



# EVENT MANAGEMENT PLAN

Event dates:

Thursday 4<sup>th</sup> April 2024

Saturday 6<sup>th</sup> April 2024

Sunday 7<sup>th</sup> April 2024



## **A. Injury Management & Prevention Practice**

The event management team will apply best risk management practice as set out in AS/NZS ISO 31000:2018 Risk management, which continues to adopt the key methodology of AS/NZS 4360 - Principles and guidelines.

*“Organisations of any kind face internal and external factors and influences that make it uncertain whether, when and the extent to which they will achieve or exceed their objectives.*

*The effect this uncertainty has on the organisation’s objectives is “risk”. All activities of an organisation involve risk. Organisations manage risk by anticipating, understanding and deciding whether to modify it. Throughout this process they communicate and consult with stakeholders and monitor and review the risk and the controls that are modifying the risk.”*

A comprehensive risk assessment has been undertaken of all aspects of the **Redline Games** and the Risk Management Plan (RMP) is documented hereunder. In addition, the Event Management Team will work closely with local council, Roads, Authorities and other key stakeholders to ensure that all safety and environmental risks are managed to the satisfaction of all involved.

### **Guiding Principles**

Triathlon and Multisport racing events require that athletes participate in a variety of very physical sports, hence there are some risks of injury to participants. Unlike other endurance events, these events occur almost entirely away from urban areas which significantly reduces the chances of injury or death involving vehicles.

The guiding principle to risk management is that risks of injury to participants should be reduced to the maximum extent practicable. The event management team will exercise due diligence in the assessment and management of all risks and educate participants and marshals in relation to their responsibilities.

Some key strategies for achieving this include:

- Detailed briefings for participants, prior to the event and clear concise emergency response protocols for each race and each leg.
- A customised “Risk Management Responsibilities” briefing provided to individual volunteers and marshals.
- Desktop rehearsals of emergency scenarios prior to the running of the event.
- Comprehensive communications systems in place.

### **Injury Management & Prevention Practices**

Some general precautions will be taken in the area of injury management. These precautions are designed to minimise the risk of injury to participants, and to ensure that all parties involved in the event (including staff and volunteers) are aware of their obligations with respect to injury prevention and management.

The general precautions include:

- A well-resourced First Aid team.
- Prior to being accepted into the event, a detailed indemnity must be signed by all participants.
- Risk management induction document to be provided to event marshals and volunteers.
- Detailed briefings for all participants.
- Professional First Aid and/or paramedic teams in attendance at all times.
- A detailed emergency management plan in place.
- Medical centres and hospitals briefed and on stand-by.
- Cut-off times and short course options enforced.

## **B. Medical & First Aid**

A team of first aiders and/or medically trained contractors will be the Medical Team for the event. This team will be led by an experienced first aid personnel, who has managed this area for a number of major events. Some marshals will be equipped with appropriate communications devices in order to contact the medical staff for advice and assistance. The medical team will be able to then contact the closest trained first-aid resource to provide further instructions.

In the event of an accident or emergency, a marshal will attempt to move the affected participant off the course to make a clear path for other participants. If it appears unlikely that a participant cannot be moved without distress, and if the participant is in a location that other approaching participants may not see (thereby causing additional accidents), then the marshal shall seek the assistance of another participant to warn approaching athletes of the danger.

If required, the Medical staff will then contact the closest first-aid marshal to request that they attend the scene of the emergency. The Medical staff may also request that an emergency vehicle (motor vehicle, ambulance or helicopter) be dispatched to the scene of the emergency.

In order to minimise the risk of injury to participants and spectators, the standard safety precautions and policies for each of the individual sports will be utilised during the events as listed below.

### **Start, Finish & TA's**

The following policies and procedures will apply to the start, finish and all TA's.

Communications

Event HQ – being the event management radio/phone to be established with the Event Director being at the centre of all communications.

