



Castlereagh  
CONFERENCE CENTRE

## **Site Risk Management Plan**

# Castlereagh Conference Centre Identified Hazards

| Identified Hazards and Risks  |  |
|---|--|
| <p>Transport</p> <ul style="list-style-type: none"> <li>• Vehicle breakdown</li> <li>• Vehicle accident</li> <li>• Struck by vehicle</li> </ul> <p>Cabin access</p> <ul style="list-style-type: none"> <li>• Potential slips and falls</li> </ul> <p>Pathway visibility</p> <ul style="list-style-type: none"> <li>• Potential slips and falls</li> </ul> <p>Car park and site security</p> <ul style="list-style-type: none"> <li>• Intruder,</li> <li>• Loss of property</li> </ul> <p>Site hazards</p> <ul style="list-style-type: none"> <li>• Fallen trees or limbs</li> <li>• Water tanks, septic tanks and pump access</li> <li>• Pest and vermin control</li> <li>• Insect, spider, snake bites</li> </ul> <p>Fire and evacuation</p> <ul style="list-style-type: none"> <li>• Facility and users at risk from fire</li> <li>• Firepit</li> </ul> | <p>Meeting rooms</p> <ul style="list-style-type: none"> <li>• Struck by falling equipment</li> </ul> <p>Cabins</p> <ul style="list-style-type: none"> <li>• Injury due to inappropriate behaviour</li> <li>• Scalding due to inappropriate water temperature</li> <li>• Injury due to broken or defective equipment</li> </ul> <p>Dining &amp; food service</p> <ul style="list-style-type: none"> <li>• Incident due to food allergy</li> <li>• Incident due to food intolerance because of a medical condition</li> </ul> <p>Child protection</p> <ul style="list-style-type: none"> <li>• Child protection related incident</li> </ul> <p>Emergencies</p> <ul style="list-style-type: none"> <li>• Personal injury</li> <li>• Missing person</li> </ul> |

## TRAVEL

| Hazard    | Risk              | Likelihood  | Consequences   | Risk Level | Risk Controls (RC)  | Risk Level post RC |
|-----------|-------------------|---|--|------------|---|--------------------|
| Transport | Vehicle breakdown | <input type="radio"/> Rare<br><input type="radio"/> Unlikely<br><input checked="" type="radio"/> Possible<br><input type="radio"/> Likely<br><input type="radio"/> Almost Certain | <input type="radio"/> Insignificant<br><input checked="" type="radio"/> Minor<br><input type="radio"/> Moderate<br><input type="radio"/> Major<br><input type="radio"/> Catastrophic | <b>M</b>   | Ensure vehicle operators hold appropriate licenses and insurance  | <b>L</b>           |
| Transport | Vehicle accident  | <input type="radio"/> Rare<br><input type="radio"/> Unlikely<br><input checked="" type="radio"/> Possible<br><input type="radio"/> Likely<br><input type="radio"/> Almost Certain | <input type="radio"/> Insignificant<br><input type="radio"/> Minor<br><input checked="" type="radio"/> Moderate<br><input type="radio"/> Major<br><input type="radio"/> Catastrophic | <b>M</b>   | Ensure seat belts are worn where fitted.<br>Enforce rules & monitor behaviour<br>Brief participants on emergency procedures | <b>L</b>           |
| Transport | Struck by vehicle | <input type="radio"/> Rare<br><input type="radio"/> Unlikely<br><input checked="" type="radio"/> Possible<br><input type="radio"/> Likely<br><input type="radio"/> Almost Certain | <input type="radio"/> Insignificant<br><input type="radio"/> Minor<br><input checked="" type="radio"/> Moderate<br><input type="radio"/> Major<br><input type="radio"/> Catastrophic | <b>M</b>   | Centre has signposted guest carparking<br>Ensure all guests enter and exit vehicle safely                                   | <b>L</b>           |

