

RISK INFORMATION – CAMPS

CAMPING RISK MANAGEMENT

The information provided in this paper is intended to assist camping staff in development of suitable Risk Management processes.

1. Introduction to Risk Assessment

Risk is the exposure to the possibility of such things as economic or financial loss or gain, physical damage, injury or delay, as a consequence of pursuing or not pursuing a particular course of action.

In any camping community the variety of activities and participants exposes the campsite to risk. Risk Management is the process by which risks are identified, evaluated and controlled.

Outlined below are the elements of the Risk Management process (derived from Australian Standard AS/NZS ISO 31000:2009 Risk management – Principles and guidelines):

- Identify Risks – identify where, when, why and how events could prevent, degrade, delay, or enhance the achievement of organisational goals.
- Analyse Risks – identify and evaluate existing controls. Determine consequences and likelihood and hence the level of risk. This analysis should consider the range of potential consequences and how these could occur
- Evaluate Risks – compare estimated level of risk against the pre-established criteria and consider the balance between potential benefits and adverse outcomes. This enables decisions to be made about the extent and nature of treatments required and about priorities.
- Control Risks – develop and implement cost-effective strategies and action plans for increasing potential benefits and reducing potential costs
- Monitor and Review – monitor the effectiveness of all steps of the risk management process and provision of feedback for improvement of the process.

Collectively these components are referred to as Risk Assessment.

In a camping context there are 2 distinct levels at which risks might be assessed.

The first is a **whole of camp (or enterprise) level** where matters of both strategic and operational impact are considered. A key objective of enterprise level risk assessment is to identify those activities or events of highest risk to help prioritise allocation of scarce resources to where they will have the most immediate impact in reducing overall risk. The **Camping Risk Assessment (Register)** tool has been developed to document the results of whole of camp risk assessments.

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The second level of risk assessment is at the **individual activity level**. At this level, the individual risks associated with an activity are identified so that the activity can be made as safe as possible. Note that if it is not possible to sufficiently control risks, a decision may be made to not proceed with a particular activity. The **Activity Risk Assessment** tool has been developed to document the results of assessing risk for individual activities.

All new activities undertaken at a campsite should be subject to a formal risk assessment. The risk assessments for continuing activities should be updated on a regular basis, typically annually.

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2. Identify the Risks

Camping activities and operations can potentially encompass a wide range of possible risk exposures. It is therefore helpful to breakdown exposures into various categories, or types, of risk and consider possible risks within each of these in turn.

Though risks could be categorised in many ways, some typical examples of risk categories are set-out below to help you start:

Risk Category	Examples of risks included:
People	Risk of injury or harm to campsite workers (including employees and volunteers) and the general public. WHS/OHS matters form part of this risk category
Property	Risk of damage or impairment to camp buildings and other physical assets. Could include risk of fire, flood and storm. Could include vandalism, graffiti etc.
Professional	Breach of copyright, error in advice, inappropriate counselling
Public Liability	Risk of injury or damage to people on camp property, participants in camping events, consumers of food from camp kitchens, trades people
Transport	Risks associated with use of campsite buses and cars, transporting people in private vehicles, transporting camping goods.
Social Media	Risk of abuse, slander or vilification via internet
Governance	Risk of campsite failure, reputation, compliance with regulations, poor business practices

Risks can be identified by observation and judgement, involving as wide a cross-section of camping stakeholders in the process as is practicable. Some examples of specific techniques that might be considered include:

- Walk-through survey of campsite
- Brainstorming with camping stakeholders to identify what could go wrong with specific activities, events or assets
- Reviewing incident records maintained by the campsite
- Reviewing manufacturers' instructions on chemicals plant and equipment
- Using specialist risk practitioners where necessary
- Asking Baptist Insurance Services for advice or assistance

To help people identify risks and understand their consequences, the following questions might be helpful:

- What is the worst thing that could happen? What could develop?
- What has happened in the past?
- What has happened elsewhere (in this area, or similar campsites elsewhere)?
- What uncertainties are there? What are we unsure of?

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- What needs to go right?
- What if our decision is wrong?
- What might be an alternative or opposite view?
- What if a (defined) incident actually occurred?
- What would the community expect of us?