Event HQ radio to be with the Event Director or at the HQ marquee

Event HQ - To be manned at all times

The specific responsibilities are below:

#### **Event Director**

- Accident coordination
- Volunteer coordination
- TA captains
- Lost/missing athlete coordination
- Start/finish/expo area

#### **Course Director**

- The course and its security, marking, and flow
- Traffic management
- Emergency services coordination – first aid, SES...etc
- Race/leg leaders/coordinators
- First Athlete / Last Athlete Officials

### **Set up and operation**

Considerable thought has been given to the design and set up of registration and expo areas, in particular:

- People movement, congregation points and congestion.
- Children and their (erratic) movements with any kids activities away from the central area
- Emergency access
- Toilets and facilities ratios to number of attendees
- First aid services if there is an accident, as well as a central base for accidents that may occur out on the course
- A central event management HQ marquee and point of public attention
- Electrical requirements

- Safe set up of equipment and infrastructure – trip hazards
- Provision of food and water for the public – particularly in hot weather
- Noise pollution
- Waste management

## **Swim**

The swims will be managed by the Swim Director and staffed by qualified water safety personnel. All plans are based around the worst weather possible.

Look at weather first and determine suitability of conditions. Basis for go ahead with the swims (be it originally intended course or revised course):

- Is that if a beginner-level swimmer could not handle the conditions, then the course would change. This includes cancelling if there are no other, safer alternatives.
- Conditions are to be determined by the Event Director, Course Director, Swim Director and those that are providing water safety for the event.

## **General Policies:**

All water sports have land-based spotters at look out points along the course as appropriate

- Water safety is to be focused on the second half of the field (as this is where the majority of accidents will come from) and follow the majority of the field. At the same time, water safety must still provide supervision for all swimmers, from first to last, but the middle – rear of the field is where resources will be concentrated.
- One spare water safety resource to be available at all times – to be on call.
- If a catastrophe occurs, then resources may be pooled to assist but must still provide supervision over the entire course in case of further accidents
- All IRBs must have 2 personnel in them at all times.
- Water safety personnel should ensure they can hear their radios as much as possible.
- Recommended that water safety must stop to listen to their radios and check for calls at least once every 3 minutes, stopping so they can hear their radios for at least a minute.
- The Event Director to ensure a list of the names and total number of people entering the water is known for each event.
- This list made available to the Swim Director and the swim to run leg TA captain.
- Land based list given to Event Director, Event HQ and timing personnel with responsibility between them to account for people when they exit from the water (either as part of the event or through emergency withdrawal).
- A walled tent will be positioned on the shore to provide privacy for medical emergencies

## **Communications**

Policies:

Timing Director to have a list of the names and total number of people entering the water.

This list is to be made available to the Swim Director

Land based list given to Event Director, Event HQ and Timing personnel with responsibility between them to account for people when they exit from the water (either as part of the event or through emergency withdrawal).

## **Equipment athletes should carry**

- Wetsuits - it will be mandatory for athletes to wear a wetsuit if the water temperature is below 15degrees C.

### Other boat users in the area

Boat traffic in the area is very low, but if traffic was encountered, the Swim Director would request they wait a short time before launching or “heave to” until athletes clear the area. This would be communicated by our water safety craft that patrol the area.

### On Water Policies

- All motorised safety craft on water must be able to talk to each other
- All motorised safety craft to be able to communicate reliably with land spotter(s)
- Designated boats must be able to reliably communicate with a land-based official (if this person is different to the land spotter)
- This number to be as many as possible, but this does not mean every boat will be able to communicate with the land.
- Communications to land based official may be to a designated ‘water safety spotter’ who is on the land, or direct with an event official (who is not necessarily, exclusively involved with the water safety team, such as the Event Director).
- Land based water safety person (be it either the spotters or the coordinator) to be central resource for the water safety team:
- To have communications to land based medical teams and others
- To know all exit and emergency extraction points on the course
- To know all water safety zones, plans and personnel
- Radio calls to water safety personnel, if not heard the first time, must be repeated at least every minute or until they’re acknowledged.

