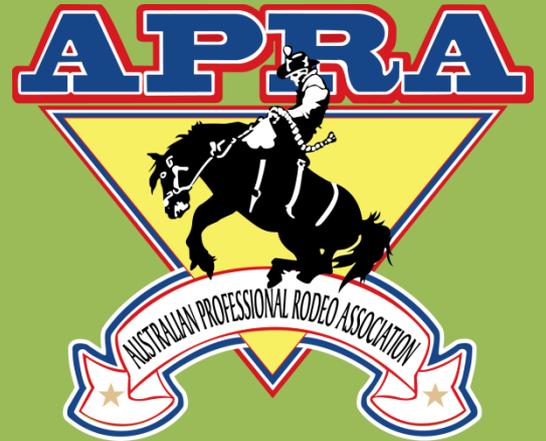


2015



Rodeo Risk Management Plan

**Australian
Professional
Rodeo
Association**

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*This document should be reviewed annually by the APRA executive to ensure current validity of the risk assessment and control plan.
Appendix A should also be reviewed annually.*

Risk Management Plan written by:
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September 2015

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Scope of the Plan:

The scope of the plan established by the Australian Professional Rodeo Association Inc. (ARPA) was to develop a practical but thorough risk management plan for the use of Rodeo committees and affiliates who hold an event sanctioned by the APRA.

It was agreed that the plan should complement and be compatible with those used by other committees and that it conform with the Australian Standard ISO 31000:2009 Risk Management – Principals and Guidelines

The Context of the Plan:

From a strategic perspective, the plan is intended to provide a framework for improving collaborative links between participants, including local council, ARPA, Rodeo committees, affiliates, contractors and volunteers with the emphasis placed on strengthening existing communication and management procedures.

From an organisational perspective, the plan conforms to the legislative obligations of participating stakeholders, in particular their workplace health safety and emergency management responsibilities.

From a risk management perspective, the plan is designed to provide a practical tool compliant with the requirements of AS/NZS ISO 31000:2009 which is capable of identification, analysis, evaluation, treatment and control of risks to which all stakeholders may be exposed to during the APRA sanctioned event or rodeo.

Risk Evaluation Criteria:

The risk evaluation criteria refer to the tolerability or acceptability of a risk. In the ARPA context the criteria refer to the degree of personal harm (injury) or damage to equipment, the environment or the ARPA reputation which may be tolerated during the planned rodeo dates.

The ARPA and the event planning team identified the following criteria as Zero tolerance for any APRA sanctioned event.

- Loss of life
- Injury (to participants and bystanders) which requires off site medical attention
- Significant equipment damage
- Avoidable environmental damage
- Breaches of statute
- Damage to participating organisations reputation

An Overview of the Risk Management Standard

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 then controls that are modifying the risk. Therefore the need to manage risk systematically applies to all organisations and individuals and to all functions and activities within an organisation. This need should be recognised as of fundamental importance by all managers and staff. Risk management is recognised as an integral part of good management practice. (AS/NZS ISO 31000:2009 Risk Management – Principals and Guidelines)

