# Developing a Risk Management Plan

Risk Management Plans and risk assessments are integral components of running safe and sustainable events for the community. In assessing risk, we are looking to *Identify*, *Analyse*, *Evaluate* and *Treat* risk in an effort to minimise loss and injury.

## Principles of Risk Management

A new Australian and New Zealand Risk Management Standard (AS/NZS ISO 31000:2009) was implemented in November 2009, providing principles and general guidelines to be considered when developing risk management frameworks.

Under the Standard, the definition of risk is **“the effect of uncertainty on objectives**.” Therefore, before you can begin to develop your Risk Management Plan, you need to have a clear understanding of what your event involves and what you want it to achieve.

This includes:

* the purpose/objective of your event
* the activities and attractions you will be presenting
* the environment you’re presenting the event in, and
* the type and size of audience you believe your event will attract.

This requires a consistent and systematic approach in recognising the activities which will be undertaken. It is important to get input from those individuals who have prior experience working on, or contributing to, your event as they can be an excellent source in identifying risk.

This could include members of your committee, board, staff, contractors or volunteers. By utilising the knowledge of those directly involved in your event, your plan will be inclusive, responsive and will protect the safety and broader values of your organisation.

Developing a Risk Management Plan and conducting an assessment prior to your event means potential risks can be identified and then rated in accordance to:

* Likelihood (probability of occurrence), and
* Consequence (severity of damage)

Controls and actions can then be taken to help reduce, or mitigate any potential risks, prior to your event taking place.

## Risk Assessment Process & Plan Delivery

The following steps should be undertaken as part of the assessment of any event or activity:

### Identifying Hazards and Risks

Using the **Risk Management Plan template** as a guide, list the details of all potential risks and/or hazards you believe could occur at your event

### Identify the hazards associated with the event that may expose people to injury, illness, or disease, or put your organisation at risk. There will be hazards associated to each event element identified. List these in the Hazards column of the Risk Assessment Template.

### Some standard hazards on event sites include:

### Access and egress of patrons

### Bins and waste management plan in place

### Trips, slips and falls

The consequence of a hazard is a risk. Think about what risks might occur if the hazard is not properly managed. When considering if a hazard could become a risk, consider “if this hazard were not addressed there is a risk that…”

Thinking about your risks consider the questions:

* What can happen?
* Where could it happen?
* When could it happen?
* Why would it happen?
* How can it happen?

### Analyse Risks

* Assess the Likelihood and Consequence of each risk (use **Table 1: Risk Consequence** and **Table 2: Risk Likelihood** to assist this process)
* Apply a Risk Rating using **Table 3: Risk Rating Matrix**

Think about how likely is it that people could be exposed to the hazard and if they were, what would be the consequence. The likelihood of a risk occurring refers to how likely something might happen.

### Evaluate Risks

* Identify what Action needs to be taken to eliminate or reduce the risk
* Allocate the Action to an individual who will be responsible for enforcing the control measures
* Allocate a timeframe for completion of the Action
* Record the Status of the Action up to its completion

### Treating Risks

* Consider what steps you can take to avoid or reduce the risk and the Actions/Controls/Treatments that will be put in place to achieve that.
* There are a range of control measures that can be used to reduce the risks at your event. **Table 4: Risk Control Hierarchy** outlines the differentcontrol methods and their use. This includes Changing the Risk by modifying the work in some way to eliminate or reduce the risk, Changing Behaviour or using Personal Protective Equipment (PPE).
* List all the actions and controls that will be put in place to control the hazards and risks at your event.

At the end of the document is a list of some of the risks that may be present while organising and running your event. This list is not exhaustive and will depend upon the type and duration of the event. Populate the risk assessment template with relevant risks and corresponding controls and treatments.

# Risk Consequence, Likelihood & Matrix Tables

# (AS/NZS ISO 31000:2009)

The Standard provides guidance on the implementation of AS/NZS ISO 31000:2009 and defines the concept of risk, explains how it comes about and describes the principles, framework and process that allow risk to be managed effectively.

Using Tables 1 & 2, consider each of the risks you have identified and assess them against their Consequence and Likelihood**.** From there, see where that risk corresponds within the Risk Matrix in Table 3. This will result in your Risk Rating, which identifies whether your risk is Extreme, High, Medium or Low.

**Risks should be prioritised according to their level of risk**. The higher the risk, the more diligent you will need to be in managing that risk, and in applying controls to minimise, or eliminate the risk altogether.