## VENUE

| Hazard                     | Risk                        | Likelihood  | Consequences   | Risk Level | Risk Controls (RC)  | Risk Level post RC |
|----------------------------|-----------------------------|---|--|------------|---|--------------------|
| Cabin access               | Potential slips and falls   | <input type="radio"/> Rare<br><input type="radio"/> Unlikely<br><input checked="" type="radio"/> Possible<br><input type="radio"/> Likely<br><input type="radio"/> Almost Certain | <input type="radio"/> Insignificant<br><input checked="" type="radio"/> Minor<br><input type="radio"/> Moderate<br><input type="radio"/> Major<br><input type="radio"/> Catastrophic | <b>M</b>   | All cabins have railing supports at access points (walkways and stairs) to assist with support.<br>Sensor lighting for increased night vision when negotiating pathways/ walkways and stairs.   | <b>L</b>           |
| Pathway visibility         | Potential slips and falls   | <input type="radio"/> Rare<br><input type="radio"/> Unlikely<br><input checked="" type="radio"/> Possible<br><input type="radio"/> Likely<br><input type="radio"/> Almost Certain | <input type="radio"/> Insignificant<br><input checked="" type="radio"/> Minor<br><input type="radio"/> Moderate<br><input type="radio"/> Major<br><input type="radio"/> Catastrophic | <b>M</b>   | Sensor lighting for increased night vision when negotiating pathways/walkways and stairs.   | <b>L</b>           |
| Car park and site security | Intruder, loss of property, | <input type="radio"/> Rare<br><input type="radio"/> Unlikely<br><input checked="" type="radio"/> Possible<br><input type="radio"/> Likely<br><input type="radio"/> Almost Certain | <input type="radio"/> Insignificant<br><input type="radio"/> Minor<br><input checked="" type="radio"/> Moderate<br><input type="radio"/> Major<br><input type="radio"/> Catastrophic | <b>M</b>   | Car park entrance way & car park lighting automatically initiated at dusk with constant lighting throughout the night.<br>Established perimeter fencing and lockable gates to restrict access to and from site together with secure fencing at eastern perimeter restricting access to lower quarry road.<br>Group leader advised during welcome talk to store valuables inside accommodation and not to leave items on verandas<br>Group leader provided with cabin & meeting room keys<br>Group to keep rooms locked at night & when off site | <b>L</b>           |
| Site hazards               | Fallen trees or limbs       | <input type="radio"/> Rare<br><input type="radio"/> Unlikely<br><input checked="" type="radio"/> Possible<br><input type="radio"/> Likely<br><input type="radio"/> Almost Certain | <input type="radio"/> Insignificant<br><input type="radio"/> Minor<br><input checked="" type="radio"/> Moderate<br><input type="radio"/> Major<br><input type="radio"/> Catastrophic | <b>M</b>   | Trees are cut back, tracks cleared & general maintenance conducted to reduce risks.   | <b>L</b>           |

