



POLO ENTERPRISES AUSTRALIA



Event Location:

Event Date/Venue Occupation:

Event Time:

Cable Beach, Broome, WA

Sunday 23 May 2010

2pm to 6pm

Beach Polo – Broome, WA, Australia

Preliminary Event Application

This document outlines why a Beach Polo event held in Broome would be an ideal means of attracting international attention for Broome from the desired international demographic and to present Broome as a vibrant, unique and progressive cosmopolitan tourism destination.

Further, this document identifies the potential risks involved with the Event that will need to be addressed more closely by way of specific safety and management plans devised through consultation with relevant contractors, suppliers, authorities and other interested parties.

The purpose of this document is to obtain a conditional approval for the Event to proceed. Once such approval is obtained, Polo Enterprises Australia Pty Limited will submit a detailed Event Application in the prescribed form, which will also address any additional conditions imposed by the Shire of Broome.

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PART 1 INTRODUCTION

1.1 Polo Enterprises Australia Pty Limited

1. Polo Enterprises Australia Pty Limited (**PEA**) was incorporated in 2005 to promote the sport of polo, to bring polo to a broader audience and to provide premium corporate entertainment opportunities at dedicated polo events.
2. PEA's directors comprise of Ruki Baillieu, Australia's highest ranked polo professional and one of the highest ranked international professionals at 8 goals, and Janek Gazecki, a former lawyer, polo journalist and amateur polo player.
3. PEA is engaged in a variety of business activities related to polo, ranging from breeding, training and selling polo ponies, to staging polo events and the development of a \$12 million polo estate in Argentina.
4. In December 2006 PEA held the inaugural "*Polo in the City*" event at Sydney's Centennial Park, which was the vehicle devised to achieve its objectives.
5. By 2007 the Sydney event extended into a national series which is now played in Adelaide, Perth, Melbourne, Sydney and expanding to Brisbane in 2010 (**Series**). The widely acclaimed Series is the only one of its kind, not only in Australia but across the world, attracting an attendance in excess of 9,000, which is rivaled only by the *Argentine Open* and the *Coronation Cup* played at the *Royal Guards Polo Club* in the UK.
6. A strict production, marketing and PR regime is applied to the Series to maintain brand consistency and sponsor satisfaction, which has ensured that it has attracted, and retained, a selection of premium sponsors including *Paspaley, Audi, Hyatt, Jaeger Le-Coultré, Credit Suisse, Ernst & Young, La Martina* and *Mumm*, to name a few. It has also recently attracted government funding in recognition of the positive international attention it attracts for the host cities, and Australia itself.
7. The Series embraces the changing face of polo and seeks to promote the game as a professional sport, promote the professional players themselves and bring the sport to a broader spectrum of the community, while maintaining respect for the history of the game and its unique social fabric.
8. The overriding objective of the Series, however, is to help its sponsors, (including government institutions) achieve their branding, marketing and sales objectives by introducing them to high net-worth individuals, who are the target market for the premium brands that sponsor the Series, and by providing a unique client entertainment opportunity for existing sponsor clients. PEA has strong links with polo communities in China, the UK, the USA, Singapore, New Zealand, UAE, South Africa, Argentina and across Europe, therefore is ideally placed to source players from international destinations.

1.2 Beach Polo

9. Beach Polo would comprise of an exhibition polo game to be staged at world renowned *Cable Beach*.
10. Due to a variety of specific requirements, there are only a few international locations where a beach polo tournament can be staged. The most pertinent consideration is the suitability of the sand as the expanse must be suitably large and the sand itself must be just the right consistency. If too soft, or too hard, it poses injury risks to ponies and is unsuitable. Other criteria which must be considered are polo pony availability, logistics and proximity to a population centre to render it commercially viable.
11. The only other internationally renowned beach polo events are held in Dubai (UAE), Goa (India), Miami (USA) and Poole (UK), and all these events enjoy high attendance and international publicity.
12. Cable Beach, Broome, WA, Australia, is one of the few places in the world that satisfies all the relevant criteria for a beach polo event.
13. Beach Polo would be free to the general public and tourists, however, a *VIP Marquee* and *Polo Lounge* would be available for those who wish to take advantage of shelter, food, beverage and hospitality facilities to entertain guests or clients, and to augment the experience generally.
14. PEA would work closely with relevant government agencies, tourism bodies and local business to market CBP on a state, national and international level, with the aim of not only promoting the event, but the region generally.
15. PEA has a loyal stable of premium sponsors (including *Pinctada Hotels & Resorts*), and an extensive database, all of which would be accessed to promote Beach Polo, whilst its proven marketing and branding campaigns revolving around polo, and favourable media contacts, will be drawn upon to further market the event.
16. In the future, if Beach Polo grows, it may be possible to tie the event in with some of the other international beach polo events, and invite visiting teams. Teams could also be sourced from other international locations generally, depending on what locations the tourism bodies wish to cross promote the event. PEA has strong links with polo communities in China, the UK, the USA, Singapore, New Zealand, UAE, South Africa, Argentina and across Europe, therefore is ideally placed to source international players.

1.3 Entertainment

17. Beach Polo will not solely rely on polo as entertainment for the day. A variety of other entertainment initiatives will be implemented, including 'back of house-tour' of horse marshalling area by a polo professional, charity auction, the 'dash for champagne', player interviews, an interactive 'rules of polo' demonstration, and, if possible, a demonstration of stockmen skills.