### Table 1: Risk Consequence

|  |  |  |
| --- | --- | --- |
| CONSEQUENCE | | |
| Level | Descriptor | Detail description |
| 1 | Insignificant | No injuries, low loss. |
| 2 | Minor | First aid attention required, medium loss. |
| 3 | Significant. | Increased medical treatment required, high loss. |
| 4 | Major | Extensive injuries, major loss. |
| 5 | Catastrophic | Death, significant loss, severe crisis. |

CONSEQUENCES

* What is the worst Consequence of this incident / hazard?
* Consider what could reasonably happen (for Hazard) or what actually happened (for Incident)?
* Look at the description and choose the most suitable consequence.

|  |  |
| --- | --- |
| Consequence | Description |
| Catastrophic (C) | Fatality |
| High (H) | Notifiable Incident, Dangerous Occurrence, |
| Significant (S) | Incident, Inj. / Disease (Lost Time) |
| Moderate (M) | Inj. / Disease (No Lost Time – FA, MTI), Near Miss |
| Insignificant (I) | At Risk-Behaviour |

Table 2: Risk Likelihood

|  |  |  |
| --- | --- | --- |
| LiKELIHOOD | | |
| Level | Descriptor | Detail description |
| A | Almost certain | Is expected to occur in most circumstances; more than 75% chance of occurring; impacting factors outside the control of the organisation |
| B | Likely | Will probably occur in most circumstances; 50-75% chance of occurring; impacting factors outside the control of the organisation |
| C | Possible | Possible occurrence in most circumstances, 25-50% chance of occurring; previous audits indicate non-compliance; impacting factors outside the control of the organisation |
| D | Unlikely | Could occur at some time; less than 25% chance of occurring; non-complex process and/or existence of checks and balances |
| E | Rare | May occur in exceptional circumstances, simple process, no previous evidence of non-compliance |

LIKELIHOOD

* What is the likelihood of this occurring?
* Consider this without new or interim controls in place.
* Look at the most suitable likelihood.

|  |  |
| --- | --- |
| Likelihood | Description |
| Almost Certain (A) | Several times a year |
| Likely (L) | Once a year |
| Possible (P) | Once every three years |
| Unlikely (U) | Once every ten years |
| Rare (R) | Once every thirty years |
| Extremely Rare (E) | Once every hundred years |

### Table 3: Risk Rating Matrix

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | CONSEQUENCES | | | | |
| LIKELIHOOD | Catastrophic  5 | Major  4 | Significant  3 | Minor  2 | Insignificant  1 |
| A (Almost Certain) | Extreme | Extreme | High | High | Medium |
| B (Likely) | Extreme | High | High | Medium | Medium |
| C (Possible) | High | High | High | Medium | Low |
| D (Unlikely) | High | Medium | Medium | Low | Low |
| E (Rare) | High | Medium | Medium | Low | Low |

The following *Risk Management Plan* is a template and is provided **as a guide only**. How the guidance is used and implemented is the responsibility of the event organiser.

Determining **RISK LEVEL** with **RISK MATRIX**

1. Take Consequence rating and select the correct column.
2. Take Likelihood and select the correct row.
3. Circle the Risk Level where the 2 ratings cross on the matrix below.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | | **CONSEQUENCE (C)** | | | | |
|  |  | | Insignificant (I) | Moderate (M) | Significant (S) | High (H) | Catastrophic (C) |
| **Occupational Health & Safety** | | | At Risk-Behaviour | Injury / Disease (No Lost Time [FA, MTI]), Near Miss | Injury / Disease (Lost Time >1 day / shift) | Notifiable (Incident, Serious Injury / Disease, Dangerous Occurrence) | Fatality |
| **LIKELIHOOD (L)** | | Almost Certain (A)  Several times a year | **L** | **M** | **S** | **H** | **E** |
| Likely (L)  Once a year | **L** | **M** | **S** | **H** | **E** |
| Possible (P)  Once every three years | **L** | **L** | **M** | **S** | **H** |
| Unlikely (U)  Once every ten years | **L** | **L** | **M** | **S** | **H** |
| Rare (R)  Once every thirty years | **L** | **L** | **L** | **M** | **S** |
| Extremely Rare (E)  Once every hundred years | **L** | **L** | **L** | **M** | **S** |

**Table 4: Risk Control Hierarchy**

|  |  |  |
| --- | --- | --- |
| **Risk Controls** | | |
| Most effective    Least effective | Elimination  Discontinue the use of a product / chemical / process / plant. | Changing the Risk. Requires modifying the workplace in some way to eliminate or reduce the risk. |
| Substitution  Using water based instead of solvent based paint, using chemicals of lower concentration, painting with brush instead of paint |
| Engineering Controls  Machine Guarding, Ventilation and Extraction Systems, Wetting Down Techniques, Isolating, Enclosing, Separating by Distance |
| Administration  Work Rotation, Safety Signs, Rules and Regulations, Daily Checks, Safe Work Method Statements, Permits to Work, Supervision or On-Job Training, Restricting Entry, Training, Practising Good Housekeeping, Lockout Tagout | Changing personnel’s behaviour or Department’s Culture to reduce risk. Requires Safe Behaviour from personnel. |
| PPE  Head Protection, Face Protection, Eye Protection, Hearing Protection, Respiratory Protection, Hand Protection, Foot Protection |