## VENUE

| Hazard              | Risk  | Likelihood  | Consequences   | Risk Level | Risk Controls (RC)   | Risk Level post RC |
|---------------------|---|---|--|------------|--|--------------------|
| Site hazard         | Water tanks, septic tanks and pump access                 | <input type="radio"/> Rare<br><input type="radio"/> Unlikely<br><input checked="" type="radio"/> Possible<br><input type="radio"/> Likely<br><input type="radio"/> Almost Certain | <input type="radio"/> Insignificant<br><input type="radio"/> Minor<br><input checked="" type="radio"/> Moderate<br><input type="radio"/> Major<br><input type="radio"/> Catastrophic | <b>M</b>   | Group leader advised during welcome talk that guests should not play near water tanks and septic tanks. Tanks & pumps are visible and are located away from common areas   | <b>L</b>           |
| Site hazard         | Pest and vermin control<br>Insect, spider, snake bites    | <input type="radio"/> Rare<br><input type="radio"/> Unlikely<br><input checked="" type="radio"/> Possible<br><input type="radio"/> Likely<br><input type="radio"/> Almost Certain | <input type="radio"/> Insignificant<br><input type="radio"/> Minor<br><input type="radio"/> Moderate<br><input checked="" type="radio"/> Major<br><input type="radio"/> Catastrophic | <b>H</b>   | Group leader advised during welcome talk that guests should not touch vermin baits located onsite<br>Group required to provide First-Aider & equipment<br>Group is briefed on risk levels and not to disturb native fauna.<br>Information is provided on local medical and emergency providers | <b>M</b>           |
| Fire and evacuation | Facility and users at risk from fire                      | <input type="radio"/> Rare<br><input type="radio"/> Unlikely<br><input checked="" type="radio"/> Possible<br><input type="radio"/> Likely<br><input type="radio"/> Almost Certain | <input type="radio"/> Insignificant<br><input type="radio"/> Minor<br><input type="radio"/> Moderate<br><input checked="" type="radio"/> Major<br><input type="radio"/> Catastrophic | <b>H</b>   | Smoke detectors fitted to all cabins<br>Site based fire & evacuation plans with information made available at site introduction and directional materials located in cabins  | <b>M</b>           |
| Fire and evacuation | Injury due to inappropriate behaviour while using firepit | <input type="radio"/> Rare<br><input type="radio"/> Unlikely<br><input checked="" type="radio"/> Possible<br><input type="radio"/> Likely<br><input type="radio"/> Almost Certain | <input type="radio"/> Insignificant<br><input type="radio"/> Minor<br><input type="radio"/> Moderate<br><input checked="" type="radio"/> Major<br><input type="radio"/> Catastrophic | <b>M</b>   | Group leader required to sign firepit policy and manage group while using firepit and adhering to firepit policy guidelines.   | <b>L</b>           |
| Site electrical     | Electrocution from faulty or damaged leads and equipment  | <input type="radio"/> Rare<br><input type="radio"/> Unlikely<br><input checked="" type="radio"/> Possible<br><input type="radio"/> Likely<br><input type="radio"/> Almost Certain | <input type="radio"/> Insignificant<br><input type="radio"/> Minor<br><input type="radio"/> Moderate<br><input checked="" type="radio"/> Major<br><input type="radio"/> Catastrophic | <b>H</b>   | Yearly testing and tagging carried out onsite; monitoring of electrical equipment that is subject to damage due to movement and relocation   | <b>L</b>           |
| Meeting rooms       | Struck by falling equipment                               | <input type="radio"/> Rare<br><input type="radio"/> Unlikely<br><input checked="" type="radio"/> Possible<br><input type="radio"/> Likely<br><input type="radio"/> Almost Certain | <input type="radio"/> Insignificant<br><input checked="" type="radio"/> Minor<br><input type="radio"/> Moderate<br><input type="radio"/> Major<br><input type="radio"/> Catastrophic | <b>M</b>   | Signage states that chairs are to be stacked to a maximum height.<br>Signage states that tables are stacked against wall.  | <b>L</b>           |