18. To increase the crowd's enjoyment and appreciation of the game, one of the professional players will be fitted with a 'head mike' connected to the PA system, which will mean he will be able to interact with the commentator throughout the game, or explain some of the plays and rules as the game unfolds. This introduces the excitement of the on-field game directly to the public.
19. During the 'back of house' tours the player explains the various aspects of preparing horses for the game, including horse 'tack' and its purpose, and features of the horse itself. This type of 'money can't buy' experience has proven extremely popular at the Series in past years and PEA considers it a valuable CBP asset reserved only for the major sponsors.
20. Overall, Beach Polo will develop activities which are unique to polo and which involve the crowd to the greatest extent possible. It is this uniqueness and crowd involvement that will contribute to the overall positive atmosphere of the day. Table 1 Below reveals the run-sheet for the day:

Table 1

RUNNING SHEET	
Time	Description
1:00pm	MC Arrives
2:00pm	Guests Arrive
2:30pm	Food & Alcohol Service Commences
2:45pm	Teams Visit Pinctada Marquee
3:00pm	VIP Pony Tour & Talk
3:15pm	Drover Demonstration
3:25pm	Parade of Horses
3:35pm	Ball Drop
3:40pm	The Paspaley Cup
4:10pm	Half Time Sand Divot Stomp/Grader
4:25pm	Game Resumes
4:55pm	Game Concludes
5:05pm	Player Interview in Pinctada Marquee
5:20pm	Auction in Pinctada Marquee
5:40pm	Dash for Ladies
5:45pm	Dash for Men
6:00pm	Raffle Drawn in Pinctada Marquee
6:15pm	Presentations
6:30pm	Last Drinks
6:45pm	Event End

1.4 Marketing

21. The marketing target for Beach Polo will range from high net-worth national and international guests, to tourists generally.
22. The high impact print campaign will simply consist of energetic polo players riding spirited horses along Cable Beach against the backdrop of a golden sun melting into the azure oceanic horizon of the Kimberley coast.

23. The stylized image, presented in vibrant colours, will showcase the brilliance of the Kimberley coastline and portray polo as a vigorous sport, thereby setting a context of excitement and anticipation for Beach Polo.
24. The marketing campaign will be implemented both nationally and in key state publications, as well as select international publications. State publications which regularly and favourably cover PEA's other events such as the Series, include all major newspapers (*Herald, Age and West Australian*), all major national glossy magazines such as *Vogue* and *Marie Claire*, whilst international publications which regularly cover PEA's other events include *Polo Times* (UK), *Polo Players Edition* (USA) and *El Questrio* (UAE). Similarly, PEA's other events regularly receive national coverage on *Channel 9, Channel 10* and *Foxtel*.
25. PEA's past polo campaigns have proven extremely effective and popular, attracting widespread praise from the media, the polo community and general public, as well as translating into hospitality sales, and PEA is confident it could replicate the same results in relation to the Beach Polo campaign.

1.5 Public Relations

26. The PR campaign will embrace the changing face of polo, promote polo as a credible and exciting sport and present its professional players as veritable and highly skilled athletes. Further, the campaign will focus on the following:
 - (a) Broome as the location for this distinctive Event;
 - (b) Broome as a vibrant international destination;
 - (c) select professional players participating at Beach Polo; and
 - (d) the unique and glamorous nature of Beach Polo and the associated accommodation experience offered by *Pinctada*.
27. The PR campaign will seek to ensure that Beach Polo, and the ensuing After Party at *Pinctada*, will be the 'party of the year' in Broome, in much the same way PEA's other events have become parties of the year in various locations around Australia.

1.6 Conclusion

28. We feel that given PEA's experience over the last 4 years, consistent delivery of high quality polo events, as well as its international connections and links with premium international brands and companies, PEA is unrivalled in the field of marketing and producing polo events.
29. We are confident that Beach Polo would successfully promote Broome on an international level as vibrant and progressive, as well as an exciting holiday destination, and provide a premium VIP entertainment opportunity for sponsors, government agencies and tourists alike.

PART 2 OPERATIONAL OVERVIEW

2:1 Introduction

30. The Event introduces a proposed new event to Cable Beach, although the elements and activities which combine to form the Event are not entirely foreign to the foreshores of Cable Beach. The Event entails the erection of hospitality facilities on the beach, together with limited infrastructure such as a marquee, fencing, generator and a PA system.
31. Although the hospitality marquee will only accommodate between 200 to 300 patrons in its inaugural year, it is recognised that the Event itself may attract greater numbers of spectators, whose potential impact on the beach and adjacent sand dune areas, must also be considered. Last, but not least, the event will also involve the presence of horses upon the beach.
32. Each year, during the tourist season, Cable Beach attracts large numbers of eager spectators who line the beach, and the top of the dunes, to witness the sun melt into the Indian Ocean, or marvel at the moon rising over the oceanic horizon to form the renowned staircase to the moon. To the north of the beach, holiday makers and locals alike access the beach by 4WD and set up temporary structures to hold picnics and consume alcohol, whilst watching the abovementioned natural phenomenon. Horses and camels also traverse the beach sands north of the Cable Beach rocks, whilst at Gantheaume Point, south of Cable Beach, horse trainers exercise their horses.
33. The Event will bring together and concentrate some existing uses along various stretches of the beach, into a single location and event. Although there are measures already in place to individually accommodate and control these existing uses, the combination and concentration of them into a single time and place, and their potentially larger aggregate scale, requires separate and careful consideration to ensure that the balance of environmental and safety factors is maintained, in delivering the proposed public event.
34. Once conditional approval is obtained from the Shire of Broome, the Event managers will also liaise closely with various other interest parties and authorities such as Zanders, Surf & Lifesaving Club, Port of Broome Authority and Department of Environment & Conservation, to ensure any concerns they may have are addressed.

2.2 Infrastructure

35. The Event infrastructure will involve the erection of an open marquee structure hosted by *Pinctada Hotels & Resorts*, occupying a space of approximately 18.2m x 7.2m. The marquee, comprising mostly of 12 pylons and roofing for shelter from the sun, will be light and have a low impact footprint. Toilets will be positioned offsite, at the near end of the Surf & Lifesaving Club, on either side of the path, as indicated in **Table 2**.

Table 2

**KEY**

	Horse Marshalling Area
	Playing Area
	Marquee
	Dune Fencing
	Public Announcement System
	Toilets
	Horse Transport Route
	Stay Off Dunes Signage
	Generator

36. Structural marquee inclusions will comprise of the items in **Table 3**, and the overall Event infrastructure will comprise of the items identified in **Table 4** below.

