[Event] Risk Management Plan

## Step 1 — Identify Risks

The main risks to consider are things that could:

* cause injury to an attendee or participant (health and safety)
* cause damage to equipment, infrastructure and/or the event site
* harm the future of the event or the organising committee (including financial and legal risks).

The underlying legal issue of safety is duty-of-care, which means taking all possible steps to avoid potential injury to everyone involved.

Remember to consider all activities before and after the event is held, such as risks involving people, technology, selling enough tickets, income streams, your site’s terrain, bodies of water, weather, evacuation, fire, temporary structures, lighting, power, conductive wet environments, extension cords, traffic management, food handling, signs, chemicals, accessibility, emergency services access, first aid, sunburn, shade, children, noise, trip hazards, ergonomic safety, crowd control, alcohol, drugs, violence/aggression, cash security, rides, competitors, fence jumpers, negative reviews, key staff and/or entertainers being unavailable, etc.

Add the risks that apply to the end of this document.

Review your event plan and think about what type of incidents could impact each area. Add your identified risks here.

Identify each step in your planning processes and think about the associated risks. Add your identified risks here.

Ask as many ‘what if’ questions as you can. What if we lost power supply? What if key managers were sick on the day? What if there was a storm during the event? What if a major sponsor or grant funding are lost? Add your identified risks here.

Think about the worst things that could happen to your event to help you deal with smaller risks. The worst-case scenario could be the result of several risks happening at once, such as power loss leading to food spoilage leading to food poisoning leading to reputation damage, legal consequences and financial losses. Add your identified risks here.

Brainstorm with a variety of stakeholders, such as your accountant and suppliers to get different perspectives on risks to your event. Add your identified risks here.

Have each of your organisers identify risks for the areas they are responsible for and provide you with notes. Remind them to consider all activities before and after the event including risks involving people, technology, selling enough tickets, income streams, your site’s terrain, bodies of water, weather, evacuation, fire, temporary structures, lighting, power, conductive wet environments, extension cords, traffic management, food handling, signs, chemicals, accessibility, emergency services access, first aid, sunburn, shade, children, noise, trip hazards, ergonomic safety (e.g. lifting), crowd control, alcohol, violence/aggression, cash security, rides, competitors, fence jumpers, negative reviews, key staff and/or entertainers unavailable, etc. Add your identified risks here.

Add all of your identified risks into the template at the end of this document, filling out the first five columns for each risk.

## Step 2 — Evaluate Risks

Once you have identified risks, work out the likelihood of each risk happening (its frequency or probability) and the consequences it would have (the impact) to determine the level of risk. This is calculated by — level of risk = consequence x likelihood.

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| --- | --- | --- | --- | --- |
|  | Consequence | | | |
| Likelihood | Insignificant | Moderate | High | Severe |
| Very unlikely | Low | Low | Low | Medium |
| Unlikely | Low | Low | Medium | Medium |
| Likely | Low | Medium | High | Extreme |
| Very likely | Medium | Medium | Extreme | Extreme |

Each risk level requires a different level of actions to mitigate them.

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| Risk Level | Actions Required |
| Low | * Manage with routine procedures. * Monitor with normal internal reporting. |
| Medium | * Develop and implement an action plan for mitigating these risks. * Monitor implementation of plan. * Develop an incident response plan for how to respond if these risks occur. |
| High | * Develop and implement an action plan for mitigating these risks. * Monitor implementation of plan. * Report to Executive Committee. * Consider alternate activity unless appropriate controls are implemented. * Develop an incident response plan for how to respond if these risks occur. |
| Extreme | * Not acceptable. * Extreme risks require detailed research and management planning by Executive Committee. * Organise an alternate activity unless appropriate controls are implemented. |

Fill out the next three columns of the template for each risk.

## Step 3 — Mitigate Risks

Decide the steps you will take to reduce and avoid medium and high risks. Plan to reduce risks by:

* reducing the likelihood of the risk happening e.g. with compliance, legislation, staff training, regular maintenance or a change in procedures
* reducing the impact if the risk occurs e.g. with emergency procedures, off-site data backup, or public relations plan.

You may be able to transfer some or all of the responsibility for a risk to another party through insurance, outsourcing or partnerships.

