Risk Management in Sport

Think Safe. Play Safe. Stay Safe.

Sport SINGAPORE

LIVE BETTER THROUGH SPORT

A Sports Safe Singapore

Sport Singapore (SportSG) recognises that safety must be a fundamental component of our sporting culture and a prerequisite for a healthy lifestyle. Therefore, SportSG has set a corporate goal of zero injuries, in the belief that all accidents are preventable. Emphasising the need for personal accountability, SportSG also urges people to be responsible for the safety of others. It is tasked to promote safety throughout Singapore's sporting community and to inculcate a safety-first mentality in the minds of every stakeholder. For more information, please visit **sportsingapore.gov.sg/sports-education/sports-safety**

Acknowledgement

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SPORT
NEW ZEALAND

Think Safe. Play Safe. Stay Safe.

Another initiative by the Safety Management Division, ActiveSG

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INTRODUCTION TO EVENT RISK MANAGEMENT

The International Organisation for Standardisation (ISO) defines risk as "the effect of uncertainty on objectives". In the context of organising and delivering a sport or recreational event, this guide considers that your objective is to deliver your event successfully by ensuring identified risks are managed to levels as low as reasonably practicable.

Every sport and recreational event involves risk. The type and level depend on variables such as the activity, location and environment, skill level and number of participants, weather conditions, and number of spectators. Whatever your event, it is essential that you are prepared by identifying, assessing, and managing these risks.

Risks to health, safety and well-being are implicit to sport and recreation. Many sports and recreational activities involve high-speed impact, extreme effort, use of various equipment, and environmental factors such as the weather. Participants must understand and accept that risk is involved when participating in these activities. At the same time, as the event organiser, you have a legal responsibility to take all reasonable steps to support the health and safety of participants, spectators, officials, paid staff, volunteers, and the general public.

Effective risk management applies a clear process to identifying, analysing, and evaluating event-related risks. By using this framework, you can implement, communicate, and monitor control measures to ensure risk levels are managed within agreed risk tolerances.

In addition to delivering a positive and safe event for participants, legal compliance and defensibility are important considerations in event risk management. Ensuring awareness of relevant legislation, regulations, industry codes of practice, competition rules, and recognised standards is critical, as is being able to demonstrate compliance with these points of reference.

Failure to comply could result in court proceedings and prosecution which may lead to fines, imprisonment, or other crippling sanctions.

Successful event organisers manage risk rather than avoid it. With effective risk management, you can minimise the potential costs and liabilities of event planning, leading to a safer, more enjoyable event.

PROCESS FOR MANAGING EVENT RISK

Establish the context

The context is the process of defining the external and internal parameters you need to take into account in your risk management plan. Each and every event will have an unique context. A good understanding of the context on your part will ensure the event risk management plan is relevant and specific.

Undertake a risk assessment

Undertaking a risk assessment involves identifying all the possible threats, or negative situations, that could occur (often known as the "what ifs"). This should be an exhaustive process and you should, where possible, complete it using a small group to ensure you take a broad perspective in identifying risks.

You should analyse each risk once you have identified them. This is the process where you consider the probability of the risk materialising and what the impact could be. It is important that you use a consistent range of parameters to analyse all risks so that you can compare and prioritise them.

You will now have an understanding of what the risks are and the level of threat each risk poses. The next step is to evaluate the risks against pre-determined risk tolerances. You need to consider what control measures you could put in place to reduce either the probability of the risk materialising, the impact if it does, or both. This is a decision-making process, using the results of your risk assessment, to determine what controls are required to ensure the risk levels are contained to tolerable, acceptable levels.

Treat the risks

Risk treatment is the process of planning and implementing a range of control measures you have determined that will manage each risk to within your agreed tolerance levels.

Communicate and consult

Throughout the process, we highly recommend that you engage with key stakeholders at each stage of the process, to ensure that you take a thorough and well-informed approach to developing the risk management plan. This may include senior officials, committee members, National Sports Associations, sources of local knowledge, subject matter experts and/or safety service providers.