Table 3

Marquee Inclusions	
Qty	Description
1	Marquee Structure (18.2m x 7.2m)
12	Marquee Pylons
12	Pylon Ropes
12	Rope Spikes
1	Refrigerated Trailer
1	Refrigerated Trailer
1	Covered 'dry' Trailer
4	Double 'glass door' Refrigerators
4	Trestle Tables
TBA	Cocktail Tables
TBA	Outdoor Sofas, Lounge Chairs & Ottomans
TBA	Pot Plants
TBA	China Crockery
TBA	Plastic Glassware
TBA	Sulu Bins
TBA	Water Dispensers

Table 4

Event Infrastructure	
Qty	Description
1	Marquee (10m x 25m)
1	Generator x 125 kvs with dist boards & cabling
4	Portable Toilets inc 1 disabled (car park)
165	Boundary Boards (1m x 330m)
TBA	Crowd Control Barriers (for Dunes)
3	Ground PA (speakers)
4	Bins

37. The chosen Event date is partly based on tidal movement, to ensure that a requisite portion of the beach will be exposed for a sufficient period of time to bump-in, stage, and bump-out the Event, without being affected by water. Between Saturday 22 May 2010 and Sunday 23 May 2010, Broome will experience falling 'neap tides' in accordance with the **Table 5** below:

Table 5

Tidal predictions for Broome

Friday 21st May 2010 First Quarter	7.55m @ 3:04 AM 3.59m @ 9:15 AM 7.49m @ 3:18 PM 3.53m @ 9:52 PM
Saturday 22nd May 2010	7.23m @ 4:09 AM 3.96m @ 10:30 AM 7.04m @ 4:39 PM 3.85m @ 11:13 PM
Sunday 23rd May 2010	7.15m @ 5:34 AM 3.94m @ 12:07 PM 6.95m @ 6:19 PM
Monday 24th May 2010	3.83m @ 12:41 AM 7.43m @ 7:04 AM 3.50m @ 1:39 PM 7.24m @ 7:45 PM

38. This means that the ebbing high water mark between Saturday afternoon (bump-in) and Sunday night (bump-out) will, at all times, leave sufficient dry space on the beach above the high water mark to erect, stage and dismantle the Event. The entire Event footprint, inclusive of playing field and marquee space, will be 76m x 120m, for which there is more than ample space at the time of these neap times, and which will still leave ample room for other beach users to pass by the Event parameters unhindered, either adjacent to the dunes, or along the waterline.
39. The bump in & bump out process will take an estimated 3 hours each and will require occasional vehicular access to Cable Beach along the drive immediately south of the Surf & Life Saving Club, which, in turn, will require a temporary vehicle beach access permit. It is estimated that only 2 trailer loads will be required to deliver all materials, and the same to remove them.
40. As bump in will only take approximately 3 hours, it is proposed to commence bump in at daybreak on the Event date, and commence bump-out immediately after the Event.

2:3 Environmental Degradation Minimisation

41. There are 2 main areas where care must be taken to avoid environmental damage. These are interference with the beach itself by the Event infrastructure and horses, as well as potential interference with the adjacent sand dunes by the public.

(A) Infrastructure

42. In relation to interference with the beach by infrastructure, the light Event footprint, together means that there will be minimal impact on the beach surface. There will be minimal penetration into the sand comprising of approximately 12 steel spikes to secure pylon ropes. All contractors will also be briefed on the sensitive nature of the environment and urged to show care during bump-in and bump out, and PEA will consult with the Department of Conservation and respond to any concerns it may have.

(B) Horses

43. The presence of horses on the enclosed playing field upon the beach is not considered an activity likely to cause any environmental damage, as the sandy nature of the beach surface means that any disruption to the transient beach surface is quickly rectified and levelled by the wind, and eventually the tide. Grading the playing area at half time can also be considered to rectify any superficial shifting of the sand by horse's hoofs, although given the firm nature of the sand on Cable Beach, this may not even be necessary.
44. Nonetheless, to reduce any impact, the Event will be limited to 1 game of polo comprising of 4 seven minute chukkas (instead of 6), and there will only ever be 6 horses on the field at any given time (3 per team, as opposed to 4 per team in a typical polo game).

(C) Sand Dunes

45. As far as the sand dunes are concerned, Table 2 reveals that there will be sufficient distance between the eastern perimeter of the Event area and the dunes to minimise any risk of the public trampling the dunes to access, or pass by, the Event area. However, it is conceivable that some members of the public may attempt to access the upper dune area as a vantage point to view the Event. This possibility is considered unlikely given that the Event will be sufficiently far from the dune line not to render the dunes a good viewing platform.
46. The best viewing space, which will also expose the public to the benefit of the live commentary, will be immediately adjacent the perimeter fencing along the field, where the public will have space to gather. The only other likely vantage platform would be form the highest point along that part of the beach, which is the grassed area in front of *Zanders*, where spectators typically already gather to observe the sunset and ascent of the moon.
47. Nonetheless, to further minimise the risk of the dunes being accessed by the public, and in recognition that the event may attract a greater number of spectators than a typical sunset, additional signage can be erected at the top of Cable Beach advising the public to keep off the dunes, and additional crowd control barricades can be erected between the base of the dunes and the eastern perimeter of the Event, as per **Table 2**.

2:4 Waste Removal

48. Another environmental factor to consider is waste removal, both general as well as horse manure.

(A) General

49. To maintain the environmental integrity of the Event area, waste removal will be continual throughout the day. Given that all food preparation will take place offsite, the Event area itself will not generate any general waste other than plastic drinking cups, for which receptacles will be provided within the marquee, which will be regularly emptied and its contents removed from the beach. Marquee staff will also constantly patrol the area collecting any discarded cups.