### Medical support

Appointed medical team to have:

- Direct contact with land based water safety person.
- Direct contact with event director and HQ.
- To have exit and emergency evacuation points for the land based personnel so they know where to go and how to get there in case they are called to assist
- Correspondence and pre-event advice given to athletes before the event
- Explanation to athletes that they must ‘check out’ once they leave the water if they pull out of the race or leg, for any reason. They must also advise an event official as soon as possible. NB: Crossing the appropriate timing mat counts as checking out
- Communicate that the event management team reserves the right to remove athletes from the course if not skilled enough to continue safely in our opinion
- Give clear explanation of the course and likely conditions

### Equipment the event management team should have to hand

- Means of contacting the Event Management Team and medical teams
- Water safety personnel or people close to water races or legs to have a space blanket
- TA’s to have first aid kit and space blankets available

### Other official event personnel

- Water safety specific personnel to have laminated information about the water-based races with maps, water safety zones, exit and emergency access points and contact details of land based marshal, event director and other marshals on and around the water based races

## **Run**

The runs will be managed by the Run Director and staffed by course marshals. All plans are based around the worst weather alternative.

Look at weather first and determine suitability of conditions. Conditions to be determined by the Event Director, Course Director and the Run Director.

## **Policies**

- Marshals located at all major road intersections, crossings and junctions. Where this is a used public road this crossing will be manned by professional traffic management personnel if deemed appropriate after consultation with Council and local Police
- If there are only a few marshals on the course then a marshal is to be located at approximately every 5 kms with Communications to HQ and medical team as well as roving support staff in vehicles with means of communication
- To know all exit and emergency points on the course and a map of the course area
- To record the numbers of all athletes as they come through a timing mat in transition as a checkpoint for emergency reference
- To have a supervising Run Director who has responsibility for coordination of the runs and the marshals along it – providing assistance to the Event Director
- Course to be marked such that even if a marshal were not at a designated point then the athlete should still be able to find their way along the course. Course marshals there as reinforcement only.

## **Conditions on the day**

Consideration will be given to extreme conditions found on the day:

### **Extreme Cold - Plans being**

- Announcement to be made on all Social Media prior to event starting
- Athletes briefed of the expected conditions during the course briefing. If needs be, then at the start of that particular race as a final reminder/awareness.
- Athletes are encouraged to wear additional clothing during the event and take additional care throughout the course.
- Course may be redirected away from wet areas (that would make athletes unnecessarily colder) such as any water jump or wading activities
- Medical team have a stock of space blankets

### **Extreme Heat - Plans being**

- The Bureau of Meteorology Wet Bulb Globe Temperature scale will be used to determine if the event will be shortened or postponed
- Announcement to be made on all Social Media prior to event starting
- Athletes briefed of the expected conditions during the course briefing. If needs be, then at the start of that particular race or race as a final reminder/awareness.
- Athletes are encouraged to carry sufficient water for the race or leg, emphasis being to be self-sufficient.
- Marshals along the course have the ability to take emergency water to provide to athletes if needed. Additional water points may also be set up pending the spacing of marshals along the course.

### Extreme Wet - Plans being

- Announcement to be made on all Social Media prior to event starting
- Athletes briefed of the expected conditions during the course briefing the day before, as well as at the start line on the day. If needs be, then at the start of that particular leg or race as a final reminder/awareness.
- Athletes are encouraged to wear additional clothing and take additional care.
- Course may be redirected away from water ways and areas of flooding.
- Marshals and volunteers all issued with space blankets

### Medical support required

- Policy being to recruit local, professional first aid crews to respond to any medical emergency, who will have at least one mobile unit and one base station and will immediately act on advice of any injury on the course.
- Minimum base station equipment required with the medical team being defibrillator, oxygen, stretcher and ability to carry people and provide basic treatment.

