Risk Management – Rotorua Adaptive Tri 2026

The purpose of this section is to outline the approach to identifying, managing, mitigating, and escalating risk for the 2026 Rotorua Adaptive Tri. This section should be read in conjunction with the Safety Management Plan.

1. *Risk Identification Policy*

It is the events policy to identify known, likely and possible risks associated with the event. Identified risks are then managed and mitigated through controls and escalated if necessary.

2. *Definitions*

Impact – The "Impact" refers to the consequences or effects of a particular hazard, risk, or incident.

Risk - A risk (or hazard) is any activity, situation or substance that can cause harm or loss.

Consequence of Risk– Harm and loss can occur in several different ways. The event has identified the following categories of risk and has provided examples at each level:

- Operational: Includes health and safety incidents and any operational issues that could result in modification or delay in scheduling or altering existing event plans.
- Strategic: Includes risks that impact current or future strategic plans for the event/Organisers
- Reputational: Includes risks that would result in widespread negative views of the event/Organisers
- Financial: includes risks that have an impact on the event budget and any financially invested event partner.

Risk Rating – The overall risk rating is determined by considering the impact (What could go wrong and what is the consequence) and the probability (How likely is it to happen). "Ratings prior to controls" demonstrate the risk rating if nothing was done to mitigate the risk. "Rating after controls" demonstrate the overall risk rating once controls have been applied. Also known as "Residual risk"

			IMPACT				
Risk Matrix			**Insignificant**	**Minor**	**Medium**	**High**	**Extreme**
			1	2	3	4	5
PROBABILITY	**Rare**	1	Low	Low	Low	Moderate	Moderate
	Unlikely	2	Low	Low	Moderate	High	High
	Possible	3	Low	Moderate	High	High	Extreme
	Likely	4	Low	Moderate	High	Extreme	Extreme
	Almost certain	5	Moderate	High	High	Extreme	Extreme

Risk Controls – measures that can be put in place that reduce the probably and impact of an identified risk.

Risk Responsibility – Identifies the person responsibility for ensuring the controls are in place.

Risk Level – Is the outcome of the Risk Rating and can be summarized into 4 levels and are identified by the following colours.

- Low Risk: Generally, a tolerable level of risk
- Moderate Risk: Generally, a tolerable level of risk
- High Risk: Generally, a tolerable level of risk if all the reasonably practicable steps are in place and standard operating procedures are being followed.
- Extreme Risk: Generally, an intolerable level of risk and activity should not commence or be continued until the level of risk is able to be reduced.

Risk Management Actions – these are pre-determined actions and steps to take once the Risk Level has been identified to provide guidance on the ongoing viability to the undertaking.

Escalation of Risk – There is an agreed process to follow once Risk Levels have been identified to ensure the right people are aware and understand the risk associated with the event.

Low Risk	Awareness by the Event Manager
Moderate Risk	Raised by the Event Manager to the Sub Committee Chair
High Risk	Raised by the Sub Committee Chair to the RATS President
Extreme Risk	Raised by the RATS President to the Full RATS Committee

This escalation process applies to pre-event escalation. During the event it is acknowledged that the risk escalation will be through to the Emergency Committee.

Risk Register – a register of all known risks with risk rating (before and after controls) and the person/s responsible for ensuring the controls are in place.

3. New Risks

Any new risk identified at any time prior to or at the event should be reported to the Event Manager who will make a note of it, direct any control, escalate if necessary and review it as part of the post event debrief process.

Event Personnel may need to make quick decisions regarding risks and take quick actions to manage and avoid escalation of the situation. Where possible the Event Manager should be notified to authorise these changes. In some cases event personnel may have to use common sense to deal with a given situation. These instructions form part of event briefings.

4. Review Process

Prior to event – The Risk Register is updated by the Event Manager with guidance from the venue and sub committee members.

At the event - “Start of day” and “End of day” “Tool box” meetings with key personnel will be conducted to ensure that risk controls in place were effective and to review any new risks identified.