## VENUE


| Hazard                | Risk  | Likelihood  | Consequences   | Risk Level | Risk Controls (RC)  | Risk Level post RC |
|-----------------------|---|---|--|------------|---|--------------------|
| Cabins                | Injury due to inappropriate behaviour   | <input type="radio"/> Rare<br><input type="radio"/> Unlikely<br><input type="radio"/> Possible<br><input checked="" type="radio"/> Likely<br><input type="radio"/> Almost Certain | <input type="radio"/> Insignificant<br><input checked="" type="radio"/> Minor<br><input type="radio"/> Moderate<br><input type="radio"/> Major<br><input type="radio"/> Catastrophic | <b>M</b>   | Provision of adequate sleeping accommodation for each person<br>Provision of separate accommodation for each gender<br>Group leaders responsible for the supervision & behaviour of the group   | <b>L</b>           |
| Cabins                | Scalding due to inappropriate water temperature   | <input checked="" type="radio"/> Rare<br><input type="radio"/> Unlikely<br><input type="radio"/> Possible<br><input type="radio"/> Likely<br><input type="radio"/> Almost Certain | <input type="radio"/> Insignificant<br><input checked="" type="radio"/> Minor<br><input type="radio"/> Moderate<br><input type="radio"/> Major<br><input type="radio"/> Catastrophic | <b>L</b>   | Centre staff to be advised of any maintenance issues during stay  | <b>L</b>           |
| Cabins                | Injury due to broken or defective equipment   | <input type="radio"/> Rare<br><input checked="" type="radio"/> Unlikely<br><input type="radio"/> Possible<br><input type="radio"/> Likely<br><input type="radio"/> Almost Certain | <input type="radio"/> Insignificant<br><input checked="" type="radio"/> Minor<br><input type="radio"/> Moderate<br><input type="radio"/> Major<br><input type="radio"/> Catastrophic | <b>M</b>   | Centre staff to be advised of any maintenance issues during stay<br>Routine regular maintenance carried out on all accommodation rooms  | <b>L</b>           |
| Dining & food service | Incident due to food allergy<br>Incident due to food intolerance because of a medical condition | <input type="radio"/> Rare<br><input type="radio"/> Unlikely<br><input checked="" type="radio"/> Possible<br><input type="radio"/> Likely<br><input type="radio"/> Almost Certain | <input type="radio"/> Insignificant<br><input type="radio"/> Minor<br><input type="radio"/> Moderate<br><input checked="" type="radio"/> Major<br><input type="radio"/> Catastrophic | <b>H</b>   | Existing dietary restrictions to be provided by group prior to arrival. If caterer is unable to provide suitable option (which is unlikely) food allergy guest may provide their own food.<br>Common food allergy trigger, peanut butter, is not included in menus<br>Caterer will speak with Group Leader to explain what is to be served to the members with individual dietary requirements.<br>Group to be briefed on dining room protocols<br>Food service runs for 45 minutes after which the food is removed to meet food safety & hygiene standards & laws<br>All meals must be consumed in the dining room<br>Any broken glass or crockery will be cleaned up immediately by Catering staff & guests verbally advised to remain clear until clean-up is completed. | <b>M</b>           |

## PEOPLE

| Hazard           | Risk                              | Likelihood  | Consequences   | Risk Level | Risk Controls (RC)  | Risk Level post RC |
|------------------|-----------------------------------|---|--|------------|---|--------------------|
| Child protection | Child protection related incident | <input type="radio"/> Rare<br><input checked="" type="radio"/> Unlikely<br><input type="radio"/> Possible<br><input type="radio"/> Likely<br><input type="radio"/> Almost Certain | <input type="radio"/> Insignificant<br><input type="radio"/> Minor<br><input type="radio"/> Moderate<br><input checked="" type="radio"/> Major<br><input type="radio"/> Catastrophic | H          | All employees must have a valid NSW Working with Children's Check<br>Clearance from the NSW Kids Guardian<br>Staff are not to be alone with a participant, ie. when room cleaning staff knock, call out and only enter if room is unlocked & vacant.  | M                  |
| Emergencies      | Personal injury<br>Missing person | <input type="radio"/> Rare<br><input type="radio"/> Unlikely<br><input checked="" type="radio"/> Possible<br><input type="radio"/> Likely<br><input type="radio"/> Almost Certain | <input type="radio"/> Insignificant<br><input type="radio"/> Minor<br><input checked="" type="radio"/> Moderate<br><input type="radio"/> Major<br><input type="radio"/> Catastrophic | H          | Policies & Procedures are in place for various critical incidents injury illness, infectious disease epidemic & death.<br>Staff emergency telephone numbers are also available to group leaders<br>Contact details for emergency services, local medical services and hospitals are provided in group leaders upon arrival and are located on signage in the main hall<br>Evacuation procedure explained in Welcome-In talk | M                  |