### Communications

- Communications to be established at the start, end and approximate mid-way points along the run leg or race with all communications points to have communications to HQ and medical team
- To know all exit and emergency points on the course and a map of the course area
- Correspondence and pre event advice given to athletes before the event (manage expectations and strategies)
- Communications – all athletes advised and encouraged to assist in any emergency and where appropriate, help with course communications by the carrying any messages of any incident forward to the next marshal or communications points, including the injured person's name/no & approx location.
- Provide accurate explanation of what the course involves and possible hazards before the event. Explanation given to athletes beforehand that the run goes through remote areas and that emergency response times will be slower than if the same accident were to happen in an urban parkland for example and that athletes should be aware of this.
- Provide a map of the course so people can practice / check it out beforehand.

### Bike Leg

The same safety and risk management policies and procedures written for the runs above also apply for the bike leg, with the following additions/exceptions:

- Where there is no mobile reception over the bike course then Event Organisers will endeavour to have a marshal every 10km (app) and clear directional signage.
- To have a supervising Bike Leader who has responsibility for coordination of the Bike leg and the marshals along it – providing assistance to the Event Director
- Managed emergency & athlete repatriation vehicle access

### Contingency Decision Tree

Steps to follow if the weather, or other disturbance is affecting the safety of the event:

**Contingency committee:** Event Director, Course Director, Race Referee, Medical Director and Swim, Bike, Run Directors,

4:00 pm day before.

Look at weather, forecast and current conditions – definitely yes do it / definitely no don't do it / maybe, decide later.

- If yes, definitely yes:

Advise athletes at registration/briefing.

Open TA's for drop offs originally planned.

- If no, definitely not: decide what course we are doing – shortened course, change of course or postponed event.

Advise athletes at registration/briefing

Advise volunteers that course has changed and what it means to them (what are their new positions/roles) – circulate maps and explanation of course changes

Mark and fully set up changed course

Put notice on notice board

- If maybe:

Mark alternative course that may be affected by the change – e.g., run

Advise volunteers that course may change and what it means to them (what are their new positions/roles) – circulate maps and explanation of course

For Swim course changes –

Advise water safety that course may change and what it means to them.

Circulate explanations of new course

Contact water check committee and call to 5:30pm meeting swim start/finish location

Rule of thumb is that if the conditions for the swim could not be handled by a beginner-level swimmer, then we would change the course. This includes cancelling if there are no other, safer alternatives.

Prepare maps and information of alternative courses for the notice board and website

4:30 am event day - get updated weather forecast - look at weather and current conditions

Run original course, incorporate changes and new course, or postpone event.

#### How to advise competitors

Notice onto notice board

Continuous PA announcements advising the change

Message on website and social media

Official at swim TA location

Actions: at expo area and start:

Set up signs explaining course changes

Set up area for – alternative leg TAs

For alternative courses effected by the change

Finish marking alternate course – make 100% ready

Advise volunteers and officials what course we are doing. Make sure all are 100% clear

Advise water safety what course we are doing. Make sure all are 100% clear

Advise media, sponsors, exhibitors, and others the difference this makes to them

Aim for and publish what time event will start at, if delayed.



# Risk Management

Risk is the chance that something will go wrong. In an event context, it may be defined as the likelihood that the event does not fulfill its objectives. Risk is the effect of uncertainty on objectives. As a guidance note this plan follows the methodology of the International Standard of Risk Management; ISO 31000, which continues to adopt the key methodology of AS/NZS 4360.

## Consequences and Likelihood

Likelihood (Chance) - chance of something happening (AUS/NZS 4360:2009). In this regard, likelihood can be defined as the percentage probability chance of a risk event occurring in any given time.