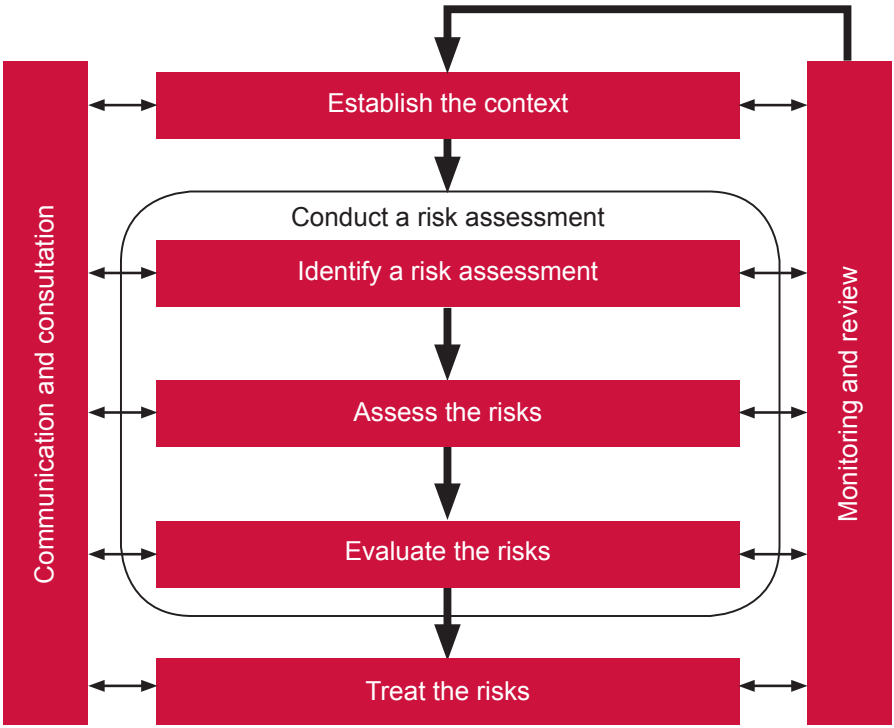
Monitor and review the risks

Having an effective, well considered risk management plain is critical. However, ensuring the requirements outlined in the plan is reflected in practice will ultimately determine whether risk levels are managed to appropriate levels and that the event is delivered safely. To achieve this, it is important that before, during and after the event, there is constant monitoring in place to detect if there are any changes to the risk profile (such as changes in weather conditions).

You will also need to monitor that the control measures are in place and effective in managing the risks within agreed tolerances. In addition to ensuring risks are managed effectively during the event, the intelligence gathered through monitoring can be used during the review process to continually improve the risk management for future events.

Risk Management Process

A diagram outlining the risk management process is shown below.



ISO31000:2009 Risk Management Principles and Guidelines – a process for risk management

REFLECTION:

As an event/programme organiser, conducting a risk assessment is as important as undertaking measures to mitigate the level of risks. What are some of the mitigation measures that I can take so that a participant's experience is not compromised?

As the captain/vice-captain of the sport, how do I convince my team mates that risk assessment is everyone's responsibility?

KEY CONSIDERATIONS AND PRINCIPLES WHEN DEVELOPING YOUR EVENT RISK MANAGEMENT

Responsibility

Effective risk management demands that key responsibilities are assigned to specific people in areas such as:

- Implementing specific control measures
- Maintaining registers
- Monitoring internal compliance between plan and practice
- Communication and consultation on the event risks
- Implementation of training other team members on risk management

Knowledge

Everyone involved in the event should be informed and aware of the risk management process. The event organisation team, contractors, volunteers, participants and spectators all have a role to play in risk management. As the event organiser, you need to take steps to inform all those involved of their roles and responsibilities and ensure that they have the knowledge to remain safe at all times.

Ongoing process and continuous improvement

Events are dynamic projects with a range of variable factors at play. It is important that you also consider the risks as dynamic. As the event evolves, so do the related event risks. It is important to constantly keep an eye on both the risks and the control measures in place to manage those risks and use the insights gained to keep enhancing the quality of risk management. This could be in terms of improving risk management each day of a week-long sporting event, as well as improving risk management year on year.

Often risk management does not eliminate risk, thus accidents or incidents will happen from time to time. While undesirable, these situations should be viewed as an opportunity to understand the causes of the incident, the adequacy of the control measures in place, and the quality of the response by all persons involved in order to improve the management of the risk in the future.

Documentation

It is important to keep records of your risk management planning and implementation. Documented risk management plans are often required as part of the permit process for staging events. In addition, your documented risk management plan is the key point of reference which outlines how risks must be managed including the expectations you have of each stakeholder.

Lastly, where you do experience an unforeseen incident or accident, maintaining good documentation and records will significantly enhance your ability to demonstrate that you have taken all reasonable steps to identify and manage the risks involved to levels as low as reasonably practicable.

Your suite of event risk management documentation should include:

- A comprehensive risk management plan (including health and safety plan)
- Records of any near misses/accidents/incidents that occurred in relation to the event
- Records of any audit undertaken to verify that procedures were reflected in practice
- Records of any post-event reviews or lessons learned from processes including survey results
- Records of all meetings and trainings conducted (including inductions of event personnel)

STEP ONE: ESTABLISH THE CONTEXT

The context is the process of defining the external and internal parameters you need to take into account in your risk management plan. Each and every event will have an unique context and a good understanding of the context will ensure your event risk management plan is relevant and specific. Understanding the context of the event details will provide you with a reference point to undertake a thorough, relevant risk assessment process.

The context of the event should be recorded in the first section of the event risk management plan and include information such as:

- The name of the event
- The location, time and date of the event(s)
- Expected number of participants and the type of participants expected (i.e. elite, social, children, senior citizens, etc.)
- Expected number of volunteers to be deployed
- Expected number of spectators or visitors to the event
- A schedule of stakeholders (e.g. vendors, security, media, VIP protocol) involved with the planning and delivery of the event including name, role and contact information (such as mobile phone number)

- The parameters of the core event (such as the length, course maps, race village, location of turning markers)
- Road closures and/or diversions and public announcements
- Cross reference to any competition rules through which the event may be delivered (such as the National Sports Association's governing rules)
- A site plan for the event including location of key facilities and service (such as toilets, catering, medical services, emergency services access/evacuation route, storage areas etc.)

