

# RISK MANAGEMENT PLAN GUIDE



## WHAT IS A RISK ASSESSMENT?

Safety at an event is vital. Event patrons expect to attend and enjoy an event in a safe and secure manner. All events have some element of risk, no matter the size or style of the event. The following guide will assist the event organiser in understanding, identifying, and controlling risks when putting together a risk management plan for an event.

It is the responsibility of the event organiser to identify and effectively manage these risks by putting in place controls to reduce the likelihood of risks occurring (or if they do occur, have controls to reduce the consequences i.e. a fire extinguisher, first aid kit, list of emergency contact numbers). This process is called risk management and to know what risks need to be managed, a risk assessment must be conducted. A risk assessment identifies all the potential risks that may arise from holding an event, then lists the steps organisers will take to reduce or mitigate the identified risks. A risk assessment analyses what can go wrong, how likely it is to happen, what the potential consequences are and how acceptable the identified risk is.

The approach to identifying and managing risks is outlined in the International and Australian Risk Management Standard, ISO 31000:2018.

(<https://www.iso.org/standard/65694.html>)

# STEPS TO COMPLETE AN ASSESSMENT

## STEP 1: IDENTIFY THE HAZARDS

Use your Event Planning Timeline document as a prompt to list all of 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 such as planning, infrastructure, human resources, crowd management or emergency management. List all of these in the Hazard column of the Risk Assessment. Common hazards on event sites include:

- trips, slips and falls
- walkways for patrons
- vehicle access during bump in and bump out
- bins and waste management
- staff, volunteers and contractors manual handling.

## STEP 2: IDENTIFYING THE RISKS

The consequence of hazards are risks. 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 isn’t addressed, there is a risk that...” List these in the Risks column of the Assessment Table. A number of questions should be asked when attempting to identify risks. These include:

- What can happen?
- Where could it happen?
- When could it happen?
- Why would it happen?
- How can it happen?
- Who could be affected?

Answering these questions will assist in the generation of a list of risks that may have impact on your event.

#### STEP 4: ANALYSING RISKS (LIKELIHOOD & CONSEQUENCE)

Analysis is necessary to determine just how significant the risk may be. Think about how likely it is 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. Use the below guide to identify the likelihood of a risk occurring. List the rating in the Likelihood column of the Risk Assessment Table.

LIKELIHOOD	DESCRIPTION
Almost Certain (A)	90% chance of occurring
Likely (B)	Greater than 50:50 chance of occurring
Possible (C)	50:50 chance of occurring
Unlikely (D)	1:10 chance of occurring
Rare (E)	May occur only in exceptional circumstances

The consequence of a risk occurring refers to the impact or magnitude of the effect. When scoring the consequence associated with a risk, consideration needs to be given to its impact in terms of Environmental, Financial/Economical, People & OHS (injury/illness), Reputation, Infrastructure/Asset, Liability/Legal.

CONSEQUENCE	DESCRIPTION
Negligible (1)	Consequence would be dealt with by routine operations, e.g. no injuries, no financial loss, minimum impact to reputation.
Minor (2)	The consequence would not threaten the efficiency or effectiveness of some aspects of the event, but would be dealt with internally e.g. Minor level of community concern, medium financial loss, first aid treatment, minor isolated concerns raised by stakeholders or others at the event.
Moderate (3)	The consequence would not threaten the event, but would mean that the event would be subject to manageable changes e.g. Injured person(s) requiring hospitalisation, Moderate level of community concern, high financial loss, possible rehabilitation; Local media coverage.
Major (4)	The consequence would threaten the continued effective functioning of the event organisation and therefore the event e.g. Significant level of community concern, major financial loss, hospitalisation, national media coverage; local media frenzy; social media topical discussion
Catastrophic (5)	The consequence would threaten the event and the event organisation e.g. death, huge financial loss, huge effect on public image, national media coverage; social media outrage / overdrive.

## STEP 5: EVALUATE OVERALL RATING

The purpose of evaluating risks is to determine which risks need further treatment and in what priority order. Establish a risk rating for each hazard by lining up the likelihood and consequence on the table below. Select an overall risk rating in the Risk Assessment.

		Consequence				
		Negligible	Minor	Moderate	Major	Catastrophic
Likelihood	Almost Certain	Moderate	High	High	Very High	Very High
	Likely	Moderate	Moderate	High	High	Very High
	Possible	Low	Moderate	Moderate	High	Very High
	Unlikely	Low	Moderate	Moderate	High	High
	Rare	Low	Low	Moderate	Moderate	High

## WHAT ACTIONS TO TAKE:

- Extreme risk – immediate action required by the organiser to reduce or remove the risk completely
- High risk – Attention needed to develop risk reduction strategies. May require consideration of alternative tasks, activities, methods.
- Moderate risk – specific risk reduction strategies needed. Focus on ensuring the Control measures are implemented and effective.
- Low risk – manage using existing controls and is generally acceptable.