(B) Horse Manure

50. To deal with the issue of horse manure, which is a relatively non-noxious substance, dedicated 'manure removers' armed with mini-shovels and a bag, will be designated within the 'horse marshalling' area, and along the playing field during the game. Horse manure will be collected immediately from the Event site and be deposited into special bins, which will be regularly emptied into a 'skip bin' located at the Cable Beach car park. A 'manure remover' will also follow the horses on their return passage between the truck and Event area.
51. To satisfy any remnant concerns the Shire of Broome may have in relation to waste removal and maintaining the environmental integrity of the Event area, PEA is also prepared to deposit a bond.

2:5 Transport & Storage of Horses

52. Horses will be transported from Perth in a semi-trailer and stabled at the Broome Racetrack. On the Event day, the horses will be transported, in the truck, to the Event area. It is proposed that the truck park on the western side of Cable Beach Road, immediately prior the turn-off to Sanctuary Road, where the horses will be unloaded and walked to the Event area along Cable Beach Road, through the car-park adjacent the Surf Lifesaving Club, and down the driveway past the Surf Lifesaving Club. At the conclusion of the Event, the horses will be walked back to the truck, and the truck will depart via Sanctuary Road.
53. A holding area will be established north of the Event area, occupying a space of 20m x 20m, which will be simply roped off using 'pig-tail' posts. Horses will remain tethered in this area when not playing.
54. The transport of the horses between the truck and Event area will be conducted by experienced grooms, who will be escorted by 2 security guards, one of whom will clear the way in front of the horses, and the other who will walk immediately after the horses. Risk of injury to the public will be minimal during this process as polo horses are accustomed to crowds and remain calm and inoffensive in such circumstances, whilst experienced grooms, assisted by security guards, will further manage the process efficiently and safely.

2:6 Service of Food & Beverage

55. All tickets for the 'non smoking' Pinctada marquee will be pre sold at \$250 pp, and will be inclusive of food and alcohol, therefore no financial transactions will take place at the Event site itself. In light of this, Pinctada will not need to apply for any permits other than an *Occassional Liquor License*.
56. A limited quote of tickets for the Pinctada marquee will be allocated to other local hotels and businesses for sale to their guests.
57. As neither the Event organisers nor Pinctada will sell food & beverage to the general public, local businesses, such as Zanders, will be alerted and given the opportunity to cater for the general public. Any such businesses will be at liberty to deal with the Shire of Broome directly to obtain any permits and licenses, if applicable.

(A) Food

58. Food will be Mezze style, small (side) plates of food – 8 dishes x 250 portions served every 30 minutes throughout the four-hour period. Food will be prepared at Pinctada and stored in the refrigerated trailer. The refrigerated trailer will be located behind one of the screened off sections of the Marquee.
59. Plating and service will take place on the food preparation table from items stored in the double door refrigerator behind, from where wait staff will take large rectangle function trays with plates to offer to guests who will be standing or sitting on sofas, lounge chairs or ottomans.
60. Runners will clear dirty plates and plastic ware glasses to steward's trestle for packing into lidded tubs and racks (plates will be scraped and packed into lidded tubs for transporting in dry trailer and cleaning at Pinctada).

(A) Beverage

61. Given no transactions will take place at the Event site, only an Occassional Liquor License Chilled beverage will be taken from refrigerated trailer to double door refrigerator as required throughout service period as required, from where beverage service staff will serve with trays.
62. Runners will clear plastic ware glasses to steward's trestle behind the rear screen and pour the dregs into large empty water container (camping type) 20 litre bottle with sealable lid. Glasses will be placed 'tops up' in racks to contain any remaining minor spillage, then the racks with dirty glasses will be removed into dry trailer.
63. Although alcoholic beverage will not be served to the general public by the Event management outside of the Pinctada marquee, it is acknowledged that the Event may attract some members of the public who may converge with BYO alcohol, and that Zanders may also sell alcohol to the larger than usual convergence of public. In light of this, a public management plan will need to be devised involving Zanders, Shire of Broome and Broome Police. The plan, in part, will draw upon the Shire's experience of managing public drinking at other established local events. Excessive drinking will be discouraged and intoxication dealt with in accordance with Police guidelines.

PART 3 RISK MANAGEMENT OVERVIEW

3:1 Emergency Plan

64. Commitment to the identification and management of risk is an integral part of the Event Management process.
65. This Part describes the process used for the identification, classification, analysis, evaluation, prioritisation and management of risks.

(A) Emergency Contact

66. Life threatening: (Fire, Police and Ambulance) 24-Hour emergency number: 000
In the case of an emergency do everything in your power to get the situation under control. Always report ALL incidents to the Event Manager. Your role is to manage the incident within your capabilities - do not place yourself or others around you at risk.

(B) Emergency Reporting

67. The Event Manager has ultimate responsibility for the safety of the site. In the case of any incident which poses a threat to the safety of those at the event, it must be reported as follows:
 - (a) Report to Event Manager in person, via radio or mobile phone; and
 - (b) Fill in incident report form (kept in site office). Event Management will maintain a record of all reported incidents.

3:2 Risk Management

68. Risk Management for this event has been grouped into the following classifications:

Section 1: Health
Section 2: Public Safety
Section 3: Financial
Section 4: Environmental
Section 5: Polo Specific

69. Risks have been identified on the basis of what and how the incident may occur. Consideration has been given as to the range of potential consequences and how likely those consequences may occur. The consequence and likelihood have been combined to determine the estimated level of risk.
70. Risks have been evaluated by establishing a comparison between the estimated levels of risk against pre-established criteria.
71. The treatment of risks has been detailed in the Pre-emptive Actions and the Proposed Response in a Risk Action Plan.