Consequence - outcome of an event affecting objectives (AS/NZS 4360:2009)

### Consequence Ratings

Score	Rating	Injury
1	Minimal	Bruise, minor cuts, able to continue with very little discomfort
2	Minor	Contusions, bleeding, sprains, able to continue with some discomfort
3	Moderate	Serious fall or injury that requires some medical attention (e.g. dressing/strapping) prior to continuing. Including hypothermia, dehydration, heat exhaustion, where the athlete is able to recover overnight.
4	Major	Broken bones, joint dislocation, knocked unconscious, unable to continue in event, up to 3 months recovery. Includes hypothermia, dehydration, heat exhaustion, where the athlete is unable to continue and must withdraw from the event.
5	Catastrophic	Death or permanent disability

### Likelihood Ratings

Score	Rating	Injury
1	Rare	Incident may only occur in exceptional circumstances (e.g. 1 in 50 or more events)
2	Unlikely	Incident could occur at some time (e.g. 1 in 10 events)
3	Possible	Incident will probably occur at some time (e.g. 1 in 3 events)
4	Likely	Incident will probably occur reasonably regularly (e.g. once or twice each event)
5	Almost certain	Incident is expected to occur in every event (e.g. greater than 5 times per event)

**A. Injury Risk Assessment**

#	risk	cause	control	consequence	likelihood	action	responsibility
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**General**

***description & rating***

G1	Emergency situation requiring additional people to assist	Any of the risks listed below	Entrants required to assist with emergency situation	Loss of time for assisting athlete 1	3	Time credit to be awarded to individual/team who stop to assist	Timing Marshall Race Director Swim Director Bike Director Run Director
G2	Athlete becomes hypothermic	Extreme cold Low water/body temperature Fatigue Dehydration	Wetsuits recommended in swim Comprehensive briefing covering clothing requirements Other team members to monitor Event medical staff in attendance at all TA's to monitor athletes	Slows progress (mild case) Requiring rescue (severe case) 3-4	2	Assessment by doctor	Medical staff
G3	Athlete becomes dehydrated or suffers heat exhaustion	Extreme heat Insufficient fluid intake Fatigue/ stomach problem	Comprehensive briefing covering hydration requirements Briefing re appropriate clothing Use BOM WBGT to determine heat affects Event medical staff in attendance at all TA's to monitor athletes	Slows progress (mild case) Requiring rescue (severe case) 3-4	2	Assessment by doctor	Medical staff
G4	Contraction of COVID-19 through people	Staff, volunteers, participant or spectator comes to the event with flu-like symptoms	Pre-race email with COVID questionnaire sent 72 hours before event. 500 People onsite total 4m2 Rule per person 1.5m Social Distancing	COVID-19 outbreak following event 5	1 to 2	COVID19 Compliance Officer to enforce 1.5m Social distancing Total event participant registration cutoff Onsite Temperature checks	Event Director  COVID19 Compliance Officer

						Use of signage at all high traffic areas	
G5	Contraction of COVID-19 through surfaces	Poor cleaning Poor contract minimisation Poor management of the 4m2 rule	Reduction or removal of touch points and points of interaction between event client groups in many aspects of the event  Minimising person to person contact  Reduction in the length of stay from participants through efficient operations and messaging	COVID-19 outbreak following event 5	1 to 2	Regular cleaning of surfaces following cleaning checklist and schedule  Cashless Transactions	Event Director  COVID19 Compliance Officer
G6	Uneducated Staff and Volunteers	Poor communication between staff and volunteers	Educate staff	COVID-19 outbreak following event 5	1 to 2	Send important COVID19 Information Sheet out prior to event  Ensure all staff have completed the Infection Control Training Course  Ensure all staff are aware of COVID safety measures throughout event and course	Event Director  Staffing + Volunteer  COVID19 Compliance

## Swim

S1	Athlete faints in water, may include seizure or cardiac arrest	Water temperature (very low) Fatigue Pre-existing condition	Swim course marshaled by Jet skis/IRB's and boards, to be on the lookout for people in difficulty or not swimming with other athletes	Loss of consciousness potential for drowning 4-5	1	Jet ski/IRB to immediately rescue athlete from water & take to land for treatment	Swim Director Swim marshals
S2	Athlete gets cramps	Fatigue	Swim course marshaled by Jet skis/IRB's and boards	Inability to continue forward momentum until pain subsides 1	4	Allow athlete to hold onto water craft until they recover	Swim Director Swim marshals

