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8.00am - 4.00pm MON - FRI

# Risk Management Plan Template

The Shire of Wyndham East Kimberley has developed this guide to assist event organisers using the template to prepare risk management plans (RMP) for events.

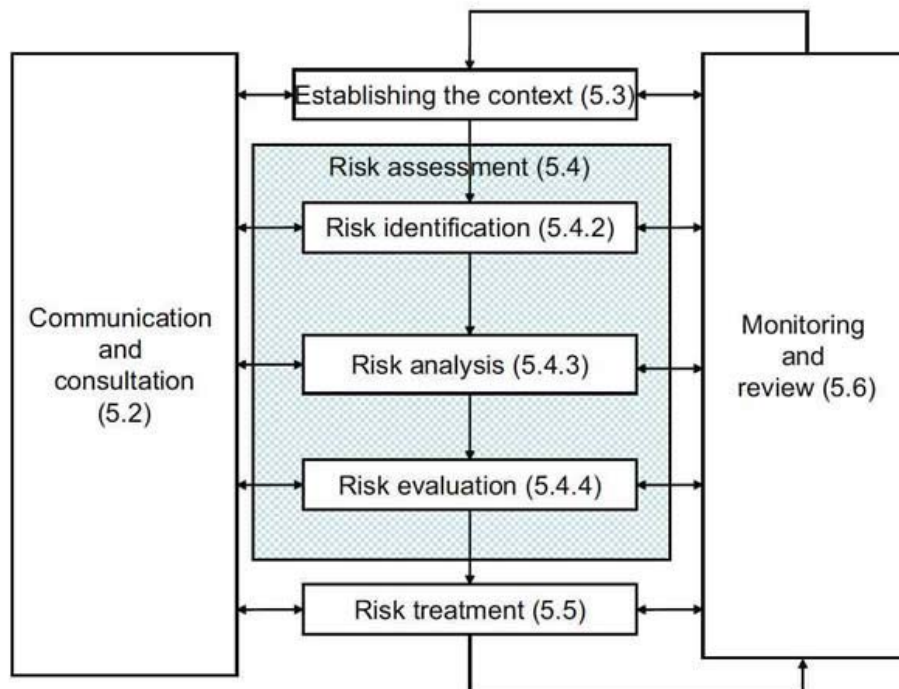
The process outlined in the template is aligned to *AS/NZS ISO 31000:2009 Risk Management - Principles and Guidelines*, however using the template does not ensure compliance with the Australian Standards.

## Risk management is a five step process:

- STEP 1** Establish the context.
- STEP 2** Identify risks.
- STEP 3** Analyse and evaluate risks.
- STEP 4** Treat risks.
- STEP 5** Ongoing monitoring and review.

### Important

Throughout each step it is essential that there is consultation and communication with everyone involved in the event including internal and external stakeholders.



## Step One: Establish the Context

The first step in developing your risk management plan (RMP) is to establish the context.

**Part One: Introduction and Context** of the template contains fields to complete which will establish a basic context for your event. You may need to include additional information depending on your event.

You should aim to answer the following questions:

- What is the event?
- What are the **objectives** of the event? Example objectives have been included in the template, however these must be modified for each event.
- What activities will be part of the event?
- Will any activities require specific approvals? (eg. food, liquor)
- Who is running the event?
- Where is the event held? Are there any features of the location which may pose risks? A site plan should be provided as an attachment to the RMP.
- What is the background/history of the event?
  - Has it been held before?
  - Has this venue been used before?
- Which stakeholders have been consulted as part of the risk management process?

## Step Two: Identify Risks

The next step is to identify the potential risks associated with your event. The purpose of this step is to identify what could go wrong and what could happen to prevent you from successfully achieving the event objectives. To do this is important to consult with stakeholders and answer the following questions:

- What can happen? List risks, incidents or accidents that might happen by systematically working through each function, activity or stage of your event to identify what might happen at each stage. You may like to organise risks into categories and enter this into the first column of Table 4 (otherwise delete this column).
- How and why can it happen? List the possible causes and scenarios or description of the risk, incident or accident. Enter this information into the second and third columns of Table 4.

Some general risks to consider are listed below, however this list is not exhaustive. Some risks will be specific to your event. For example, if your event involves large animals, you will need to consider the risks associated with this. Some risks may be associated with your location, for example if your event is situated near a lake there will be a risk of drowning which needs to be considered.

### Operational

Failure to secure approvals

Failure to obtain required insurance

Lack of volunteers  
Key contractors – no show

Human Behaviour

Disorderly conduct  
Drug affected persons  
Alcohol affected persons  
Criminal activity  
Broken glass  
Overcrowding

Health & Safety

Fire caused by electrical installations  
Fire risk caused by gas bottles  
Bush fire risk  
Marquee collapse  
Broken glass on reserve  
Food poisoning  
Power failure  
Water failure  
Lighting failure  
Trip hazards  
Syringes  
Extreme weather (heat, storms, lightning)

Environmental Risk

Noise nuisance caused to neighbours  
Litter left at end of event  
Damage to hire facility (eg. reticulation)

Traffic Management

Lack of parking  
Inadequate access for emergency vehicles  
Traffic congestion

**Step Three: Analyse and Evaluate Risks**

Once you have identified the risks associated with your event it is necessary to assess the risk level. This is done by determining the **consequence** if the risk occurs and the **likelihood** of the risk occurring with existing or known controls in place.