- The decision-making or governance structures used for the event (i.e. any event management committee) and their authority regarding cancellation or abandonment of the event
- A summary of findings or review recommendations from any previous version of the event

Some useful questions to ask when establishing the context for your event include:

- Is it an one-off, annual or regular event?
- Is it a sport, social or community event?
- Is the purpose of the event a competition, participation or demonstration or other?
- What is the size and public profile of the event?
- Is it local, regional, national or international event?

Different events conducted in a different context will lead to different risks. Some events have many purposes and require more detailed risk management plans.

STEP TWO: IDENTIFY THE RISKS

You should carry out a full risk assessment of all events and document it in an event risk register.

The first component of the risk assessment is to identify the risks. You can complete the risk identification process using a range of tools and techniques such as:

- Brainstorming workshops
- Reviewing records of past events, reviews and incidents
- Talking to members of staff, participants and volunteers
- Inspecting potential venues and equipment
- Attending other events
- Hiring a qualified risk consultant or safety officer
- Assessing industry publications, newspapers, and the internet
- Assessing National Sports Association's rules, regulations, and risk management guidelines

An important principle to consider is: involving more than one person in the risk identification process provides greater assurance that all "what ifs" have been considered.

Please note: you should exercise caution when using previous versions of a risk management plan for a subsequent event. Risks are dynamic and if not thoroughly checked, using template plans or previously used plans can result in you overlooking important risks. This can result in a blind spot where there is a major risk at play which you have not considered.

Risks are often the result of people interacting with a hazard or source of harm. A systematic approach to identifying event risks is to break down the components into four areas:

- Identify the hazards that may be involved
- Identify who is susceptible to each hazard
- Consider the environment and context that affect both the hazard and susceptible people

- Consider the resulting risk (e.g. an elderly participant becoming hypothermic and suffering shock as a result of swimming in cooler water, or adverse weather conditions)

Identify the hazards

You should identify all hazards including those related to the individual activities, equipment and environment. **A hazard is something with the potential to cause harm or a "source of harm".**

Risks are often the result of people interacting with a hazard or source of harm. You should take the following into account:

- Slipping, tripping or falling hazards
- Hazards relating to fire risks or fire evacuation procedures
- Chemicals or other hazardous substances being stored on site (e.g. dust or fumes)
- Electrical safety (e.g. use of portable electrical appliances)
- Vehicles on site
- Manual handling activities
- High noise levels
- Poor lighting, heating or ventilation
- Vehicles on site
- Possible risk from specific demonstration or activities
- Crowd intensity and pinch points
- Consumption of alcohol or other substances

Identifying those at risk

For each hazard identified, list all those who may be affected. Do not list individuals by name, just note the type of person or group who may be affected. This will assist later in the risk assessment when you evaluate the risks and allow the control measures to be more focused on people most at risk.

You should take the following groups into account:

- Event officials
- Employees
- Volunteers
- Safety and medical service providers
- Contractors or supplier
- Vendors, exhibitors and performers
- Members of the public
- Persons with disablilities
- Children and elderly persons
- Local residents

Identifying environmental factors

It is important that you consider environmental factors that may influence the probability and impact of a risk event. You should note any environment-specific factors in the risk identified component of your event risk management plan. Examples of environmental considerations may include:

- Roads (either open or closed to general traffic, on-going road works, etc.)
- Open water (including the presence of currents, undertows, rips, debris, submerged objects)
- Water quality issues
- Climate (the expected weather conditions and considerations of seasonal extremes that may be anticipated during the time the event is staged)
- The grading of any track(s) to be used (for example an adventure race on a challenging cross-country track 30cm wide on a dirt base vs a mountain run on a highly maintained 1m wide light gravel track with barriers either side)

The lists above are not exhaustive and are intended to provide guidance only. You should take care to identify all relevant stakeholders that may be impacted by your event.

STEP THREE: ANALYSE THE RISKS

The magnitude of the risks that you have identified must be analysed to determine how significant the risk level is. This informs the extent to which control measures may be required to reduce the risk levels as low as reasonably practicable. Analysing each risk involves using analysis parameters (or ratings) to ascertain the probability of each risk occurring and what the impact could be if it does.

When applying risk ratings, you are making a judgement or assumption based on the context of the event. Consider past events, your level of risk management expertise, the environment and anything else that may cause or affect the probability or impact of an incident.

Key questions to consider are:

- What risk management is in place already?
- What incidents, including near misses, have previously occurred?
- How has the exposure profile changed? (i.e. more or less participants, how capable they are, type of environment)
- How often could each risk event occur? (based on the knowledge and information you can access)
- What would the impact or consequences be for each risk event should they occur? (based on the knowledge and information you can access)

Severity or Consequences

This is the degree or extent of injury or harm caused by accidents/incidents arising from a hazard. This can be classified into five (5) categories.