S3	Athlete cut on sharp rock, reef or other object	Hidden rocks / glass	Adjust course to avoid obvious sharp rocks at entry/exit of swim	Bleeding 2	2	Wound dressed	First Aid Swim Director Swim marshals
S4	Participant caught by current	Existing Lake Feature	Swim course marshaled by jet skis/IRB and boards	Causes participant some anxiety, momentarily, taken off course 1	3	Athlete can hold water craft, while driver places them back onto course – verbal instructions given to athlete re how to escape current	Swim marshals Swim Director
S5	Participant swims off course	Failure to navigate correctly Strong current Loss of swim goggles	Highly visible buoys marking course, with water safety on perimeter	Additional distance swum 1	3	Lifesaver to make physical contact with swimmer and tell them where to swim	Swim marshals Swim Director
S6	Collision with motorized vessel	Lack of concentration by vessel captain	Water safety vessels patrol course and warn other vessels. Notice in papers	Cuts, bruising, head injuries 3-5	1	Water safety team to collect swimmer and take to medical help on shore	Water safety team First Aid Swim Director
S7	Athlete is injured by marine life	Marine Life in water	Swim course marshaled by Jet skis/IRB's and boards, to be on the lookout for marine life.	Cuts, bruising, head injuries, bleeding, Loss of consciousness 3-5	1	Jet ski/IRB to immediately rescue athlete from water & take to land for treatment	Water safety team First Aid Swim Director
S8	Contracting COVID-19	Staff, volunteer, participant or spectator comes to the event with flu-like symptoms	1.5m Social distancing Rolling start of 4 participants every 5 seconds	COVID-19 outbreak following event 5	1 to 2	COVID-19 Compliance officer ensuring 1.5m social distancing Swim Director ensuring rolling start	Swim Director COVID19 Compliance Officer

## run

R1	Athlete faints in water, may include seizure or cardiac arrest	Fatigue Pre-existing condition	Run course marshaled by volunteers, to be on the lookout for people in difficulty	Loss of consciousness 4-5	1	Volunteer or medical staff to assist	Run Director Course Marshal
R2	Athlete gets cramps	Fatigue	Run course marshaled by volunteers, to be on the lookout for people in difficulty	Inability to continue forward momentum 1	4	Allow athlete to sit down and rest until they recover	Run Director Course Marshal

				until pain subsides			
R3	Participant falls or tumbles	Fatigue Rough/slippery terrain	Marshals/medical personnel with first-aid kits stationed on course Thorough briefing instructions given	Cuts, bruises, sprains, fractures etc. 1-5	5-1	Marshal to administer first-aid and assess likelihood of participant being able to continue	Marshal Run Director Bike Director Medical Staff
R4	Participant goes off course & becomes lost	Removal of directional markers	Check by marshal on morning of event that markers are still intact  Check off of participant Nos. at key points help pin point areas where athlete may have become lost	Loss of time 1  Potential for hypothermia/dehydration	2	Run Leg Director to send out course marshal to search for athlete.  Contact	Run Director Course Marshals
R5	Athlete faints during run, may include seizure or cardiac arrest	Air temperature (extreme cold or extreme heat) Fatigue Pre-existing condition	Run course marshals, to be on the lookout for people in difficulty or not running / walking with loss of coordination.	Loss of consciousness 4-5 ness, onset of shock	3	Marshal Leg Director Medical Staff	Marshal Run Director Medical Staff
R6	Contracting COVID-19	Staff, volunteer, participant or spectator comes to the event with flu-like symptoms	Avoid packs of greater than 2  1.5m Social distancing while running	COVID-19 outbreak following event 5	1	COVID-19 Compliance officer ensuring 1.5m social distancing	Run Leg Director COVID19 Compliance Officer