3:3 Risk Matrix:

(A) Qualitative Measures of Likelihood

Level	Descriptor	Description
A	Almost Certain	Is expected to occur in most circumstances
B	Likely	Will probably occur in most circumstances
C	Moderate	Might occur at some time
D	Unlikely	Could occur at some time
E	Rare	May occur only in exceptional circumstances

(B) Qualitative Measures of Consequence or Impact

Level	Descriptor	Example detail description
1	Insignificant	No injuries, no environmental impact, low financial loss
2	Minor	First aid treatment, on site release immediately contained, medium environmental damage, medium financial loss
3	Moderate	Medical treatment required, on site release contained with outside assistance, high environmental damage, high financial loss
4	Major	Extensive injuries, loss of production capability, off site release with no detrimental effects, major environmental damage, major financial loss
5	Catastrophic	Death, toxic release off site with detrimental effect, huge environmental damage, huge financial loss

(C) Qualitative Risk Analysis Rating

Level	Descriptor	Action
E	Extreme risk	Immediate action required
H	High risk	Senior management attention needed
M	Moderate risk	Management responsibility must be specified.
L	Low risk	Manage by routine procedures

3:4 Risk Categories:

Section 1: HEALTH

Risk No	Risk	Likelihood	Consequences	Rating	Responsibility	
					Pre-emptive	Response
02	Food Poisoning	D	4	H	Agency: Contractors / Local Shire Environmental Health Officer (EHO)/Pinctada Action: Contractors to have appropriate licensing, cooking, refrigeration and serving equipment. Event Manager to provide appropriate waste management and servicing. Contractors to have appropriately trained personnel and food chain records. Contractor to undertake all food safety requirements. St. John Ambulance onsite. Hospital advised of Event.	Agency: St John Ambulance / Hospital Action: Contact relevant Agency upon incident, Agency response as per normal operations (First Aid and/or Hospital in serious cases). Insurance notification by Contractors/Event Manager. Incident report and investigation by Event Manager/Insurance Company for possible claims. Media Management where necessary.
03	Heat stroke	C	2	M	Agency: Event Manager / Pinctada/Contractors Action: Ensure adequate cold drinking water, and shade where possible. Limit exposure to direct sun and heat for employees and guests. St. John Ambulance onsite. Hospital advised of Event.	Agency: St. John Ambulance/Hospital Action: Contact relevant Agency upon incident, Agency response as per normal operations (First Aid and/or Hospital in serious cases).
04	Sunburn	B	2	L	Agency: Event Manager/Pinctada Action: Adequate supplies of cool drinks available. Adequate shade provided and sunburn cream. Drinking water available. St. John Ambulance onsite. Hospital advised of Event.	Agency: St. John Ambulance/Hospital Action: Contact relevant Agency upon incident, Agency response as per normal operations (First Aid and/or Hospital in serious cases).
05	Inebriation	B	2	M	Agency: Event Manager / Security / Police/ Catering /Contractors Action: Appointed caterer (Pinctada) will manage alcohol consumption of patrons with responsible service of alcohol qualified staff. Observation of public behavior by Security, Event Management and Police.	Agency: Event Manager/Security / Police/St. John Ambulance Action: Contact relevant Agency upon incident, Agency response as per normal operations (Police removal or First Aid and/or Hospital in serious cases). Incident report and investigation by Event Manager.
06	Sickness - Players	D	2	L	Agency: Event Manager Action: Effective communications with players to pre-determine if any occurrence of sickness. St. John Ambulance onsite. Hospital advised of Event.	Agency: Event Manager/St John Ambulance/Hospital Action: Reserve players called upon, contact relevant Agency upon incident, Agency response as per normal operations (First Aid and/or Hospital in serious cases).
07	Sickness – Key person	D	3	M	Agency: Event Manager/Contractors Action: Effective communications with Contractors to pre-determine if any occurrence of sickness. St. John Ambulance onsite. Hospital advised of Event.	Agency: St. John Ambulance/Hospital Action: Appointment of deputy where necessary or obtaining relief personnel, contact relevant Agency upon incident, Agency response as per normal operations (First Aid and/or Hospital in serious cases).
08	Amenities – Toilets inoperable	D	3	M	Agency: Event Manager / Contractor (TBA) Action: Contract a reputable supplier. Make provision for operator to be on-site for full duration.	Agency: Event Manager / Contractor (TBA) Action: Advise Contractor (TBA) to fix immediately. Make public announcement of where alternative toilets can be found (eg Broome Surf Lifesaving Club).
09	Waste Management - Contamination	E	4	H	Agency: Event Manager / Contractor (TBA) Action: Provide adequate bins. Incorporate recycling of waste. Prompt removal.	Agency: St. John Ambulance / Police & SES in serious cases Action: Contact relevant Agency upon incident, Agency response as per normal operations (First Aid and/or Hospital in serious cases). Insurance notification by Contractors/Event Manager. Incident report and investigation by Event Manager/Insurance Company for possible claims. Media Management where necessary.