Level	Tips	Description
1	Insignificant	• No injury, only minor discomfort • Insignificant environmental damage
2	Minor	• Minor injuries e.g. cuts and bruises • Localised environmental damage • First aid treatment
3	Moderate	• Medical treatment required • Environmental damage affecting organisation
4	Major	• Single fatality • Permanent major disability • Environmental damage affecting entire site/ location
5	Catastrophic	• Multiple fatalities and severe injuries • Widespread environmental damage affecting off-sites

Likelihood

This describes the occurrence of an accident/incident or ill health. It can be classified into five (5) categories.

Level	Likelihood	Description
1	Rare	Unlikely to occur, very low probability
2	Unlikely	Could occur at some time
3	Moderate	Occurs occasionally, but unexpected
4	Likely	Occurs occasionally and to be expected
5	Definitely	Common or repeating occurrence

Determine the overall risk level

To minimise the subjectivity when determining severity and likelihood, the following sources of information should be considered:

- Existing controls
- Past incidents and accident records
- Industry practice and experience
- Relevant published literature

Once severity and likelihood have been established, the risk level is determined using a Risk Matrix on page 19.

In the next stage of the risk assessment process, you can use the risk level to evaluate the risks against the risk tolerances. This will help you to prioritise the most important risks to focus on when implementing control measures, and to identify which risks may be tolerable.

REFLECTION:

As an event/programme organiser, I will undertake due diligence to identify and mitigate potential risks so that a participant's experience will not be compromised.

How can I go one step further and impress on all participants' that they too have a part to play in managing sports risks?

Sportsmanship is an aspiration or ethos that a sport or activity will be enjoyed for its own sake, with proper consideration for fairness, ethics, respect and a sense of fellowship with one's competitors.

How do I inculcate my fellow teammates with good sportsmanship, that managing sports risk is more important than winning at all costs?

STEP FOUR: EVALUATE THE RISK

The risk evaluation process is about considering the risks you have analysed and making decisions about what to do regarding each risk. There are some helpful tools available to guide you through this process. The most common tool is known as a "Risk Matrix".

Risk Matrix

The Risk Matrix allows you to map the impact and probability parameters against pre-determined risk categories which have corresponding risk management requirements. Effectively, this creates a defined set of tolerances to work within when managing risks for events.

Severity / Consequences / Likelihood	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
1 Rare	1	2	3	4	5
2 Unlikely	2	4	6	8	10
3 Moderate	3	6	9	12	15
4 Likely	4	8	12	16	20
5 Definitely	5	10	15	20	25

Evaluating risks is about understanding your risk exposure and setting priorities to manage your exposure within acceptable tolerances:

- Low risks should be acceptable with routine procedures
- Medium or high level risks should be managed to reduce the probability and/or potential impact
- Extreme risks are unacceptable and must be eliminated (typically by ceasing the event or activity), or reduced (such as adapting the rules, length, duration, course, etc.) regardless of costs or implications

We have included an example of risk tolerances for conduct of a sport or recreational event below as a guide. It is important you establish a set of risk ratings and risk tolerances relative to your event. Risk tolerances should be documented and included in your event risk management plan.

After determining the overall level of risk, you need to decide how to deal with each risk. Depending on the risk level and your pre-determined risk tolerances, you could decide to:

- Accept the risk without doing anything and accepting the consequences
- Take action to reduce the likelihood and/or impact of the risk by implementing a control measure so the risk level falls within acceptable tolerances
- Eliminate the risk altogether

If you cannot eliminate or reduce an extreme or critical risk to an acceptable level, you may need to cancel or make changes to the event. If you have assessed extreme level risks for your event, we highly recommend that you seek professional assistance to support your decision-making. Qualified or certified risk management professionals may be able to develop specific controls for your event and provide specific, in depth advice regarding management of your event risk profile.

Risk Level	Risk Control Action and Timescale
1 – 3 Low Risk	• No action is required • No monitoring is necessary
4 – 5 Low Risk	• No additional controls required • Monitoring is required to ensure existing controls are effectively implemented
6 – 9 Medium Risk	• Efforts should be made to reduce the risk • Risk reduction measures should be implemented within a defined timeframe • Management control required
10 – 14 Significant Risk	• Work should not commence until the risk has been reduced • Considerable resources may have to be allocated to reduce the risk • Where work has commenced, urgent interim measures must be taken • Senior Management action required
15 – 25 High Risk	• Work must not start or work must be suspended immediately • If it is impossible to reduce the risk, work has to remain prohibited • Detailed research and management plan

STEP FIVE: TREAT THE RISK

The actions, processes or systems used to manage risk levels are known as control measures or risk treatments. It is important that you document, in your event risk register, which control measures will be put in place to manage each risk. You can then systematically keep risks within agreed tolerances and undertake verification or audit activities to check that prescribed control measures are being executed in practice.

When determining control measures, it is important that you consider what impact the control measure will have in reducing either the probability of the event risk occurring and/or reducing the impact if it happens.