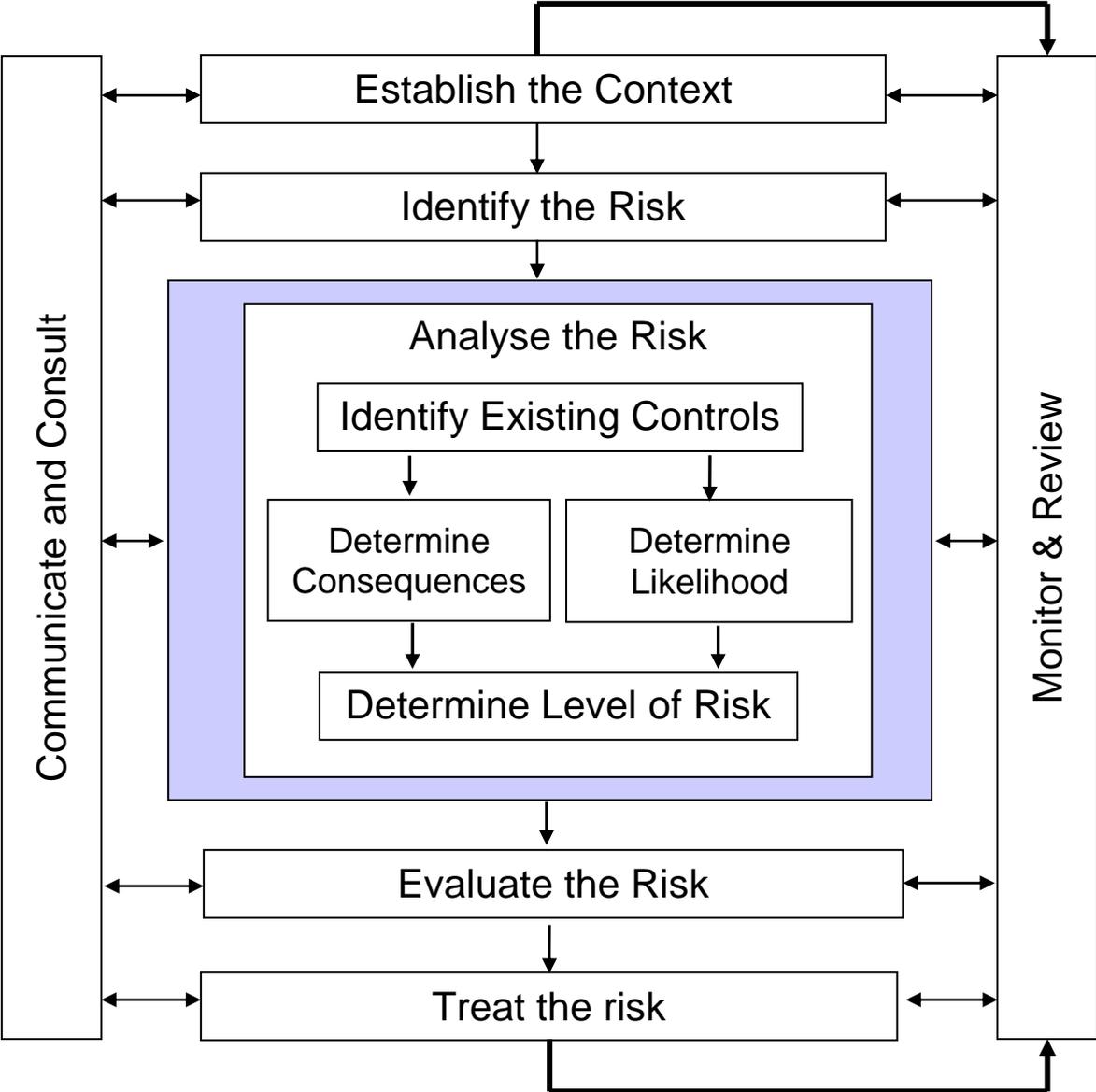
The NSW Workplace Safety (WHS) Act 2011 legislation reflects the importance of managing workplace risk by requiring Persons Conducting a Business or Undertaking (PCBU) to adopt a systematic approach to managing risks to health and safety in the workplace and to eliminate any foreseeable risk or if not reasonably practicable to control the risk. The PCBU must also consult with workers and other affected PCBU's when decisions are made that could affect their health or safety.

Risk management is about identifying potential variations from what we plan or desire, and managing these to maximise opportunity or minimise losses. Managing risk means identifying and taking opportunities to improve performance as well as taking action to avoid or reduce the chances of something going wrong.

This plan for managing the risk assessed with the APRA sanctioned event / rodeo is developed from the Australian/New Zealand Standard for Risk Management AS/NZS ISO 31000:2009 and the NSW WHS Act 2011 and NSW WHS Regulation 2011.

Figure 1 next page provides a graphic representation of the main stages of the risk management process and will be expanded upon further in this document.

Figure 1 – The Risk Management Process



Ref: AS/NZS ISO 31000:2009

Procedure for Managing Risks

There were six stages in creating the Risk management plan for the APRA sanctioned event / rodeo.