## Evaluation Criteria

The risk scores correspond with the following Evaluation Criteria and Risk Matrix:

|                                    |  <b>CONSEQUENCES</b> |  |  |   |  |
|------------------------------------|--|--|--|---|--|
| <b>Public Safety</b>               | Injuries or ailments not requiring medical treatment   | Minor injury, first aid treatment case or short-term medical intervention            | Serious injury causing hospitalisation or multiple medical treatment cases short-term rehabilitation required          | Life threatening or multiple serious injuries causing hospitalisation; significant impairment requires long-term rehabilitation | Death or multiple life-threatening injuries permanent disability   |
| <b>Reputational Damage</b>         | Resolved by day to day management  | Some local press mention, with senior management required to prevent escalation      | Some state media mention with senior management required to resolve  | Intense public and national media scrutiny eg front page headline, TV embarrassment for CCC                                     | Public inquiry or sustained adverse national media coverage, loss of community participation and confidence                          |
| <b>Business Continuity</b>         | Disruption to service capacity for up to half a day  | Disruption of service between 1 and 2 days   | Disruption of services up to 5 days  | Disruption of services up to 1 week   | Disruption of services for greater than 1 week   |
| <b>Environment</b>                 | Minor effects on biological or physical environment  | Moderate, short term effects but not affecting ecosystem functions                   | Serious, medium-term effects   | Serious, medium-term to long term effects, with some impairment of ecosystem function   | Very serious long-term effects with significant impairment of ecosystem functions  |
| <b>Legal / Contract Management</b> | Minor complaint, incident or contract issue resolved by management                                     | Isolated threat of legal action or threat of loss of contract resolved by management | Significant incident with threat of legal action, loss of contract with moderate financial loss & impact to reputation | Civil lawsuit laid and or serious breach of regulations, loss of significant contract & future tenders potentially affected     | Major lawsuit and or criminal charges with prosecution /fines loss of multiple contracts, Govt mandates not to use CCC as a supplier |
| <b>Financial</b>                   | Financial loss of up to \$100k minor cost overrun  | Financial loss between \$100k & \$250k; cost overrun <5%                             | Financial loss between \$250 & \$500k; cost overrun >5% but <8%  | Financial loss between \$500 & \$1m; cost overrun >8% but <10%  | Financial loss <\$1m cost overruns <10%  |
|                                    | <b>INSIGNIFICANT</b>   | <b>MINOR</b>   | <b>MODERATE</b>  | <b>MAJOR</b>  | <b>CATASTROPHIC</b>  |



## Risk Matrix

|  | Probability                                     |          |                       | Insignificant | Minor         | Moderate | Major       | Catastrophic   |
|--|---|----------|-----------------------|---------------|---------------|----------|-------------|----------------|
| <div> <div></div> <div>Likelihood</div> <div></div> </div> | Is expected to occur in most circumstances      | <b>A</b> | <b>Almost Certain</b> | <b>M</b>      | <b>H</b>      | <b>H</b> | <b>E</b>    | <b>E</b>       |
|  | Will probably occur                             | <b>B</b> | <b>Likely</b>         | <b>M</b>      | <b>M</b>      | <b>H</b> | <b>H</b>    | <b>EXTREME</b> |
|  | Might occur at some time in the future          | <b>C</b> | <b>Possible</b>       | <b>L</b>      | <b>MEDIUM</b> | <b>M</b> | <b>HIGH</b> | <b>E</b>       |
|  | Could occur but doubtful                        | <b>D</b> | <b>Unlikely</b>       | <b>LOW</b>    | <b>M</b>      | <b>M</b> | <b>H</b>    | <b>H</b>       |
|  | May occur but only in exceptional circumstances | <b>E</b> | <b>Rare</b>           | <b>L</b>      | <b>L</b>      | <b>M</b> | <b>M</b>    | <b>H</b>       |

**E** – Extreme risk – detailed action plan required  
**H** – High risk – needs senior management attention  
**M** – Medium risk – specific management responsibility  
**L** – Low risk – managed by routine procedures