A system called "hierarchy of control measures" should be used to minimise or eliminate exposure to hazards. The hierarchy is a set of control measure categories that you should apply from most effective to least effective, with controls being applied at the highest possible category level.

The hierarchy of control levels, from the most effective to the least effective, are:

- Eliminate the risk (for example by not conducting the activity or a component thereof)
- Substitute the risk by using a different type of operation such as dropping the swim leg in a triathlon and replacing with an additional run leg
- Re-engineering by using law enforcement officers or isolation tools such as modifying a race course away from a hazardous area
- Administrative controls such as policies and procedures
- Personal protective equipment such as wearing high visibility clothing or a helmet

Hierarchy of controls

1	Elimination	Total removal of the hazards	• Remove sharp edges/corners • Eliminate manual handling
2	Substitution	Replace the hazard with one that presents a lower risk	• Substitute a toxic substance with a milder one • Dividing a load to make it easier to handle
3	Engineering controls	Physical means to limit hazards	• Consist of enclosure, isolation, limitation and containment
4	Administrative controls	Adhere to procedures or instructions	• Consist of procedures or work practices and subject to users' compliance
5	Personal protective equipment	Only as a last resort	• Aim is to protect the person when all other control measures are not practical and subjected to users' compliance

A simple approach to assessing how effective a control measure may be, is to reassess the risk level (as previously described), assuming the proposed control measure is in place. This provides you with a "net" risk level. You can compare this score with your initial risk assessment (often referred to as "gross risk"). If the net risk score is lower than the gross risk score, this indicates the control measure, if applied as intended, may be effective in reducing the risk.

You can also observe control measures in the field to determine their effectiveness in reducing risk. This is a highly worthwhile exercise to conduct for higher rated risks and can ensure you minimise the risk of blind spots. A "blind spot" is where you believe you have effectively managed a risk but in real terms, the control measure is ineffective and therefore you remain exposed to significant intolerable risk.

Having an awareness of the effectiveness of the control measures is an important component in risk management. Having fewer, highly effective controls is generally a better approach than having a large range of control measures that are ineffective. Where control measures are shown to be effective, it is often much easier to generate end-user compliance, because individuals can understand why the control measure is in place and therefore value it.

REFLECTION:

It is not often that we can eradicate all risks.
How can I apply the "Hierarchy of Controls" to the events/sports programme held at the sports facility, so that both my company's position and a participant's experience will not be compromised?

Our team has been assigned to organise an overnight outdoor camp for a group of teenagers. Each of us has been assigned a role. What are some of the areas we need to take into consideration as we do our planning?

STEP SIX: COMMUNICATE AND CONSULT

While many event organisers work tirelessly to develop a comprehensive and robust event risk management plan, in real terms, the key factor that will determine how safe participants, officials, employees, volunteers, and spectators are is the behaviour of these groups of individuals. Your aim is to have maximum alignment between a comprehensive risk management plan and the observed behaviours of all event stakeholders with regard to safety and risk management.

In order to generate strong alignment among the event stakeholders, it is important that you engage with these stakeholders throughout the development of your event risk management plan. This ensures stakeholders have a say and feel like part of the solution, but more importantly, it provides a broader range of views, perspectives and thinking to ensure a greater quality of risk management planning.

The context of the event should be recorded in the first section of the event risk management plan and include information such as:

- Senior management of the organisation staging the event
- Event sponsors
- Event employees
- Event suppliers
- Various local authorities (transport, police, etc. where applicable)
- Participants
- Event officials
- Event volunteers
- Spectators
- Members of the public
- Risk management and/or safety professionals

Examples of techniques that you can use to communicate and engage with these groups throughout the risk management planning and execution process include:

- Pre, during and/or post event surveys regarding safety and risk management
- Tabletop exercise (including simulating emergency scenarios) for all key stakeholders, including external vendors/contractors
- Entry forms
- Planning workshops (such as risk identification or analysis workshops)
- Safety briefings with participants, volunteers and officials
- Event guide, websites, newsletters, advertisements
- Stress-testing (such as undertaking various scenarios with safety personnel)
- Signage onsite

It is critical that you communicate the event risk management plan to everyone who is responsible for carrying out its control measures, or whose cooperation of involvement you need for the risk management plan to be successful. Effective communication helps ensure everyone is clear on personal roles and responsibilities. It is useful to document a communication plan that outlines who you need to communicate with about which risks.

Tips:

- It is easy to miss vital information when delivering a race briefing. We recommend that you read out written material for verbal briefings and keep a record of the briefing content to ensure consistency and ensure all key points are communicated.
- Present key information in several ways, for example, in print, online, during briefings and on event signage.

REFLECTION:

It is not uncommon for most participants who sign up for various sporting activities/events, not to read pertinent information, example health and safety advisory. As an event/programme organiser, besides including such information in the event guide, what other effective communication channels should I consider tapping on?

As a personal trainer within a gym, not only do I assist my clients to achieve their desired fitness level, but also assist other gym users on how to use the various gym equipment safely. What advice can I share with them so that they are able to have a safe workout?