**Typical risks and hazards which occur at events and should be identified within a Risk Assessment:**

* Slips, trips and falls
* Vehicular movement on site - (as per example in template)
* Medical emergency - what sort of injuries will/could occur, do you have access to first aid on site, can emergency services access the site easily if an emergency call is made to 000, etc
* Emergency evacuation - dangerous situation presents itself – fire, explosion, flooding /storm damage, structural damage/malfunction, verbal threat received etc
* Car parking - issues with traffic jams or frustration by drivers due to limited parking or higher than expected attendance
* Fire / explosion - could occur due to LPG gas explosion or fireworks, will you have fire extinguishers and fire blankets on hand, etc
* Lost / Missing child – what is your process for managing a lost/found child, what needs to be documented, how is the missing child reported, where will found children be taken while you try and locate a parent, at what point do you involve Police, etc
* Waste – how will you deal with managing waste? Regular checks of bins, changing liners, having a skip etc
* Extreme weather – what are the plans for fire danger days, how will you manage high winds (marquees and attractions must be tied down/weighted), how will you manage illness due to weather? eg. heat stress, dehydration, hypothermia etc)
* Contractors/Suppliers fail to arrive - do you have contact details for all your suppliers so you can call them while on site? What’s the fallout of contractors not arriving and setting up on time? Will you / can you start the event later if this happens etc)
* Equipment damage - loss of deposit or bond, how is this damage reported/recorded? Do activities and entertainment have to be cancelled due to damages?
* Structures, marquees, rigging, staging & Equipment – what if this isn’t assembled correctly, injury which could occur due to fallen objects etc
* Complaints - it’s likely that you will receive complaints through the day, so generate a system for logging that information and actioning it (eg. contractor runs into a bollard and damages it, you then need to report it to Council to be repaired, or it may just be a patron complaining about a ride, variety of food, etc)
* Food poisoning – do all food vendors hold the appropriate temporary food premises permit? Have all vendors been registered on Food Trader and lodged a Statement of Trade with Council? Is food being stored correctly (at right temperatures), are hand washing facilities being used? If a food poisoning incident is reported, how do you manage that information and communicate it to others in attendance and/or Health authorities
* Noise - adhere to EPA guidelines, check decibel reading to ensure you’re operating within regulation
* Overcrowding – crowd congestion, can you limit number of individuals entering the site, use crowd barriers
* Security issues – intruder, threats, loss of crowd control, injury to patrons or staff by an aggressive individual. Do you have security guards at the event?
* Cash handling / Theft (keep cash secure, security on site)

**Other risks which may occur (depending on type of activity)**

* Alcohol & Drugs - excessive consumption, drinking, aggressive behaviour, injuries
* Entertainers fail to arrive - audience disappointed, filling those stage gaps
* Insufficient lighting – For events at night - the absence of adequate lighting, you run the risk of further trips and falls when people return to their cars at night and potentially an increased/further risk of car theft or damage.

# <Event Name> Risk Management Plan

|  |  |  |  |
| --- | --- | --- | --- |
| EVENT NAME: |  | | |
| EVENT DESCRIPTION: |  | | |
| DATE(S): |  | VENUE / LOCATION: |  |

|  |  |  |  |
| --- | --- | --- | --- |
| DATE CREATED/REVISED | AUTHOR | DATE APPROVED | VERSION NO. |
|  |  |  |  |
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## EXAMPLE: (can delete)

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| --- | --- | --- | --- | --- | --- | --- | --- |
| RISK/HAZARD DETAILS | CONSEQUENCES OF AN EVENT HAPPENING | | | ACTION CONTROLS | RISK RATING AFTER CONTROLS | PERSON RESPONSIBLE | COMPLETED BY |
| LIKELIHOOD | CONSEQUENCE | RISK RATING |
| *Hazard – Vehicles on site*  *Risk - Vehicular accident on site*  *Damage to parks and garden*  *(example only)* | *B Likely* | *3 Significant* | ***High*** | * *Accredited traffic marshals in place to direct vehicles* * *High vis vests to be worn by marshals* * *Red and White hazard tape used to cordon off areas* * *Define areas for driving* * *Signage provided advising to not exceed 10kmph* * *Allocated times for contractors to enter site* * *No vehicle movement allowed on site one hour before event starts and one hour after event concludes* | *D/3*  *Medium* | *Event Co-ordinator*  *Site Manager* | *Bump in date* |
| *Hazard - Trip hazards or slips*  *Risk – Injury to workers or general public*  *(example only)* | *B Likely* | *3 Significant* | *High* | * *Cables and ropes taped down or hung overhead* * *Cable traps and floor coverings used along thoroughfares* * *White tape placed along edges of stages, steps* * *Signage provided to alert patrons to slippery surfaces* * *Railing used on staging exceeding 1m* * *Volunteers and staff monitoring event site during the event for trip hazards* | *C/2*  *Medium* |  | *Event date* |

| RISK/HAZARD DETAILS | CONSEQUENCES OF AN EVENT HAPPENING  LIKELIHOOD CONSEQUENCE RISK RATING | | | ACTIONS/CONTROLS | RISK RATING AFTER CONTROLS | PERSON RESPONSIBLE | COMPLETED BY |
| --- | --- | --- | --- | --- | --- | --- | --- |
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