5. Risk Matrix

Probability	Criteria	Impact	Consequence of Risk	
Rare – 1	0-5% chance of occurrence	Insignificant – 1	**Strategic:**	Considered low risk to the Organisation's strategic plans which may have no impact on the direction of the organisation.
			Operational:	Considered low risk to the delivery of the event that would not result in a delay or alteration to the programme or event planning. Includes any minor health and safety incidents that do not result in any medical treatment required.
			Reputational:	Considered low risk to reputation of the event or the partners that is easily mitigated by existing communication and media plans. Includes actions of direct and indirect stakeholders.
			Financial:	Up to $250
Unlikely – 2	6-29% chance of occurrence	Minor – 2	**Strategic:**	Considered minor risk to the Organisation's strategic plans which may have a little impact on the direction of the organisation .
			Operational:	Considered minor risk to the delivery of the event that could result in minor delay or alteration to the programme or event planning. Includes any minor health and safety incident that results in a minor injury or harm that requires medical treatment.
			Reputational:	Considered minor risk to reputation of the event or the partners that is easily mitigated by existing communication and media plans. Includes actions of direct and in direct stakeholders.
			Financial:	Up to $500

Probability	Criteria	Impact	Consequence of Risk	
Moderate – 3	30-49% chance of occurrence	Moderate – 3	**Strategic:**	Considered moderate risk to the Organisation's strategic plans which may have some impact or effect on the direction of the organisation .
			Operational:	Considered moderate risk to the delivery of the event that could result in the delay or moderate alteration to the programme or event planning. Includes any moderate health and safety incident that results in a moderate injury or harm.
			Reputational:	Considered moderate risk to reputation of the event or the partners that needs a dedicated communication and media plan to minimise and isolate. Includes actions of direct and in direct stakeholders.
			Financial:	Up to $1000
Likely – 4	50-79% chance of occurrence	Major – 4	**Strategic:**	Considered major risk to the Organisation's strategic plans which may affect the future stability or direction of the organisation .
			Operational:	Considered major risk to the delivery of the event that could result in a major alteration to the programme or event planning. Includes any major health and safety incident that results in serious harm.
			Reputational:	Considered major risk to reputation of the event or the partners that will require specialised PR response. Includes actions of direct and in direct stakeholders.
			Financial:	Up to $2500
Almost certain - 5	80-100% chance of occurrence	Extreme - 5	**Strategic:**	Considered extreme risk to the Organisation's strategic plans which are likely to affect the future stability or direction of the organisation .
			Operational:	Considered extreme risk to the delivery of the event that could result in the cancellation of the event. Includes any major health and safety incident that results in a fatality or permanent disability.
			Reputational:	Considered extreme risk to reputation of the event or the partners that is considered irreparable. Includes actions of direct and in direct stakeholders.
			Financial:	Above $2500

6. *Risk Level and Actions*

RISK LEVEL	RISK MANAGEMENT ACTIONS
EXTREME	**Intolerable level of risk with existing measures in place** • Activity should not be commenced, or be discontinued if started, until level of risk is able to be reduced. • Highest event decision making authority to be informed (i.e. RATS Committee). • Re-assess risk prior to commencing the event or activity, increase mitigations to ensure risk level is appropriate.
HIGH	**Tolerable level of risk if all practicable measures in place** • Review control measures to ensure risk level is as Low As Reasonable Practicable (ALARP). • Is there anything else that can be reasonably done to reduce the probability and/or impact of the risk? • Ensure verification is undertaken that all prescribed control measures are in place, and in practice. • Ensure all person(s) exposed to this risk are aware of the risk level. • If level of risk is ALARP, continue with the event or activity ensuring constant monitoring of the risk, to ensure the risk level does not increase further and increase further mitigations if possible.
MODERATE	**Tolerable level of risk** • Review control measures to ensure risk level is As Low As Reasonable Practicable (ALARP). • If level of risk is ALARP continue with the event or activity using standard operating procedures, Work, Health and Safety (WHS) codes of practice, ongoing monitoring and review of risks.
LOW	**Tolerable level of risk** • No change required. Ensure existing control measures remain in place and is effective.