1. Determining the risk (Actual or perceived)
2. Analysing the Risk
3. Designing the risk Control Plan
4. Implementing the risk control plan
5. Reviewing the risk control plan

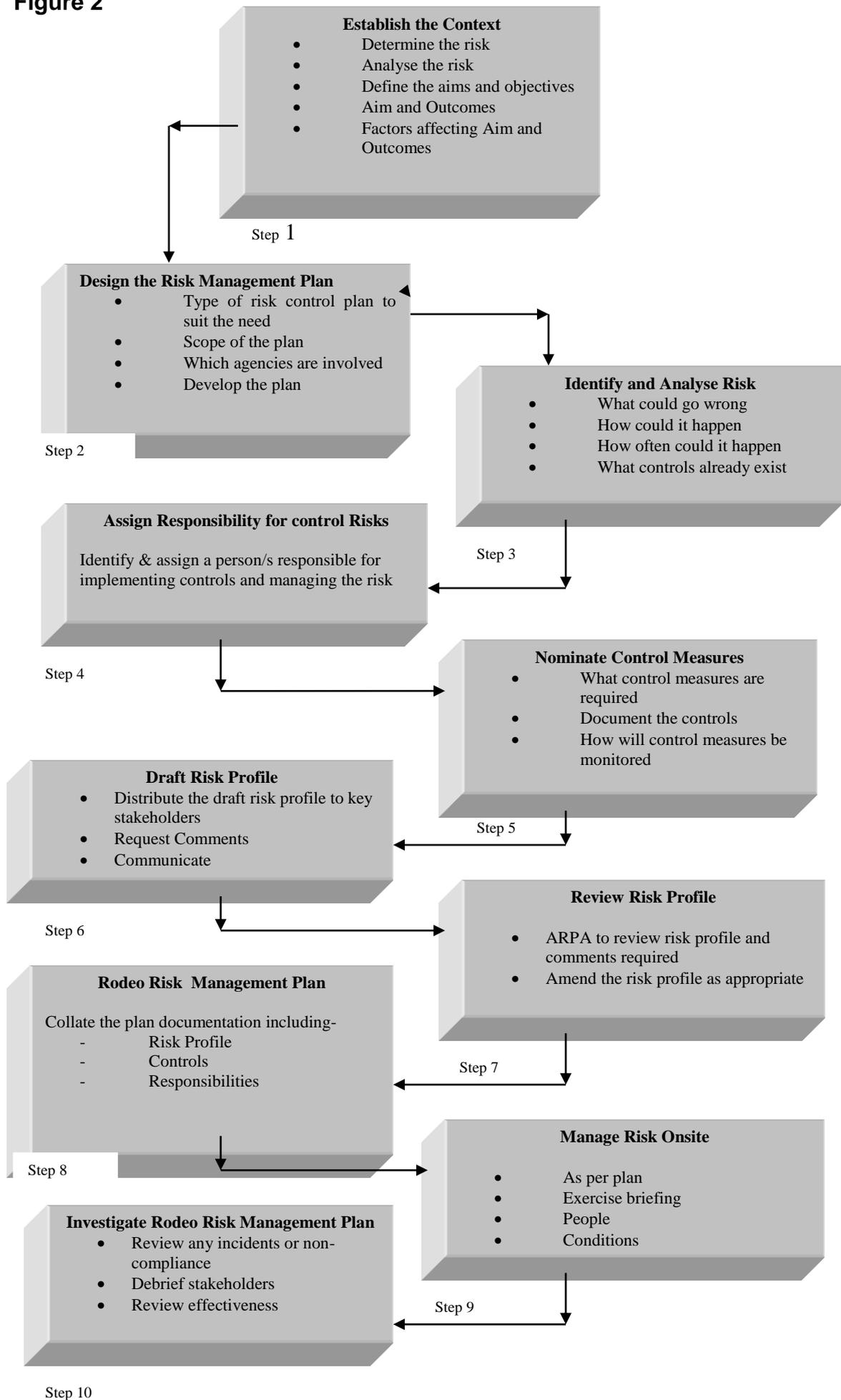
More detail of the outcome of this process is contained in the APRA sanctioned event / rodeo Risk Register & Control plan.

The procedure adopted by the ARPA and event planning team described in this section was developed by a multidisciplinary team representing each of the key stakeholders in formulating the Risk Management Plan for the APRA sanctioned event / rodeo.

The guide is designed to guide users logically through each step and provides the necessary detail to assist stakeholders meet their statutory obligations particularly the provisions of the Occupational Health and Safety Act 2011 and regulations 2011.

The procedure is graphically described in Figure 2 next page.

Figure 2



Identify Risk

Managing risks effectively means identifying what could go wrong and how it might happen.