Section 2: PUBLIC SAFETY

Risk No	Risk	Likelihood	Consequences	Rating	Responsibility	
					Pre-emptive	Response
08	Falls	C	2	M	Agency: Event Manager / Contractors Action: Appropriate insurance cover. Safety induction of personnel. Trip / Slip hazards (i.e. PA) and catering sites to be fenced off where possible. Cabling to be encased with cable cover.	Agency: Event Manager/St. John Ambulance/Hospital Action: Contact relevant Agency upon incident, Agency response as per normal operations (First Aid and/or Hospital in serious cases). Insurance notification by Contractors/Event Manager. Incident report and investigation by Event Manager/Insurance Company for possible claims.
09	Injury to Worker	D	3	M	Agency: Event Manager / Contractor Action: Site officer on site during bump in / out. All electrical work installed by accredited electrician. All contractors and employees to comply with safe work practices at all times. Ensure all contractors have adequately equipped first aid kits. All contractors to have public liability insurance.	Agency: Event Manager/St. John Ambulance/Hospital Action: Contact relevant Agency upon incident, Agency response as per normal operations (First Aid and/or Hospital in serious cases). Insurance notification by Contractors/Event Manager. Incident report and investigation by Event Manager/Insurance Company for possible claims. Media Management where necessary.
10	Vehicle Accident within premise	E	3	L	Agency: Event Manager / Police/Contractor / Security Action: Safety induction for contractors and event personnel. Observation by Security and Event personnel. Policing of speed limit and sanctioned vehicular routes.	Agency: St. John Ambulance/Hospital/Event Manager/ Police Action: Contact relevant Agency/Agency response as per normal operations/First Aid/Hospital in serious cases & Insurance notification by Contractors/Event Manager. Incident report and investigation by Event Manager/Insurance Company for possible claims. Media Management where necessary.
11	Burns	D	2	M	Agency: Event Manager / Contractors Action: Safety induction for Pinctada other contractors and event personnel. First aid kits and personnel on site. Fire extinguishers located around site.	Agency: St. John, Ambulance/Hospital Action: Contact relevant Agency/Agency response as per normal operations/First Aid/Hospital in serious cases & Insurance notification by Contractors/Event Manager. Incident report and investigation by Event Manager/Insurance Company for possible claims.
12	Electrocution	E	3	M	Agency: Event Manager / Contractors Action: All electrical equipment and leads used to be tested and tagged. Safety induction of all personnel. St John Ambulance onsite & alert Hospital to Event.	Agency: St. John, Ambulance/Hospital Action: Electrical Contractor to be disconnect affected area. Contact relevant Agency upon incident, Agency response as per normal operations (First Aid and/or Hospital in serious cases). Insurance notification by Contractors/Event Manager. Incident report and investigation by Event Manager/Insurance Company for possible claims. Media Management where necessary.
13	Personal threat – fight	D	2	L	Agency: Event Manager / Security / Police Action: Responsible serving of alcohol. Observation of patrons by Security, Event Management and Police.	Agency: St. John Ambulance/Police Action: Contact relevant Agency upon incident, Agency response as per normal operations (First Aid and/or Hospital in serious cases). Insurance notification by Contractors/Event Manager. Incident report and investigation by Event Manager/Insurance Company for possible claims. Media Management where necessary.
14	Armed offender – hold-up	E	3	M	Agency: Promoter / Contractors/Police Action: Limit cash operations onsite, brief all	Agency: Security / Police Action: Immediate notify Police of incident and

					Contractors and staff on Emergency Response procedure outlined below, or in accordance with alternative procedure pursuant to consultation with Police.	implement Emergency Response, or other prescribed response, notify St John Ambulance and hospital if injury, insurance notification by Contractors/Event Manager if injury or theft. Incident report and investigation by Event Manager/Insurance Company for possible claims. Media Management where necessary.
15	Fire	E	3	M	Agency: Event Manager / Contractors Action: Ensure all structures comply with fire regulations, limit use of exposed fire onsite in food preparation. Ensure sufficient extinguishers are located in high risk areas.	Agency: Event Manager / Contractors / St John Ambulance / Volunteer Fire & Rescue Service Action: Clear affected area immediately. Extinguish immediately. Contact relevant Agency upon incident, Agency response as per normal operations (Extinguish Fire/First Aid and/or Hospital in serious cases). Insurance notification by Contractors/Event Manager. Incident report and investigation by Event Manager/Insurance Company for possible claims. Media Management where necessary.
16	Structures / Marquees collapse	E	3	M	Agency: Event Manager / Contractor (TBA) Action: Use reputable contractor, contractor to comply with engineering standards, take wind force of up to 60kph into account, secure structures firmly to ground.	Agency: Event Manager / Contractor(TBA)/St John Ambulance/Hospital Action: Clear area and fix immediately. If injury, contact St John and/or Hospital, Agency response as per normal operations (First Aid and/or Hospital in serious cases). If injury, insurance notification by Contractors/Event Manager. Incident report and investigation by Event Manager/Insurance Company for possible claims. Media Management where necessary.

Section 3: FINANCIAL

Risk No	Risk	Likelihood	Consequences	Rating	Responsibility	
					Pre-emptive	Response
	Public Liability- General	D	3	H	Agency: Event Manager/Contractors Action: Event Manager purchase \$10 million Public Liability Insurance. Take all reasonable care in producing the Event, ensure all Contractors and insured, and that all players carry Polo Players insurance.	Agency: Event Manager/Contractors Action: Implement applicable actions identified in this Emergency Plan.
17	Property damage during bump-in / bump-out	D	3	M	Agency: Event Manager / Contractors Action: Contracts with all Contractors identifying legal responsibility and liability. Clear directions provided to contractors. Vehicle access and movement limited and clearly marked. Assistance available for deliveries. Clear delineation of responsibility between Contractors. All Contractors to have insurance & obtain copy of contractor Public Liability cover note.	Agency: Event Manager / Contractors Action: Identify party responsible, refer to contract, alert Insurance. Repair work/replacement undertaken ASAP.
18	Vandalism	D	3	M	Agency: Event Manager / Security/Contractors Action: 24 hour security from Saturday 22 May 2010 Monday 24 May 2010. Observation by Contractors.	Agency: Security / Police Action: Security to advise Event Manager and Police ASAP. Repair work/replacement undertaken ASAP.
19	Sponsorship failure	D	4	3	Agency: Event Manager Action: Adequate budgeting and financial planning / management. Check on financial standing of sponsors. Knowledge of sponsor's background/history. Multiple sponsorship.	Agency: Event Manager Action: Refer to sponsorship contract, advise lawyers and Insurance Company.
20	Event Abandonment – Severe weather	E	4	H	Agency: Event Manager / Security / Bureau of Meteorology/Cyclone Watch & Warning Action: History of weather patterns, monitor weather pattern & forecast	Agency: Event Manager / Security/SES Action: Decision of abandonment by Event Director to Contractors, Authorities, guests, players.