## STEP 6: WHAT CONTROLS ARE IN PLACE TO TREAT OR MONITOR THE RISK?

Think about what actions or planning you have in place to manage the risk. List these in the Control Measures column of the Risk Assessment.

## STEP 7: EVALUATE RISKS AND OVERALL RATING AFTER CONTROL MEASURES ARE IMPLEMENTED.

Once Control Measures are in place for the risk, reevaluate the Likelihood, Consequence and Overall Rating.

## **STEP 8: WHO IS RESPONSIBLE FOR MONITORING AND SUPERVISING THE RISK?**

The Responsible column should indicate the person responsible for ensuring the controls are implemented. It's recommended to delegate certain risks to area wardens to reduce the load on the event organiser. Area wardens should report any issues to the event organizer who will oversee the Risk Management Plan.

## **STEP 9: HAS THIS RISK BEEN REVIEWED ON EVENT DAY?**

The event organiser should review the Risk Management Plan before, during and after event to ensure that hazards and risks are addressed and control measures are in place.

# **RISK MANAGEMENT PLANS ARE CONSTANTLY REVIEWED THROUGHOUT EVENT MANAGEMENT**

A risk assessment is dynamic and ever evolving. As your event planning progresses, new risks will be identified, and some may no longer be valid. It is important to regularly review and update the risk assessment during the event planning process, to ensure all potential hazards and risks are captured and mitigated. Any risks rated 'Very High' or 'High' should be monitored on a regular basis to ensure that the rating assigned, controls identified, and treatment plans established remain valid.

## COMMON EXAMPLES OF HAZARDS, RISKS AND CONTROL MEASURES

Hazard	Risks	Risk Rating	Control Measures	Risk Rating	Responsible
Planning: Poor communication to contractors, vendors and teams	Incorrect information provided No agreements, unclear expectations Poor management Reputational/attitude towards event	M	Record keeping of meetings and actions Clear communication by phone and emails Agreements in place	L	Event Manager
Information: Inaccurate, untimely, not accessible	Incorrect information on promotion Incorrect run sheets	M	Ensure Event Manager reviews all communications Appropriate briefings, supervision Key information distributed to staff and volunteers (Event Plan, Site Plan, Contact lists, etc)	L	Event Manager
Crowds: Disorderly crowds, over crowding	Crowd crushes Patrons disrupt other patrons Aggressive behaviour	M	Visible event staff, security, marshalling presence Early intervention, event management plan followed, if unable to control crowd call Victoria Police for assistance on 000 Ensure there is clear ingress and egress and available emergency exits using signage, bollards and rope	L	Security Staff Area Warden
Traffic: Increase vehicles and pedestrian in the area	Gridlocked traffic outside the event Illegal parking, injury/accidents to patrons crossing roads Reputational/attitude towards event	H	Encouragement of patrons to use alternate forms of transport Clear communications to patrons for allocated parking areas Traffic Controllers to direct traffic if necessary Deliver pedestrian traffic flow as planned	M	Security Staff Traffic Controllers Area Warden



Weather: Unpredictable extreme weather (electrical storm, flooding, high winds, extreme heat)	Weather affecting attendance numbers  Infrastructure damage  Patron dehydration, burning	M	Provision of shelter, umbrellas, cooling or heating systems  Monitor of infrastructure, dismantle and remove if deemed unstable  Follow emergency management plan if event site becomes dangerous  Water and sunscreen available to patrons	M	Event Manager
Uniform: Inappropriate staff/volunteer attire	Staff/volunteer wearing open toe shoes while on site  Staff/volunteer not wearing high visibility vests	L	Appropriate briefings and expectations on clothing and shoes while on site  Provide staff/volunteers with appropriate vests	L	Event Manager
Medical: Non-critical injury	Staff, volunteer or patron injury	M	First Aid available  Incident reporting is clear and all Area Wardens understand process	L	Event Manager
General: Fatigue, slip, trips and falls	Staff, volunteer or patron tripping over infrastructure, cable covers	M	Monitor event site, revise Risk Management Plan  Identify any protruding infrastructure and mitigate appropriately	L	Event Manager
Fire: Electrical fire from food vendor, AV equipment or generator	Property damage  Injury and burns to staff, volunteers or patrons	H	Emergency management plan followed  Ensure Area Wardens are trained to use fire extinguishers and reporting lines  Call 000 immediately and evacuate the area	M	Event Manager
Infrastructure: Unweighted marquees, tables, chairs, stages	Property damage  Injury to staff, volunteers or patrons of unsecured infrastructure	M	Ensure all marquee legs have minimum of 15-20 kgs weights  Ensure all furniture are not broken or damaged and in working order  Ensure stage is assembled by a qualified professional	L	Event Manager