throughout the season and address any concerns raised. 	D	4	Medium	<ul style="list-style-type: none"> Erth Production Manager Head of Design
Fatigue	<ul style="list-style-type: none"> Stress Illness Injury Equipment damage 	<ul style="list-style-type: none"> Adequate breaks for staff Erth to ensure staff provided are fit for the nature of the work 	D	3	Moderate	<ul style="list-style-type: none"> Erth Production Manager Head of Design

RISK IDENTIFICATION						
HAZARD	RISKS	EXISTING RISK CONTROLS	LIKELIHOOD	CONSEQUENCE	RISK RATING	RESPONSIBILITY
Security of assets	<ul style="list-style-type: none"> Financial 	<ul style="list-style-type: none"> Security on site as required outside of hours of operation Items of value hidden from view Adequately briefed Security to conduct regular checks Site locked overnight 	C	2	Medium	<ul style="list-style-type: none"> Event Security Site Manager Erth Production Manager
Working with children	<ul style="list-style-type: none"> Inappropriate contact with children Damage to Company image and reputation 	<ul style="list-style-type: none"> All Erth staff to hold current working with children accreditation Erth's Child Safety Policy to be shared and enacted upon Parents to oversee and supervise children at all times 	E	3	MEDIUM	<ul style="list-style-type: none"> Erth management All event staff