### bike

B1	Equipment failure e.g. broken chain, broken seat post, loose handlebars, cracked frame or forks, brake cable snaps	Faulty/worn equipment  Not tightening key components	Bike mechanic in attendance during event  Thorough event briefing	Bike accident (cuts, bruises, fractures or worse) 1-5	3-1	Marshals to assist with repairs and/or first aid	Bike Marshal
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B2	Participant hit by car or motorbike, or another participant	Not observing road rules Careless driving/riding	Event briefing, including penalties/disqualification for not observing road rules & basic bike etiquette  Marshals at any key road crossings  Prominent signage that event is in progress	Range of injuries possible 1-5	3-1	If serious accident with a motor vehicle or motorbike, police must be called and a police report prepared	Bike Director
B3	Participant crashes bike	Speed/Lack of skills Fatigue Obstacle on course	Event briefing	Range of injuries possible 1-5	3-1	Marshal to administer first-aid & assess likelihood of participant being able to continue	Bike Director Course Marshal First Aid
B4	Participant goes off course and becomes lost	Removal of directional markers	Check by marshal on morning of event that markers are still intact  Check off of participant Nos. at key points help pin point areas where athlete may have become lost	Loss of time 1  Potential for hypothermia/d ehydration	2	Any team who becomes lost should advise the closest marshal of the problem, marshal will then identify area where markers are absent and rectify.  Time adjustment may be made where time loss is caused by missing key markers.	Bike Director Course Marshal
B5	Contracting COVID-19	Staff, volunteer, participant or spectator comes to the event with flu-like symptoms	Avoid cycling in the slip stream of others  Maintain 10m from the cyclist in front	COVID-19 outbreak following event 5	1	Technical official ensuring 10m gap	Bike Director Technical Official

## B. Event Risk Assessment

### Likelihood Ratings

Score	Rating	Likelihood Description
1	Rare	Incident may only occur in exceptional circumstances (e.g. 1 in 50 or more events)
2	Unlikely	Incident could occur at some time (e.g. 1 in 10 events)
3	Possible	Incident will probably occur at some time (e.g. 1 in 3 events)
4	Likely	Incident will probably occur reasonably regularly (e.g. once or twice each event)
5	Almost certain	Incident is expected to occur in every event (e.g. greater than 5 times per event)

### Consequence Ratings

Score	Rating	Consequence Description
1	Minimal	Inconvenience to participants that is able to be dealt with quickly and effectively
2	Minor	Inconvenience to participants that is able to be dealt with, but causes some delays in continuing
3	Moderate	Problem that would damage the reputation of event organisers and significantly disadvantage one or more teams
4	Major	Problem that would result in significant damage to the reputation of the event and would result in a team or small number of teams not being able to continue in the event
5	Catastrophic	Disaster that results in many teams not being able to continue in event, and/or total loss of reputation and goodwill (and cancellation of all future events), and/or significant loss of revenue

The following ratings are used to assess the consequence and likelihood of each of the Event Management risks identified in the Event Management Risk Assessment

Event Risk Assessment

#	Risk	Cause	Control	Consequence	Likelihood	Action if eventuates	Responsibility	
<p><b>Equipment</b> <span style="float: right;"><i>description &amp; rating</i></span></p>								
E1	Bikes or other participant equipment stolen or lost	Poor security	Security at all relevant locations Some spares carried by event management	Prevent athletes from continuing in event	4	2	Source alternative equipment to allow athlete to continue with minimal delay	Relevant discipline co-ordinator
E2	Communications equipment failure	Adverse weather conditions Failure of equipment	Thorough testing of equip prior to event day	Breakdown in event management	3	2	Use of alternative communications such as mobile/satellite phones	Communications Director
E3	Timing equipment failure	Faulty equipment	Test equip prior to event Use of back up video camera placed at finish line to record athletes crossing line	Failure to record accurate times for athletes	2	1	Revert to manual timing system and back up video camera	Timing Director
E4	Equipment hired does not turn up or does not work	Poor logistics planning	Double check booking and transport arrangements one week prior to event and day prior to event	Alternative arrangements made with equipment available and on hand	2	2	Improvise as best as possible Attempt to rectify problem for following day	Event Director
<p><b>Course</b></p>								
C1	Contracted staff and/or volunteers don't turn up on the day or go to the wrong point	Poor logistics planning	Thorough staff briefings, contact made with each staff member/volunteer one week prior and one day prior to event	Un-manned points along course	2	2	Reshuffling of staff on the day Use of emergency volunteers (family/friends) Increased use of signage to replace marshals	Event Director Volunteer Director
C2	Traffic marshals don't turn up on time	Poor logistics planning	Thorough staff briefings	Increased traffic risk and of athletes heading in wrong direction	2	1	Increased signage at relevant points Use alternative staff to man key points	Venue Traffic Director Event Director