Risk Register

General						
Risk ID	RISK	IMPACT	Rating prior to controls	RISK CONTROLS	Rating after controls	RESPONSIBILITY
1	General Public	Participants running/cycle/scooter into people Stranger danger	Probability = 4 Impact = 4	Advertising the event at the pool in advance and during the day Design course to avoid interruptions with public (use access gates that public don't use) Book exclusive use of the learners pool Cone off access to lower carpark Every participant to have a dedicated carer who is responsible for them on the day. Use marshalls at any key public/event space Have supporters sign in	Probability = 2 Impact = 3	Teachers Parents Event Manager Venue
2	Wandering off	Participants walking off site Participants walking around facility	Probability = 4 Impact = 4	Create a map showing 'event area' Barriers to mitigate access to other areas Refer to the Lost athlete policy in the Emergency Response Plan.	Probability = 2 Impact = 4	Teachers Parents Event Manager
3	Transitioning	Transiting out of the pool Moving from one location to another Uneven surfaces	Probability = 4 Impact = 3	Physical support provided for individuals who require extra assistance Wheelchairs provided if needed Marshalls located at any un-even surfaces Cones or dazzle spray on any uneven surfaces First Aid Available	Probability = 2 Impact = 2	Event Manager Teachers Parents Peak Safety
4	Poor deliver of the event	Loss of reputation with Stakeholders including disabilities community. Future events at risk.	Probability = 2 Impact = 3	Contract professional event manager Connect into relevant organisations for specialist support Connect into other event organisers of similar events Experienced personnel are on subcommittee.	Probability = 2 Impact = 3	RATS Committee Event Manager

				Plan according to Best practice guidance. Use debrief / feedback from 2025 to improve.		
5	Spectator injures themselves or has a medical incident	Affect the spectator experience. Pulls medical support away from participants	Probability = 2 Impact = 3	Have trained medical staff on site. Venue staff as back up medical response. Ensure medical staff are briefed and resourced appropriately to also attend spectators. Any public areas are checked prior to each day for hazards Include scenario in Emergency Response Plan	Probability = 2 Impact = 2	Event Manager Venue
6	Significant incident or issue with the venue	Event may not be able to go ahead at the venue	Probability = 2 Impact = 5	Regular communication with venue management – especially on booking exclusive areas.	Probability = 1 Impact = 5	Event Manager Venue
7	Evacuation of venue through Fire or other incident	Injury to Event personnel, athletes and spectators Cancellation / delay of event	Probability = 1 Impact = 5	Follow instructions of venue staff Include scenario in Emergency Planning response plan	Probability = 1 Impact = 5	Event Manager Venue
8	Wandering Animals	Can cause injury and distress	Probability = 4 Impact = 3	Assistance Dogs only permitted into venue. Dogs on leads at all times	Probability = 2 Impact = 3	Event Manager
9	Vehicles incidents	Vehicle v person in shared spaces Parking in non-authorised areas	Probability = 4 Impact = 5	Permission from council and venue to close off area Main course coned off early Marshall at entry point Map for parking in Participate Manual	Probability = 2 Impact = 5	Event Manager

10	Notifiable Incident/Accident	Serious harm or a fatality occurs	Probability = 3 Impact = 5	Ensure Risk Register and controls are regularly reviewed and checked. All Event personnel are briefed to look for risks and hazards Ensure new risks are reported through the right channels. Include likely scenario in Emergency Response Plan	Probability = 1 Impact = 5	Event Manager
11	Extreme environmental conditions	Effects the participants experience. Delay or cancel the event Increases the chance of injury	Probability = 4 Impact = 3	Monitor weather reports. Develop contingency plans for likely scenario and include in Emergency Response Plan Ensure all infrastructure can withstand limits. Communicate with athletes.	Probability = 2 Impact = 3	Event Manager
12	Inappropriate or unauthorised comment or images released to the media	Incorrect or confidential information been released to the public	Probability = 3 Impact = 4	Ensure media procedure is developed and has been communicated to all key personnel which includes nominated spokesperson and a general ‘no comment’ line. Any media to complete Media Accreditation Form. No one authorised to take photos except schools/parents/carers and official photographer. Images supplied to any external media.	Probability = 2 Impact = 4	Event Manager

13	Other users of the venue at the same time	Additional pressure on residents, facilities, traffic management and key suppliers. Impact the experience of participant and/or the other users Stranger Danger	Probability = 3 Impact = 3	Book exclusive use of pool and grounds with venue. Event held mid week to minimize pressure. Regular contact with venue around other uses Lost and Found procedures Key Staff on radios	Probability = 2 Impact = 2	Event Manager
14	Lost/Found Child or Vulnerable Persons	Effect the supporters experience and causes distress	Probability = 3 Impact = 4	Ensure schools/parents/carers are aware of their responsibilities. Lost and Found Policy developed. Ensure response procedure is developed and has been communicated to key staff	Probability = 2 Impact = 4	Event Manager
15	Volunteers do not turn up	Delay in Competition Not enough support for the participant Loss in reputation	Probability = 3 Impact = 3	Have regular contact with Volunteers. Ensure there are extra Volunteers in place or on call. Ensure key positions are in place prior to session start and move those in less important areas to fill gaps. Ensure Volunteers feel valued	Probability = 2 Impact = 2	Event Manager