Consequence and likelihood matrices are provided with the template. These matrices are examples only and may need to be adapted to be relevant your specific event and organisation.

### Consequence

**Table One** is provided as an example **consequence matrix**. It provides a range of consequence levels from insignificant to catastrophic. Assess each risk to determine the consequences in terms of their potential impact on your event's reputation, health and safety, finances and/or operational impact.

Brainstorm the potential consequences of each risk occurring and list in the "Potential Consequences" column of Table 4. Use Table One to assess the consequence rating of each risk and enter the rating in the "Consequence Rating" column of Table 4.

### Likelihood

**Table Two** is provided as an example **likelihood matrix**. It provides a likelihood descriptor based on the frequency with which you expect a risk to occur ranging from Almost certain for risks which occur more than once per event to rare for risks which may occur less than once per ten events.

Assess each risk to determine the likelihood of it occurring. Use Table Two to determine the likelihood rating for each risk and enter the rating into the "Likelihood Rating" column of Table 4.

### Level of Risk

Once you have assessed the likelihood and consequence of each risk occurring you will use **Table 3** to identify the **level of risk**. Risks are rated as Low, Medium, High or Extreme in the example provided.

Determine the rating for each risk using Table 3 and enter into the "Risk Level" column of Table 4.

You should now have a completed **Table 4** – this is your **Risk Register**.

\*Please note the number of rows provided in the template is not indicative of how many risks may be associated with your event. You may need to add additional rows to the table to ensure all risks have been included.

## **Step Four: Treat Risks**

You now need to look at risk treatment, which can include:

- Avoiding the risk by deciding not to continue with the activity that gives rise to it
- Changing the likelihood of the risk occurring
- Changing the consequences if the risk does occur
- Sharing the risk with another party (eg. contractors, insurers)
- Retaining the risk by informed decision

Copy the list of risks you have identified and the assessed risk level from your Risk Register into the first two columns of **Table 5 Risk Treatment Schedule**.

Identify the treatments that can be applied to the risk and list in the column titled "Possible Treatment Options". Then record the preferred treatment options in the column titled "Preferred Options".

Reassess the risk (repeat process using Tables 1-3) with the preferred treatment options in place and record in "Risk Level After Treatment" column.

You now need to assess whether the risk and treatments are acceptable to your organisation. Consider the costs of implementing the treatment against the benefits of reducing the risk and complete the accept/reject column of the table. If the treatment is rejected, you are effectively accepting the original level of risk if the activity goes ahead.

Additional details are now required such as who is responsible for the treatments, determining the actions and the timetable for implementation. Also detail how this will be monitored.

### Risk Action Plans

The final step in developing your risk management plan is to create risk action plans which detail how the risk treatments will be implemented. You should develop risk action plans for risks which have been assessed as High, Extreme, or otherwise unacceptable. Risk action plans should specify tasks, responsibilities, timing and monitoring arrangements for each risk treatment.

An example **Risk Action Plan (Table 6)** is provided in the template. You will need to duplicate and complete this table for each Extreme, High or unacceptable risk associated with your event. Each action plan should document the management controls to be adopted and some information required to undertake those controls, such as assigning responsibility, setting deadlines and identifying resources.

### **Step Five: Monitoring and Review**

You should now have a completed risk management plan.

**Remember the Plan is a living document and needs to be monitored or it does not serve its purpose.** The Plan should be available during the event and all persons with tasks outlined in the RMP must be aware of their responsibilities.

Once you have developed a risk management plan for a specific event, you can use it for any future events. However, the risk management plan will require continuous monitoring and review. You will also need to review the entire plan at regular intervals.

## Submitting your Risk Management Plan

You should aim to submit your completed risk management plan to the Shire with your event notification. The Shire requires event notifications to be submitted eight weeks in advance of the event.

The Shire will assess your event RMP and if your event is considered high risk the plan will also be reviewed by an external party for compliance with ISO 31000:2009.

It is not acceptable to submit your RMP immediately prior to the 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.

The Shire may be unable to issue an event approval if you fail to submit a suitable risk management plan in time. If you do not receive an event approval your event cannot proceed.

## Further Information

Holding events and developing risk management plans for them can be a complicated process. You are encouraged to consult a wide range of resources to assist with this. Some helpful resources are listed below:

- Industry contacts. Contact other organisation who may be holding similar events to you – they may have a template which is more suited to your event. If you are a member of an association this can be an excellent source of event-specific information.
- [WA Department of Health Website](#). In particular the [Guidelines for Concerts, Events and Organised Gatherings](#) (pages 26 & 114) may be of use to you. The Shire assesses events for compliance with these guidelines.
- AS/NZS ISO 31000:2009 Risk Management - Principles and guidelines & SA/SNZ HB 436:2013 Risk management guidelines – Companion to AS/NZS ISO 31000:2009. Risk management plans for high risk events OR events with more than 5000 attendees must be developed in accordance with the standard.
- WA Department of Sport and Recreation: [Can you risk it? An introduction to risk management for community organisations.](#)
- Tourism WA: [An Introduction to Risk Management for Event Holders in Western Australia](#)
- Shire of Wyndham East Kimberley's Environmental Health Services can provide advice. Please call 968 4100 or email [mail@swek.wa.gov.au](mailto:mail@swek.wa.gov.au) for assistance.