Section 4: ENVIRONMENTAL

Risk No	Risk	Likelihood	Consequences	Rating	Responsibility	
					Pre-emptive	Response
	Damage to Beach	E	2	L	Agency: Event Manager Action: Limit the Event to 2 games of polo and 3 horses per team. Limit intrusive infrastructure fastening mechanisms and implement low impact footprint. Brief Contractors on sensitive nature of environment and liaise with DEC and conservation groups regarding any concerns.	Agency: Event Manager/Contractors Action: Grade beach post event, and in between games if necessary.
21	Damage to sand dune areas	E	2	M	Agency: Event Manager / Security/Contractors Action: Adequate fencing along dunes immediately adjacent to Event area. Advice to Security and other Contractors. Guidance & signage to transport & installation Contractors, public and guests. Observation by event staff and Security. Liaise with DEC and conservation groups regarding any concerns.	Agency: Event Manager/Shire/DEC Action: Identify party responsible, Advise Shire & DEC, adopt DEC response procedure.
	Waste - General	A	2	L	Agency: Event Manager/Contractor (TBS) Action: Adequate waste storage and removal facilities, and Event Manager to deposit bond with Council.	Agency: Event Manager/Contractor (TBA). Action: Remove rubbish from Event area and beach throughout the Event date on a continuous basis, and execute final clean up after bump-out.
	Waste- Horse Manure	A	2	L	Agency: Event Manager Action: position manure collectors in horse marshalling area and adjacent the field.	Agency: Event Manager/Contractor (TBS) Action: Continuous removal & off-site disposal of horse manure.
23	Inadequate / Insufficient facilities	D	4	M	Agency: Event Manager / Contractors Action: Ensure sufficient number & standard of toilets provided. Sufficient catering facilities to ensure hygienic and satisfactory service. Sufficient cleaners and number of bins provided. Have respective Contractors on stand-by should additional infrastructure be required with the possibility of rectifying promptly.	Agency: Event Manager / Contractors Action: Advise Contractors to install additional facilities as necessary.
24	Inclement weather - Wet	C	3	M	Agency: Event Manager / Contractors Action: Marquee structures to be adequately pegged. All signage to be safely installed and weighted where necessary. Wet weather covers for PA system & electrical installation to be waterproof. Create a safe working environment..	Agency: Event Manager / Contractors Action: Monitor electrical installations.
25	Inclement weather - Hot	C	3	M	Agency: Event Manager / Contractors Action: Adequate marquee and umbrella coverage. Ensure adequate cold drinking water, sunburn cream and shade where possible. Limit exposure to direct sun and heat for employees. Create a safe working environment.	Agency: Event Manager / Contractors / Players Action: PA announcements regarding prudence of staying in shade, drinking water and applying sunscreen.

Section 5: POLO SPECIFIC

Risk No	Risk	Likelihood	Consequences	Rating	Responsibility	
					Pre-emptive	Response
26	Injury (to patron or public) inflicted by a horse- during game	D	3	H	Agency: Event Manager / Security / Contractors / Polo Players Action: Playing field to have a 10m safety barrier. All marquees to have a fenced enclosure to keep guests away from the playing field. This is further enhanced by a 3m walkway. Security will be placed at corners of the playing field, managing a roping system to close off access to the playing field when games are in play. Signage to reinforce that no access to roped off areas. Boards around the playing field perimeter to prevent the ball from going out of play.	Agency: Event Manager / Security / Contractors / Polo Players Action: Contact relevant Agency upon incident, Agency response as per normal operations (First Aid and/or Hospital in serious cases). Announcement over PA to eliminate the possibility of further injuries. Insurance notification by Contractors/Event Manager. Incident report and investigation by Event Manager/Insurance Company for possible claims. Media Management where necessary.
	Injury (to patron or public) inflicted by a horse- in horse marshalling area	D	3	H	Agency: Event Manager/Polo Kidogo/Security/Polo Players. Action: Horses roped off on beach in horse marshalling area, Security and 'no access' signage. Horses escorted by grooms between fenced areas (horse marshalling area & field) at all times.	Agency: Event Manager/Security/Polo Kidogo/St John Ambulance, Hospital. Action: Contact relevant Agency upon incident, Agency response as per normal operations (First Aid and/or Hospital in serious cases). Announcement over PA to eliminate the possibility of further injuries. Insurance notification by Contractors/Event Manager. Incident report and investigation by Event Manager/Insurance Company for possible claims. Media Management where necessary.
	Injury (to patron or public) inflicted by a horse- transfer from horse trucks to Event site	D	3	H	Agency: Event Manager/Polo Kidogo/Security/Polo Players. Action: Path from Car-Park to Event site, adjacent to Surf Lifesaving Club, cleared by Security prior transfer and horse transfer accompanied by Security. Horses roped together and controlled by experienced groom.	Agency: Event Manager/Security/Polo Kidogo/St John Ambulance/ Hospital. Action: Contact relevant Agency upon incident, Agency response as per normal operations (First Aid and/or Hospital in serious cases). Announcement over PA to eliminate the possibility of further injuries. Insurance notification by Contractors/Event Manager. Incident report and investigation by Event Manager/Insurance Company for possible claims. Media Management where necessary.
27	Players injured	D	3	M	Agency: Event Manager / Polo Players Action: All players to be professional or experienced polo players. All players to sign a disclaimer. St. John Ambulance onsite. Hospital advised of Event.	Agency: Event Manager / Polo Players/St John Ambulance/Hospital Action: Emergency Services response as per normal operations. Contact relevant Agency upon incident, Agency response as per normal operations (First Aid and/or Hospital in serious cases). Insurance notification by Polo Player/Event Manager. Incident report and investigation by Event Manager/Insurance Company for possible claims. Media Management where necessary.
28	Injury to horse	D	3	M	Agency: Event Manager / Polo Players Action: Horses are tethered to their horse truck, and managed by grooms at all times.	Agency: Event Manager / Polo Players Action: Veterinary assistance will be on site to tend to any horse injuries.

PART 4 EMERGENCY PROCEDURE

4:1 Emergency Access & Evaluation

(A) Emergency Access Locations

72. Main pedestrian and emergency vehicle access is via Cable Beach Road West, adjacent to Broome Surf Lifesaving Club, which is marked on the site map.