Wheels Section						
Risk ID	RISK	IMPACT	Rating prior to controls	RISK CONTROLS	Rating after controls	RESPONSIBILITY
1	Coming off the scooter/bike	Injury	Probability = 4 Impact =4	Must wear covered shoes Design the track with limited areas to build up high speed, no tight corners, avoid obstacles like goal posts Helmets are compulsory First aid on hand Marshals monitoring at all time Have competent adult support people next to those identified as high need Sweep course for any loose gravel or other hazards	Probability = 2 Impact = 4	Teachers Parents Wheels Course Manager
2	Crashing into another rider	Injury	Probability = 4 Impact = 4	First Aid on hand Tracks designed to reduce speed and sharp corners Marshals monitoring riders ability Have competent adult support people next to those identified as high need Limit number on course at each time	Probability = 2 Impact = 4	Teachers Parents Wheels Course Manager
3	General Risks on Wheels Course	Falling Assistant aides falling Lost Participant Crossing into run course	Probability = 3 Impact = 3	Course is on a smooth surface – limit the tripping hazard Have a clear separation from wheels to run course Have competent adult support people next to those identified as high need Marshalls around the course Single exit Each participant to have an active minder First aid on hand	Probability = 2 Impact = 3	Teachers Parents Wheels Course Manager

Running						
Risk ID	RISK	IMPACT	Rating prior to controls	RISK CONTROLS	Rating after controls	RESPONSIBILITY
	Fatigue	Exhaustion Dehydration Falling/stumbling Over Heating	Probability = 3 Impact = 4	Schools/parents to monitor food and liquid intake pre and post event Create a course that is manageable Marshals can see every part of the course First Aid on hand	Probability = 1 Impact = 4	Teachers Parents Run Course Manager
	Medical Incident		Probability = 3 Impact =5	Schools/parents agree to entry conditions and decide if person is medical capable Schools /parents to follow their own medical plan Medical conditions disclosed on entry First aid on hand	Probability = 2 Impact = 5	Teachers Parents Run Course Manager
	General Running Course risks	Tripping Falling Assistant aides falling Runner V Cyclists	Probability = 4 Impact = 3	Course checked prior to start for any hazards – these are either removed or marked (gravel, steps, lips etc) Run/walk based smooth surface – limit the tripping hazard Request for information from parents/schools on what extra assistance each person will need Have competent adult support people next to those identified as high need Clear delineation of wheels v run course First aid at event	Probability = 3 Impact = 3	Teachers Parents Run Course Manager

Swimming Section						
Risk ID	RISK	IMPACT	Rating prior to controls	RISK CONTROLS	Rating after controls	RESPONSIBILITY
	Over crowed pool	Congestion Swimmers swimming over others Swimmers held underwater Diving onto others	Probability = 5 Impact =4	Pool is closed to general public Swim is the last leg so the participants are spread out M shaped swim course so no one swims into the path of another Swim Course volunteers place around the pool	Probability = 2 Impact = 4	Teachers Parents Life guards Swim Course Manager
	Fatigue when swimming	Getting tired and being unable to swim Getting tired and holding onto other swimmers	Probability = 4 Impact = 4	Swimmers may use a flotation device at any time supervising ration of 1:10 Use short lengths so can easily shorten course if necessary	Probability = 2 Impact = 4	Teachers Parents Life guards
	Moving/transitioning	Slipping Moving too fast	Probability = 3 Impact = 3	Clear area of any public at the entry / exit point for the pool Clear pathways only for athletes Make the paths as short as possible, use the external doors to limit movement inside Use pool flooring	Probability = 2 Impact = 3	Teachers Parents Life guards Swim Course Manager
	General Swimming Risks	Unfamiliarity of the water Large amounts of people using the pool with needs Use of buoyancy support aides Drowning	Probability = 4 Impact = 5	Book pool for event only Options for entering the water Manage the number of participants in the water at any time. (Delay some getting in if necessary) Dedicated volunteer presence Request for information from parents/schools on what extra assistance each person will need Have competent adult support people in the water with those identified as high need First Aid Buoyacy Aids on hand	Probability = 2 Impact = 5	Teachers Parents Life guards Swim Course Manager