This stage sought to identify and detail the risks inherent in the Rodeo activities with the aim of generating a generic list (additional risk at specific events must be added) of sources of risk that are associated with the Rodeo activities. The questions to be addressed during this step include:

- What can go wrong?
- How can it go wrong?
- Who can be injured or what can be damaged?

Analyse and Evaluate the Risk

The analysis of risk helps determine how significant the risk is and what we should be doing about it.

The Standard defines the process of risk analysis as the development of an understanding of the level of risk and its nature. Questions to be asked during this step include:

- How bad could it be or what are the consequences?
- How likely is it to occur?

In order to determine the level of risk, the consequences or severity of the harm or loss must be determined and then the likelihood of that degree of harm or loss occurring must be considered. Both these factors must be assigned taking into consideration the controls already in place to mitigate the risk.

The following four steps were used to develop the risk rating for the Risk management plan prior to controls being put in place

- (1) What are the **consequences** of this incident occurring? Consider what could reasonably have happened as well as what actually happened. Look at the descriptions and choose the most suitable Consequence.
- (2) What is the **likelihood** of the consequence identified in step 1 happening? Consider this without new or interim controls in place. Look at the descriptions and choose the most suitable Likelihood.
- (3) Using the risk calculator take step 1 **Consequence** rating and select the correct line. Take Step 2 **likelihood** rating and select the correct column. Where the line and column intersect is the risk rating
- (4) Using the outcome from step three (E, H, M or L) apply to the level of risk tolerance for guidance

Once controls to reduce risk are applied then the process of steps 1 through 4 are completed again to determine if the level of risk has been reduced to as low as reasonable possible.

The residual risk rating is then assessed as to determine if it is acceptable or unacceptable t by the ARPA and risk management planning team.

If the residual risk is unacceptable then other controls must be applied to reduce the risk.

The process of step 1 through 4 is repeated until the residual risk is as low as reasonably practicable.

For the purpose of the exercise the level of risk tolerability for the APRA sanctioned event / rodeo listed below

Level of Risk Tolerance

E	Extreme Risk	Not tolerated IMMEDIATE action required to reduce risk
H	High Risk	If elimination is not possible the risk must be constantly monitored by Rodeo safety control staff
M	Moderate Risk	If acceptable, monitor using normal safe work procedures
L	Low Risk	Manage by routine procedures

ARPA Risk Analysis Matrix:

1. Qualitative Measure of Consequence

Risk	Consequence	Description
1	Insignificant	No injury - no first aid - small financial loss - internal system review - user complaint
2	Minor	Non lost time injury – first aid on site treatment - financial loss - systems review
3	Moderate	Lost time injury – first aid on site treatment with medical follow up required - high financial loss-possible litigation, systems review - management concerns
4	Major	Permanent Injury – hospitalisation - major loss of service to users - major financial loss - possible litigation and fines - systems review by external agency - possible industrial action - public concern, adverse media attention
5	Catastrophic	Death - complete loss of service or output - huge financial loss - possible fine and compensation, likely litigation - systems reviewed by external agency - impact on morale - industrial intervention - loss of public support – adverse media attention

2. Qualitative Measure of Likelihood

Risk	Likelihood	Description
A	Almost Certain	Is expected to occur in most circumstances
B	Likely	Will probably occur in most circumstances
C	Possible	Might occur at some time
D	Unlikely	Could occur at some time
E	Rare	May occur but only in exceptional circumstances

3. Risk Calculator

Risk	Consequence				
	1. Insignificant	2. Minor	3. Moderate	4. Major	5. Catastrophic
Likelihood					
A. Almost certain	H	H	E	E	E
B. Likely	M	H	H	E	E
C. Possible	L	M	H	E	E
D. Unlikely	L	L	M	H	E
E. Rare	L	L	M	H	H

4. Level of Risk Tolerance

E	Extreme Risk	Not tolerated IMMEDIATE action required to reduce risk
H	High Risk	If elimination is not possible the risk must be regularly monitored by ARPA safety control staff
M	Moderate Risk	Acceptable continue monitoring using specific identified procedures
L	Low Risk	Manage by routine procedures

Name	Generic Risk Assessment and control plan	Risk Register & Control plan
Number	Version: 1	
Revision	Initial Plan	