(B) Emergency Access Procedure

73. Clear a direct route for Emergency Service (Police, Fire, Ambulance) vehicles to enter the site.
74. Security and Site Crew to take up positions along designated route to keep it clear. Security will be in charge of keeping roadway clear of general public. Public will be asked to move onto the footpaths or parklands as required.
75. Police to confirm Emergency Services no longer require passage
76. Event Manager to give the "All Clear"

(C) Other Vehicle Access

77. No unauthorised vehicle access to be permitted through Main Entrance – to be kept clear for emergency vehicles.
78. Vehicle access onto the site via main entrance for authorised vehicles only.
79. All vehicles crossing the site at any time must do so at a slow and safe speed with all regard for other people and vehicles working on the site

(D) Emergency Evacuation Plan

80. The decision to evacuate will be made by the Event Manager under guidance from on-site Authorities (Police). All staff and authorities are asked to assist in the evacuation of patrons to the best of their ability.

4:2 Emergency Response

(A) Armed or Dangerous Intruder

81. Any staff directly involved should:
 - (a) Be deliberate in your actions;
 - (b) Be reasonably slow in handing over keys, money or information (consider your safety);

- (c) If possible move the situation to a less populated location;
- (d) Observe the offender (height, weight, age, clothing, speech disabilities, accent, etc);
- (e) Immediately notify the Event Manager;
- (f) Warn others unobtrusively;
- (g) Restrict access to patrons and employees;
- (h) Do not approach or provoke intruder; and
- (i) Evacuate quietly.

82. Event Management will:

- (a) Seek information on whereabouts and details of intruder;
- (b) Confirm controlling emergency service contact;
- (c) Phone 000 if deemed to be required;
- (d) Determine safest evacuation route;
- (e) Marshal patrons and employees as best as possible with the assistance of Police & Security; and
- (f) Arrange for all information to be passed onto Police from staff and other personnel

(B) Bomb Threat

83. Person receiving the call should:

- (a) If the threat is by telephone - do NOT hang up the phone;
- (b) Try to keep the caller talking;
- (c) Find out as much information as possible (location, type of bomb, etc);
- (d) Notify the Site Manager in person; and
- (e) Do not notify others of the threat.

84. Event Management will:

- (a) Immediately notify the Police;
- (b) Investigate the area concerned under Police guidance and take note of any unusual parcels or objects;
- (c) Never ignore the threat;
- (d) Assess the need to evacuate; and
- (e) If evacuation occurs, ensure the area is kept clear and if necessary warn immediate neighbours.

85. If a suspicious article is discovered:
- (a) Do not touch it
 - (b) Clear the area (in a calm manner)
 - (c) Advise the Site Manager in person if possible, or in a manner not likely to create panic
 - (d) Do not use two-way radios, mobile phones or other transmitting devices until given the all clear
 - (e) Prevent others from going into the area near the article
 - (f) The Site Manager will advise of further action
 - (g) If patrons are advised to clear the area, do not use the word “bomb” in front of the general public.

Emergency Stoppage/Cancellation

86. If a situation arises which necessitates the stopping and/or cancellation of the Event, then the decision to do so shall only be made by the Event Manager in consultation with the officer in command (Police) and the Security Supervisor.
87. Once the decision has been made, the public will be advised via the event sound system and event personnel as directed.
88. Ongoing consultation with the relevant personnel shall continue until the event recommences or is cancelled and will continue through until the audience has cleared the area and departed the site.

4:4 Public Address

89. Announcements will be made over the sound system at the discretion of the Event Manager on the day. This will be considered for informing the public on procedures or status of a situation.
90. The MC may make various announcements across the day including information on missing children/persons, alterations of the schedule and general directions around the site.
91. Event Staff are **NOT** to make statements to the media or authorities representing the Event. The only authorised person to make statements on behalf of the Event is Janek Gazecki, Event Manager. If you are approached and asked for a statement, pass this request on via the Event Manager at the Site Office.

PART 5: OCCUPATIONAL HEALTH & SAFETY

5:1 Staff

92. Staff are responsible for ensuring your dress meets the requirements of the day as determined by the Event Management. For example sufficient clothing and protection, including:
- (a) Headware
 - (b) Sunglasses
 - (c) Sunscreen
 - (d) Cold/wet protection
 - (e) Reflective attire where appropriate
 - (f) Carry torch if required
 - (g) Wear belt to carry two-way radio
 - (h) PPE (personal protective equipment) ie. Boots, harness, hard hat etc if required
93. It is the responsibility of all staff to manage their own health and safety, only attend to tasks within their skills, qualifications and ability. If you are in doubt, contact your immediate supervisor.

5:2 Safe Environment

94. Actively create a safe working environment:
- (a) Remove any trip hazards, rubbish or sharp objects;
 - (b) Clearly mark exits, stairs, height restrictions;
 - (c) Be aware of the closest first aid kit;
 - (d) Be aware of the closest fire extinguisher;
 - (e) Read through all emergency procedures and clarify any point until you are confident of being prepared for incidents
95. Supervisors and Contractors are responsible for making sure all staff and sub-contractors are aware of personal Health and Safety responsibilities.

5:3 Communications

(A) Radio Use:

- (a) Hold the microphone a few centimetres from your mouth when speaking, as holding it right to your mouth muffles and distorts your message;
- (b) Hold the button down for a count of two before speaking;
- (c) When you have finished speaking make sure that you let go of the button, otherwise no one can reply to you;
- (d) Always identify yourself first, then the person you are wishing to contact;
- (e) Keep messages brief and to the point; and
- (f) Do not chat or use the radios for non-essential conversations.

(B) Battery changeover

- (a) If you need to a new battery go to the Site Office;
- (b) Once you have changed batteries make sure you switch your radio back on.

Dated: 1 March 2010



Janek Gazecki
Executive Director
Polo Enterprises Australia Pty Limited