STEP SEVEN: MONITOR AND REVIEW THE RISKS

Ongoing risk monitoring is important throughout the event planning and execution process so that you can respond to any issues or changes. Risk monitoring involves observing a risk over time to detect if the context of the risk or the risk level has changed. It also helps you to ensure that control measures are in place and are effective.

It is important to understand the performance of control measures as many risks are dynamic and will change. Keeping an old control measure in place with a risk that has evolved can become a blind spot and surprise you unexpectedly. Techniques to monitor risks include regular observations, and gathering feedback from people who may be impacted by the risk.

Effective risk monitoring ensures your risk management practices stay up to date and fit for purpose. In addition to ensuring you maintain a safe and healthy event environment, demonstrating your proactive monitoring practices can strengthen your level of legal compliance.

Monitor and review strategies

During the planning stage, and particularly while the event is being delivered, it is useful to:

- Appoint a team member(s) or safety officer to undertake audits of the event site to check that the actual behaviours and practices being observed are consistent with the documented risk management plan
- Appoint a team member(s) or safety officer to undertake risk assessments of the event site to see if there are any new risks that have emerged which may not have been considered
- Collect any data regarding near miss, minor or major incidents that may have occurred and check the actual incident against the probability rating for the risk – it may need to be adjusted
- Take corrective action where behaviour is observed which is not consistent with agreed and communicated expectations

- Conduct "silent scenarios" where you think about different situations that could occur and how effective your plan may be – if you detect gaps, take steps to ensure any vulnerabilities are offset with additional control measures including communication and consultation with key stakeholders
- Update documentation and any other aspects of your risk management plan as necessary
- Engage with a range of people on site and check whether they can see any risks or have any safety concerns

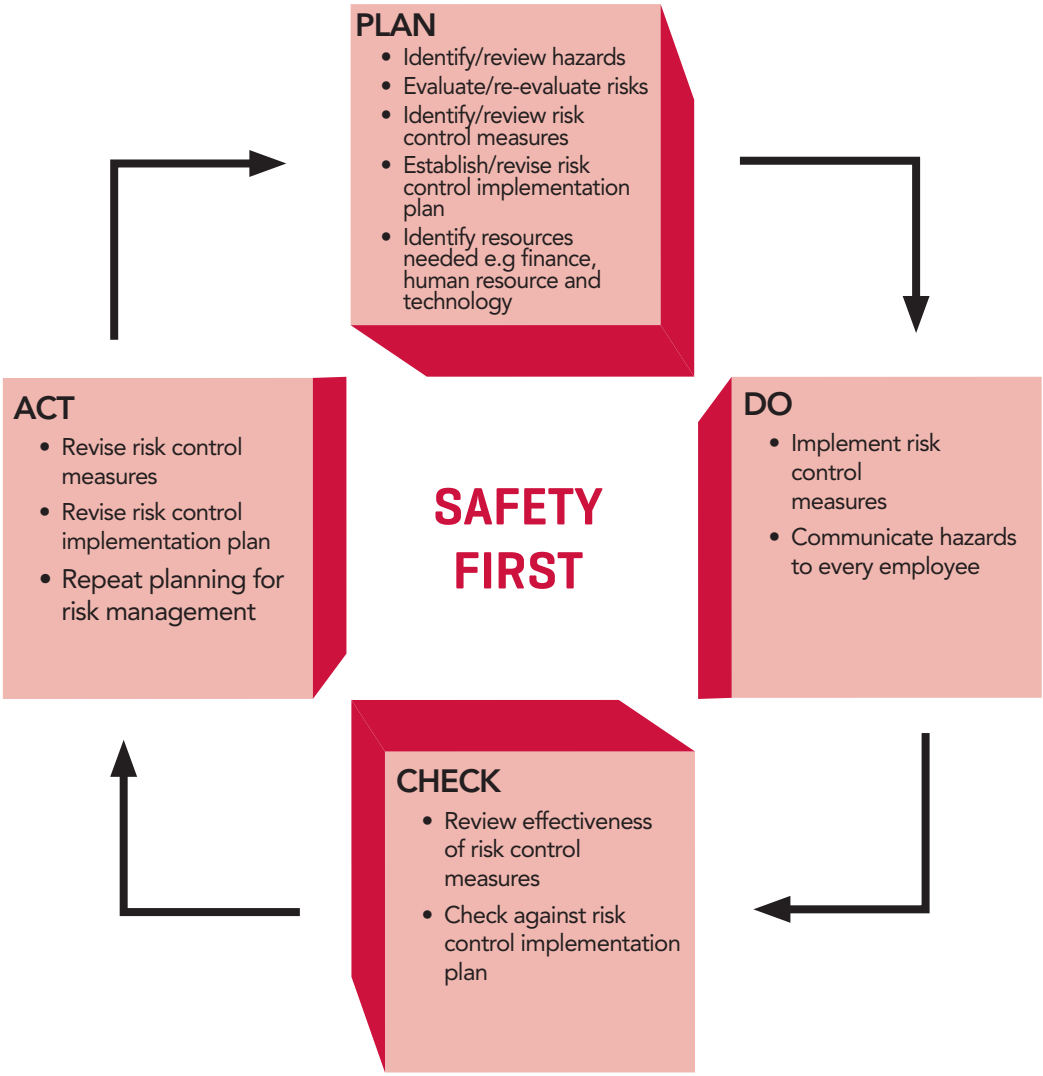
Continuous improvement

After the event, hold a debrief and after action review all areas of the event including the risk management plan. To ensure the debrief is underpinned by quality information evidence, you can:

- Survey participants and officials
- Survey spectators/supporters
- Have key officials/management provide written reports
- Assess written or verbal feedback
- Review media coverage
- Review all incidents that happened

It is important that you document recommended enhancements using a continuous improvement register. This is simply a document which includes any safety related enhancements that need to be made for the next edition of the event (or other events). It is useful to record what the proposed improvement is, the rationale for why it should be implemented, who is responsible for implementing the enhancement and the status of it (e.g. mark off as "complete" once it is implemented).

Plan, Do, Check, Act Tool (PDCA Tool)



REFLECTION:

We have just completed organising our inaugural sporting event, e.g. ultramarathon, triathlon Spartan race, etc. What are some of the key takeaways that we should consider as we move towards planning for a similar event the following year? Discussion/review should be centred around the PDCA tool.

A new gym is in the pipeline to be incorporated into our existing sports centre. How do I apply the PDCA tool to enhance the safety level for:

- Gym users

- Staff

OTHER EVENT RISK MANAGEMENT CONSIDERATIONS

Participants' responsibility for risk

If you expect participants to accept responsibility for some of the risks, you must make this very clear to the participants. Please note that it is not considered "reasonable" to pass on all risks to participants. Similarly, for the event organiser, they would need to take all practicable and reasonable steps to ensure the risks related to the event are managed to levels as low as reasonably practicable.

It is essential to:

- Gain participants' written acceptance of the risks and conditions of entry, usually with a signature on the entry form
- Clearly identify the risks in a written pre-event briefing
- Ensure that, when registering online, participants go to a web page with the full pre-event briefing and conditions of registrations, and with an "I accept" click through to submit the entry

Generally, participants are expected to take responsibility for complying with event rules, regulations and applicable codes such as road rules. They are also expected to participate responsibly, especially where speed is involved, and adapt to the environmental or road conditions while showing respect to other participants. It is important that you make this expectation clear.

Waiver and disclaimers

You may be able to overtly communicate the risks by using waivers and disclaimers to tell participants of the potential consequences of the activity, and make them aware that they have certain responsibilities.

If properly used, waivers and disclaimers are an effective way to emphasise that an activity has potential risks and is not to be undertaken lightly. You must not use waivers and disclaimers to mitigate risks that are your responsibility or any statutory obligations that you maintain such as compliance with the Workplace Safety and Health Act.

Please note that the courts will not always uphold waivers and disclaimers. In assessing their validity, a court will examine where and how these waivers and disclaimers are used, and for whom. For example, a court will consider a participant's age and capacity for fully understanding the waiver or disclaimer and how it was explained and acknowledged.

You should always seek independent legal advice about developing and using waivers and disclaimers.

Document all risk management actions

Your risk management plan must clearly document the risks you have anticipated and the control measures you have selected, who is responsible for carrying them out and any other requirements.

You should always consider that in the event of a serious or fatal incident occurring as a result of the event operation, you will be required to demonstrate that you have taken reasonable steps to manage risks associated with the event. Keeping good quality written records can make this process quite straight forward and minimise the pressure and exposure associated with investigations by the police and regulator, coronial enquiries and court proceedings.

RISK MANAGEMENT CONSIDERATIONS FOR EVENTS THAT IMPACT PUBLIC ROADS

When roads form part of the race route or venue, they become a fundamental risk factor in an event and are subject to a wide range of regulatory requirements. The bigger the scale of the event in regards to its interaction with roads (including spectator traffic congestion), the greater the risk implications for planning your event.

The methodologies and processes when considering risk associated with roads are the same as any other event risks previously covered in this document.

The safety of participants, spectators, staff, volunteers and the public depends on you having a comprehensive and logical approach to road risk management. It is important to work closely with the appropriate authorities.

Evaluating road related risks

When you are using roads as part of your event, you need to assess the probability, impact and risk level associated with an adverse incident occurring.

The level of road specific and road surface risk is influenced by factors such as:

- Nature of event including equipment being used and number of participants
- Level of change to normal road use
- Route and time of day
- Variability of environmental/weather conditions

The probability of an adverse incident is highest where roads are busy and speeds are high.

Wherever possible, at an early stage of planning, aim to use roads with the lowest number of users and lowest speeds.

Left turns are often easier to control than right turns so the ideal way to travel is anti-clockwise (for example, a cycling event). Also, ensure that the start/finish areas have a safe room for participants, spectators and vehicle parking for participants/vendors/spectators, etc.

Planning the safest route

You can do initial route planning with a map, but effective risk management demands that the route is also travelled in person, often multiple times.