Find a way to mitigate risks by:

* elimination — removing the risk entirely through new design or process
* substitution — replacing risky materials or methods with less risky alternatives
* engineering — isolating the hazard with design improvements
* administration — ensuring safe operating procedures are in place, and that effective training and monitoring is available
* personal protective equipment — making sure that appropriate safety equipment including gloves, hats, sunscreen, etc. are available.

Volunteer training and briefing is a key risk management action. Ensure workers are fully aware of the need to take reasonable care to avoid situations where someone could get injured.

Insurance is also a necessary part of risk management. Seek professional advice to ensure your event has adequate public liability insurance for spectators, participants, volunteers, officials and organising committee. Event organisers are legally responsible for the selection of suppliers, set-up of event infrastructure, sufficient amenities and accessibility, and health and safety.

To avoid legal risks, document your legal obligations, ensure the event committee is aware of them, and implement controls and monitoring to prevent non-compliance.

Fill out the last two columns of the template for all medium and high risks.

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## Incident Response Plan

Develop an incident response and recovery plans to deal with the consequences the remaining medium and higher risks. Your incident response plan provides clear instructions on what to do if any risks eventuate.

The way an incident is handled can significantly reduce negative publicity and reputational damage, and even help reduce the risk of legal action. Video and social media commentary from attendees can be quickly used by the media so include strategoes to deal with media if a serious incident occurs. Identify who will respond to the incident and who will communicate with media and on social media. Include in your communications the facts of what happened, and what is being done for the people involved and to right the situation.

Your incident response plan should include:

* plan activation details, including a clear statement on who is authorised to activate it and when
* incident response team details, including key roles and responsibilities
* an emergency kit
* evacuation procedures
* a communication plan including key communication methods and timings
* a media communication plan including events spokesperson for media and on social media
* contact lists for people you will need to communicate with during a crisis including staff and emergency services
* an event log to record information, decisions and actions that you take during a crisis

Remember:

* physical danger is your first priority
* there may be a lack of clear information about what is happening
* there may be limited time in which to make decisions
* external support may be needed e.g. from emergency services
* key staff may be unavailable
* the event management team may suffer from confusion, friction, pressure and stress
* attention from attendees, media and stakeholders may be intense
* news may travel fast, shaping public perception of the crisis and how it is being handled.

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## Templates

## Risk Evaluation & Mitigation Plan Template

Use this template to assess the risks and mitigation you have identified.

[Event] [Year] Risk Management Plan

Prepared by ……………………………………………………… Date ……………………………

Reviewed by …………………………………………………….. Date ……………………………

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| Activity | Potential hazard | Consequence | Risk group | Control measures | Likelihood | Consequence | Risk level/ Priority | Mitigation & prevention measures, & contingency plans | Responsibility |
| *Stalls* | *Food poisoning* | * *Food poisoning (health)* * *Negative media coverage (reputation)* * *Legal action (financial)* | *Attendees*  *Event* | *Stallholders must comply with Australian National Food standards and health regulations.*  *PR spokesperson has negative media plan.* | *Unlikely* | *Moderate* | *Medium* | *Ensure all food stallholders have insurance.* | * *Stallholders’ coordinator* * *Public relations spokesperson* |
| *Crowds* | *Crushing* | * *Health* * *Legal action (financial)* * *Reputation* | *Attendees*  *Event* | *Site layout and program designed to reduce concentration of people in any one area. Multiple exit points from every area. Evacuation plan.* | *Unlikely* | *High* | *Medium* | *Monitor and control density of crowds.* | * *Security* |
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## Risk Action Plan Template

Use this template to detail your mitigation of specific risks. Include these action plans in your Risk Management Plan.

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| Risk | *Marquee collapse in high winds* |
| Recommended action | *Ensure marquee installer completes an inspection checklist and submits it to the event organiser. Develop a procedure to dismantle the marquee in high wind speeds.* |
| Proposed actions | * *Contact marquee company and advise that they will need to complete an inspection checklist and submit it to the event organiser once the marquee is erected.* * *Marquee company to provide level of wind speed that is unacceptable.* * *Develop a procedure for dismantling the marquee if there is unacceptable wind speed.* |
| Responsibility | *Stallholders Coordinator* |
| Reporting/Monitoring | * *Event organiser to remind marquee hire company of checklist requirement one month prior to event.* * *Completed checklist to be obtained from installer immediately after erection of marquee.* |

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| Risk |  |
| Recommended action |  |
| Proposed actions |  |
| Responsibility |  |
| Reporting/Monitoring |  |

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| Risk |  |
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