REF	THE RISK (What can happen & how it will happen)	RISK OF EVENT OCCURANCE WITHOUT CONTROLS		INITIAL RISK SCORE	RISK CONTROL PLAN (Strategies to eliminate or minimise the risk)	RISK OF EVENT OCCURANCE WITH CONTROLS		Residu al RISK SCORE Accept able Y / N
		CONSEQUENCE	LIKELIHOOD			CONSEQUENCES	LIKELIHOOD	
1	Planning: No emergency management plan or rodeo risk assessment conducted thereby allowing unidentified hazards to occur	4	B	E	<ul style="list-style-type: none"> Development of Emergency evacuation plan Development of rodeo specific Risk Management plan Publishing of plan to all stakeholders via ARPA internet site 	3	E	M Yes
1A	Appendix A this document not completed and reviewed by APRA risk management team.	5	A	E	<ul style="list-style-type: none"> Event / rodeo organises complete Form 1Appendix A risk management inspection form and submit to APRA in required timeframe 	1	E	L Yes
2	Car parking; Pedestrians struck by interacting with vehicle traffic inside Rodeo ground perimeter	4	C	E	<ul style="list-style-type: none"> Only essential vehicles with approved passes allowed to park inside rodeo ground in defined car parking area Essential administrative vehicle traffic e.g. rubbish removal are employed at quiet times of the day All traffic is one way with maximum speed of (Walking speed) 10KPH in force Area safety officers observe and report any non-compliance 	3	E	M Yes

3	Grounds: Slip trip fall, inadequate waste receptacles, inadequate permitter fencing, inadequate lighting, inadequate fuel chemical storage, inadequate electrical protection for leads and cords.	3	C	H	<ul style="list-style-type: none"> • Risk assessment checklist addressing identified items conducted by Rodeo safety officer daily prior to event and during event documenting any action to be taken. • Safety officer has authority to stop event if risk is identified as extreme 	3	D	M Yes
4	Passageways & Paths: Inadequate for slippery when wet, sufficient dimensions, rubbish & obstacles, unprotected electrical cables, mobility impaired access & facilities	3	C	H	<ul style="list-style-type: none"> • Risk assessment checklist addressing identified items conducted by Rodeo safety officer daily prior to event and during event documenting any action to be taken. • Safety officer has authority to stop event if risk is identified as extreme 	3	D	M Yes
5	Grandstands: Condition, adequate and child proof safety railings, steps safety and condition, all access and egress points free from obstruction,	3	C	H	Review of grandstands daily prior to start of Rodeo, at least once during Rodeo day conducted by Rodeo safety officer	3	E	M Yes
6	Fireworks: Non accredited fireworks controller, neighbours effected by fireworks, noise, effects on animals inside Rodeo ground, fire started by fireworks	4	C	E	<ul style="list-style-type: none"> • Approved licensed fireworks contractor • Radio adds to inform public of time and date of fireworks • Portable fire extinguishers available supplied by fireworks contractor 	3	D	M Yes
8	Electrical equipment: Potential electric shock or electrocution to public or Rodeo ground employees	5	C	E	<ul style="list-style-type: none"> • All electrical equipment electrically tested and tagged • Provision of test and tag facilities available at Rodeo ground • Risk assessment checklist addressing identified items conducted by Rodeo 	5	E	H Yes

7	Marquees: Construction, Collapse, Overcrowding, Fire, guy ropes & stakes and removal	3	C	H	<ul style="list-style-type: none"> • All marquee and tents are erected to manufactures specifications • All marquee and tent occupiers must have a management plan for tent collapse (not required to be documented for briefing provided to Rodeo safety officers) • Area safety officers monitor marquees for overcrowding • Emergency management plan for fire to be observed by marquee occupier • Guy ropes and stakes are checked for trip hazards ropes and stakes are clearly marked 	3	E	M Yes
					<p>safety officer prior to event and during event documenting any action to be taken.</p> <ul style="list-style-type: none"> • Safety officer has authority to stop event if risk is identified as extreme 			
9	Security, Command & Control: Area safety officers unable to contact each other or rodeo chief safety officer in event of emergency	3	B	H	<ul style="list-style-type: none"> • Two – way radios supplied to area safety officers • Mobile phones carried by all Rodeo ground safety officers and stewards • Mobile telephone contact list published to all Rodeo ground employees and contractors 	3	E	M Yes