## Logistics

L1	Damaged, lost or stolen equipment	During transport from point to point	One person responsible for ensuring equipment packed safely prior to transport. One person responsible for doing a "stocktake" of each item transported (sent and received)	Athletes unable to continue in event, or experience delays	2-4	2	Attempt to repair equipment or offer alternative equipment if available	Relevant Race/Leg Director
L2	Road congestion or closure prior to start of day or after day has started	Weather Accidents	Check that all access roads are open early in the morning of the event	Blocks path for support vehicles	2	1	Delay start of event to accommodate hold up Consider cancelling a stage and reconvening on next stage	Event Director Venue Traffic Director
L3	Bibs, water bottles, event t-shirts, stickers arrive late or have quality problems and need to be returned and remanufactured	Poor logistics planning	Provide plenty of lead time	Lack of professionalism shown in event	1	2	Use substitute products/services	Event Director

## Photography

P1	One or more photographers don't turn up	Car breakdown Confusion over time/place required etc	Secure the services of at least one more photographer than we need Provide detailed briefings to all photographers well in advance	Do not get all the shots we had hoped to get, for promotional & media purposes, as well as for the team's photo portfolio	1	3	Consider whether to reassign another photographer to the position where the missing photographer was to be	Media & Marketing Director
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## **C. Impact Assessment**

### **Environment**

The event management team has a very strong philosophy of environmental responsibility, and the typical participant in these types of events is a 30-something professional with a healthy respect for the environment.

The Multisport event follows the 7 key principles promoted by *Leave No Trace*. These principles are:

- Plan ahead & prepare
- Travel on durable surfaces
- Dispose of waste properly
- Leave what you find
- Minimise Impacts
- Respect wildlife
- Be considerate of your hosts and other visitors

We will work with Authorities to undertake pre/post event environmental audits if deemed appropriate. This may help guide the future environmental strategies employed for the event. These audit(s) may also assist with guiding the potential future growth of the event.

Waste will be collected from the course prior to, during and after the event. The event crew will come through the course as the final athlete moves over the course, collecting all waste and dismantling any signage.

### **Noise**

A PA system will be in operation at the start/finish area and at some of the transitions. The purpose of the PA is to enable an MC/commentator to entertain the spectators and educate the general public about what the event is all about. The volume of the PA will be a set at a level that will not cause disruption to local residents.

### **Public Access**

Public access will not be restricted at any point. Please refer to the Start/Finish/Transition Area Maps and Attachments for sketches of the designated parking areas for the finish and TA points.

### **Community**

Elite Energy will undertake an extensive media campaign in the local region, advising the community of the date of the event, the course, and of any potential inconveniences. Additionally, extensive signage will be in place during the events, advising people of the presence of riders/runners.

Local community members will be used extensively in an official capacity during the event. This will aid in the promotion of the event and the communication of any impact to normal 'day to day' life.

### **Business**

A local "fact sheet" will be distributed along with event entry forms to local businesses advising them of the activities planned for event weekend.

### **Approvals, Permits & Insurance**

Permit applications are in process with Local and State Authorities.

A public indemnity insurance policy for \$20 million is held and a copy of policy is attached.

The insurance for the event will indemnify all the above parties for \$20 million.