Travel the proposed route looking for hazards such as:

- Pedestrians and cyclists not involved in the event
- Pedestrian crossings
- Schools, places of worship, shops and other facilities
- Sharp bends and restricted visibility issues
- Intersections – left and right
- Intersections with or without signage or traffic lights
- Roundabouts and dual carriageways
- Road surface issues
- One-way bridges
- Narrow roads
- Travel peaks – aim to avoid these

If you do not require a road permit or other authorised/official documents, decide how to best handle road related hazards.

If you are organising an event that will be conducted on a road, you will almost certainly require some traffic control using control measures such as road cones, traffic signs, barricades, and safety marshals.

Traffic management involves managing significant hazards and risks which present extreme impact if not managed effectively. We recommend that you seek guidance from a qualified traffic management planner when developing your event risk management plan.

Because the risk level may not be able to be reduced to acceptable levels, you may need to re-route sections of the course. If you can, get feedback from other event organisers before finalising your route and/or plan.

Important considerations

Once you have set the route and calculated the necessary "traffic furniture", you have the basis of your traffic management plan. Add details to the plan by marking your event course on a suitable map and creating clear diagrams to show exactly how/where you intend to manage traffic, including positioning of traffic signs, road cones, barricades and marshals. You will also need diagrams for your volunteers/ helpers.

Sport events

These range from a fun run/walk to a competitive multi-day road cycle race. The approach you use depends on the event.

Mass walk/run events often involve participants spread out over the entire road, particularly near the start. At this point a road closure may be the best option. Further along the course, a lane closure or other forms of closure may be appropriate. A lane closure may require a detour and the entire length of the lane closure must be coned.

If participant numbers are too great for the width of the footpath, you should plan for either a lane or road closure. A frequently used method in city streets is to supplement the footpath by coning the parking lane and putting out no parking signs. Do check with the relevant authorities for more information.

Where there is no footpath, walkers/runners should use the right-hand road shoulder so that they can see oncoming traffic. If there is a sealed shoulder, it is advisable to cone this off, particularly at corners and at the top of hills.

Crossing points and intersections also create increased risk. At crossing points, provide a place to either stop participants until the way is clear or stop traffic while participants cross. Both of these approaches need careful planning and execution to ensure people stop when required. You will need a proper stop/go sign and clear traffic control.

Planning the safest route

In addition to the requirements outlined, traffic management for cycling and other high-speed events may require a range of solutions, such as:

- Static traffic management for start and finish areas and race transition points
- Full road closures are needed for criterium events
- A mobile operation for a large race, for example, with a lead pilot vehicle and following vehicle
- For a small club cycle race, briefing participants that normal road rules apply in addition to warning signs at critical points may be adequate (subject to your event risk management plan)
- Marshals with stop/go paddles/signage for intersections and pedestrian crossings
- Some specific arrangements for spectator and support teams including documented protocols regarding how support teams may access their "rider" without creating other safety risks
- Mass participation rides need careful planning, with marshals/signage at start/finish and intersections. A briefing of participants, carefully describing the rules that must be obeyed, is essential.

For further information about conducting sport and recreational events on public roads, please contact the relevant authorities (e.g. Land Transport Authority, Traffic Police, etc.) for more information.

Activity Description:	Risk assessment ownership:	Initials and Company Stamp:	Issue	Approved by:	Issue date: (DD/MM/YYYY)	Initials
	Activity OIC:					
	Organisation:		1			
Location:	Risk assessment team members					
	RA Leader:		Issue	Vetted by:	Issue date: (DD/MM/YYYY)	Initials
	RA Members:					
Group description	RA Members:		1			
	RA Members:					
	RA Members:		Date of next review:			

Type of Activity														
Hard Identification			Inherent Risk						Control measures and residual risks					
Step	Description of Activity	Possible Hazard	Potential Injury (Effect)	Severity	Cause of Effect	Existing Control Measures	Likelihood	Risk	Additional Control Measures	Action Owner	Severity	Likelihood	Residual Risk	

Activity Description:	Risk assessment ownership:	Initials & Comapny Stamp:	Issue	Approved by:	Issue date: (DD/MM/YYYY)	Initials:
	Activity OIC: Name (Designation)		1			
	Organisation:					
Location:	**Risk assessment team members:**					
	RA Leader: Name (Leader)		Issue	Vetted by:	Issue date: (DD/MM/YYYY)	Initials:
	RA Member 1: Name (Designation)					
Group description:						
			Date of next review:			

Hazard identification			Inherent risks						Control measures and residual risks				
Step	Description of Activity	Possible Hazard	Potential Injury (Effect)	Severity	Cause of Effect	Existing Control Measures	Occurrence	Risk	Additional Control Measures	Action Owner	Severity	Occurrence	Residual Risk
1.1	Carrying of kayaks from storage area to launch pontoon.	Uneven ground.	Minor cuts and bruises.	2	Trip and fall when walking over uneven ground.	Warning signs are posted to warn of uneven ground.	4	8	Erect a barrier to ensure participants walk on designated footpath.	Centre Manager	2	1	2

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