REF	THE RISK (What can happen & how it will happen)	RISK OF EVENT OCCURANCE WITHOUT CONTROLS		INITIAL RISK SCORE	RISK CONTROL PLAN (Strategies to eliminate or minimise the risk)	RISK OF EVENT OCCURANCE WITH CONTROLS		Residual RISK SCORE Acceptable Y / N
		CONSEQUENCE	LIKELIHOOD			CONSEQUENCES	LIKELIHOOD	
10	Emergencies & provision of first aid: Lack of emergency planning and first aid leading to confusion and poor decisions during emergency	4	B	E	<ul style="list-style-type: none"> • Provision of Risk management plan published on ARPA website and available to all exhibitors and contractors • First aid facilities provided and manned at all time during Rodeo hours • Ambulance officers or First aid personnel available • Portable first aid kits available • First aid room adequately signposted and accessible to Emergency services • Incident report forms available at first aid office • Evacuation plans in place 	2	D	L Yes
11	Fire protection: Inadequate firefighting facilities lead to small, controllable fires becoming large and uncontrollable	4	A	E	<ul style="list-style-type: none"> • Portable fire extinguishers and fire hoses tested and tagged within six months • Rural fire service are available as stand exhibitors during Rodeo 	4	D	H Yes

REF	THE RISK (What can happen & how it will happen)	RISK OF EVENT OCCURANCE WITHOUT CONTROLS		INITIAL RISK SCORE	RISK CONTROL PLAN (Strategies to eliminate or minimise the risk)	RISK OF EVENT OCCURANCE WITH CONTROLS		Residual RISK SCORE Acceptable Y / N
		CONSEQUENCE	LIKELIHOOD			CONSEQUENCES	LIKELIHOOD	
12	Welfare of visitors, contractor or employee for Rodeo. Inadequate facilities lead to poor moral and reputation to ARPA diminished	3	C	H	<ul style="list-style-type: none"> • Sufficient meal breaks for employees & volunteers • Sufficient toilets available for Rodeo ground visitors 	3	D	M Yes
13	Animal Control:	4	B	E	<ul style="list-style-type: none"> • All animals kept under strict of owner supervision at all times • Animals not under owner supervision are housed in suitable stalls protecting animals from public • Ensure sufficient tethering facilities available • Vet on site or available • Walkways for animals away from pedestrian access 	4	D	H Yes
14	Lost Children: Systems not in place unable to contact guardian	3	C	H	<ul style="list-style-type: none"> • Designated child minding facility available with first aider in attendance • PA facilities available for communication of missing children • Police called if identification of guardian not satisfactory 	3	D	M Yes

REF	THE RISK (What can happen & how it will happen)	RISK OF EVENT OCCURANCE WITHOUT CONTROLS		INITIAL RISK SCORE	RISK CONTROL PLAN (Strategies to eliminate or minimise the risk)	RISK OF EVENT OCCURANCE WITH CONTROLS		Residual RISK SCORE Acceptable Y / N
		CONSEQUENCE	LIKELIHOOD			CONSEQUENCES	LIKELIHOOD	
15	Amusement Rides: Unlicensed operators, inadequate maintenance leading to injuries	4	C	E	<ul style="list-style-type: none"> • Dubbo City Council engineers inspect all rides for adequate maintenance and operator certification current. • Reporting above as acceptable to ARPA Secretary prior to Rodeo start • All electrical cables tested and tagged • Age and height restriction signs clearly visible to public • Approach and exit areas for rides free of obstructions • Areas fenced that prevent unauthorised access to structures or moving parts 	4	D	H Yes

References:

- ◆ NSW Workplace Health & Safety Act (2011)
- ◆ NSW Workplace Health and Safety Regulation (2011)
- ◆ Standards Australia/Standards New Zealand (2009) *AS/NZS ISO 31000:2009 Risk Management – Principals and Guidelines*
- ◆ Standards Australia/Standards New Zealand (2009) *HB 327:{insert Year e.g 2015} Communicating and consulting about risk (Companion to AS/NZS ISO 31000:2009)*
- ◆ NSW WorkCover publication Risk Management at work guide 2001
- ◆ Code of practise for Risk Management Agricultural Rodeos and Carnivals
- ◆ Safety Culture and Risk “The Organisational Causes of Disasters” 2005, Andrew Hopkins, CCH publications