##### Risk management

Background:

Risk management is a logical and systematic method to identify, analyse, treat, monitor and communicate risks associated with any activity, function or process.

Effective risk management is essential for the success of any public event.

The *Health (Public Buildings) Regulations* 1992 require risk management plans, in accordance with AS/NZS 4360: 1999 – Risk Management, for events of more than 5,000 people.

Liquor licensing and local government also have discretion to require plans for other medium and high-risk events.

The **event manager** is responsible for preparing the plans which must be submitted to the local government for approval.

Plans should be owned by the event manager and treated as confidential by other stakeholders.

Risk management AS/NZS 4360:1999

AS/NZS 4360: 1999 is a generic guide to establish and implement a risk management plan. It outlines steps which, when taken in sequence, will enable continual improvement in decision making.

**Definition: Risk management**

AS/NZS 4360:1999 defines Risk Assessment as “the overall process of risk analysis and risk evaluation.” For the purposes of this guideline, the term Risk assessment will refer to all the steps inside the dotted line *(See Diagram 1)*.

Risk management

|  |  |
| --- | --- |
| **Is about** | **Is not about** |
| Ensuring safety. | Creating a totally risk free society. |
| Balancing benefits and risks, with a focus on | generating useless piles of paperwork. |
| reducing real risks. |  |
| Enabling innovation and learning. | Scaring people by exaggerating or publicising |
|  | trivial risks. |
| Ensuring that those who create risks manage | Stopping important recreational and learning |
| them responsibly. | activities where the risks are managed. |
| Enabling individuals to understand that as well | Reducing protection of people from risks that |
| as the right to protection, they also have to | cause real harm and suffering. |
| exercise responsibility. |  |

**Guidelines:**

 **►► Developing a risk management plan**

Under health legislation it is mandatory for events of more than 5,000 people to develop a risk management plan in accordance with AS/NZS 4360: 1999 and the process outlined in **Diagram 2** below. Other agencies may require risk management plans for smaller events and it is recommended that all events develop a plan.

**Diagram 1. The Risk Management Process Model (AS/NZ 4360:1999)**

**Identify risks**

**Establish the context**

**analyse risks**

**Evaluate risks**

**Treat risks**

**communicate and consult**

**monitor and review**

The risk management plan should include: Event details.

Stakeholders.

Consequence and likelihood descriptors. The risk matrix analysis.

Risk register.

action response plans, which should include the initial and treated risk descriptors.

 **►► Submitting the risk management plan to local government**

Risk management plans should be submitted early in the approval process (check with your local government to find out when) and remain a working document until the final briefing. This will assist in identifying critical issues where amendments may be necessary, such as infrastructure.

All risk management plans must be treated and stored as highly confidential documents.

It is unacceptable to submit the documentation immediately prior to an event. a well prepared plan submitted early in the approval process is an indication of the organiser’s knowledge of the process and potential issues associated with the event.

 **►► Carry out the risk management plan during and after the event**

Monitor event risks throughout the event and log any inappropriate treatments (which will show as injuries or disruption to plans).

In response to any logged incidents, changes should be made to the risk management plan and its implementation as the event progresses, with emergency evacuation being the worst case scenario.

 **►► Post event**

After the event a review of the risk management plan should be carried out by the event manager. At the debriefing improvements for future events are identified and successful elements should also be identified. The review process should be completed prior to when the stakeholders gather to plan the next event. Refer to event debrief in the Support Tools section.

**Local government risk management plan assessment**

Local government must assess risk management plans in compliance with Regulation 4.2.

To ensure the risk management plan is as effective as possible, local government should consider the following in Table 6.

**Table 6. Assessment tool for local government**

**assessment of risk management plans**

Does the plan identify the objectives? Does the plan establish the context?

Has the plan included relevant stakeholders (e.g. police) in its development? Are the risks clearly defined?

Are the likelihoods and consequences used to determine the risks defined and relevant?

Does the plan address all public areas or areas likely to impact upon the health, safety or amenity of the public?

are the strategies proposed to address risks appropriate and known to be effective?

Have large events been dissected into manageable areas and key risk words used to identify

specific risks and processes?

**Scenario: Developing a risk management plan**

See developing a risk management plan for your event in the Support Tools section to help with the scenario.

**Step one: Establishing the context**

Event manager Jack White would like to hold an event in the Peel region. The event would be categorised as a rock concert, and it is projected that 10,000 people will attend the event. alcohol will be sold. gates open at 15:00 hours and the event ends at 23:00 hours.

**Step two: Identify risks**

Jack White meets with the local government, stakeholders and the farmer who owns the site on which the event is to be held. Together they do a **brainstorming session** for potential risks associated with a rock concert at that location. given that there is a dam on the property in the vicinity of the proposed stage location, one potential identified risk is drowning.

**Step three: analyse risks**

Jack White and the stakeholders analysed the risks using the criteria in the ***Tool: Developing a risk management plan for your event, Table 2 and Table 3***.

They determined that the likelihood of drowning occurring could be classified as “unlikely” (Table 2) and the consequence of a person drowning would be “major” (Table 3).

**Step four: Evaluate risks**

Using the likelihood and consequences ratings from ***Tables 2 and 3***, the identified level of risk

associated with a drowning was determined using ***Table 4*** (level of risk).

The level of risk was considered to be high.

**Step five: Treat risks**

given that the risk rating for a drowning occurring at Jack White’s concert was high, ***Table 5* (Treatment of risk rating)** was used to determine that senior management attention was needed. Therefore Jack worked with the local government and the farmer to construct a barrier around the dam. The location of the stage was also revised in light of this high risk.

**Hint**

► For large sites break up the site into segments similar to security operational zones and assess

each segment separately.