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3. Assess and Evaluate Risks

Once the campsite's risks have been identified, the next step is to assess the level of risk involved with each risk and to evaluate each in terms of their relative priority. This evaluation should be undertaken taking into account any existing controls that are in effect.

The assessment and evaluation stage is based on the concept that risk severity is determined by reference to two key factors: likelihood (chance of a risk arising) and consequence (potential impact of a risk should it occur). Combined, these two factors produce the level or risk associated with a particular circumstance. A significant level of risk could occur from an event of low likelihood and high consequence or from an event of high likelihood or moderate consequence.

Likelihood of Risk

Likelihood factors attempt to measure the frequency with which events might be expected to occur, taking into account the effectiveness of existing control measures. The following table contains examples of likelihood values used within different camps or activity types.

Likelihood Factors & Values

<i>Factors</i>	<i>Example Values</i>	
<i>Almost certain</i>	Expected to occur in most circumstances	Almost certainly more than twice per annum
<i>Likely</i>	Expected to occur occasionally (more than 50% of time)	Once or twice per year
<i>Possible</i>	Expected sometimes (less than 50% of time)	Once every 2-3 years
<i>Unlikely</i>	Occurs only in unusual circumstances	Once every 5-10 years
<i>Rare</i>	Possible but not expected to occur	Less than once every 10 years

It is important that *relevant* likelihood factors are adopted for both whole of campsite and individual activity risk analyses. They should be agreed and understood by the camping community to be the appropriate measures for the camp and/or activity being assessed and that they are consistently applied to similar activity types.

The likelihood or expected frequency of occurrence should be expressed in terms that enable effective distinction between frequently occurring and seldom occurring events.

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Consequence of Risk

Consequence factors consider the impact of events, should they occur. In considering impact, the effectiveness of existing control measures should be taken into account. The following table contains examples of consequence factors and values used within different camps or activity types.

Consequence Factors and Values

Factors	Example values		
	Physical Injury	Reputation	Financial
Extreme	Death	Sustained negative national media coverage	5% of value of own funds
Major	Extreme / permanent Injuries	Major negative state media coverage	2% - 5% of own funds
Moderate	Medical treatment	One off state media or sustained local media coverage	1% - 2% of own funds
Minor	First Aid	One off digital media TV or newspaper coverage	0.5% - 1% of own funds
Insignificant	No treatment necessary	No reputational impact	Less than 0.05% of own funds

Other values that might be considered could include: abuse of vulnerable people, property loss dollars, activity interruption, legal and compliance impacts, and environmental impacts.

Some camps use a single value type for consequence while others consider multiple values. Values may vary according to the types of activity being assessed. For example, when looking at camp strategic issues, multiple measures are more likely to be relevant while an adventure activity may only be concerned with physical injury.

What is important is that the factor(s) used are agreed and understood by the camping community to be the appropriate measures for the campsite and activity being assessed and that they are consistently applied to similar activity types.

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Risk Evaluation

Once likelihood and consequence values have been determined for a particular activity, the risk rating can be determined as the intersection of the 2 values, using a matrix similar to the one below. The intersection shows the “seriousness” of each event and points to where action should be prioritised to either reduce the consequence or the likelihood or both. For example, events determined to have a risk rating of “high” will require immediate action, while those determined to be “low” may simply be monitored. The example shows 3 ratings: High, Medium and Low.

A campsite might adopt different ratings that better suit their circumstances.

Risk Matrix

		Consequence				
		Insignificant	Minor	Moderate	Major	Extreme
Likelihood	Almost certain	Low	Medium	High	High	High
	Likely	Low	Medium	Medium	High	High
	Possible	Low	Medium	Medium	High	High
	Unlikely	Low	Low	Medium	Medium	High
	Rare	Low	Low	Low	Medium	High

Each camp will need to determine the actions required for the different risk ratings, including communication and escalation requirements, frequency of reporting and priority of risk treatment (remediation) activities. An example is set-out below:

Risk Rating	Escalation and Communication
High	Immediate escalation to campsite governing body (Board); active remediation activities in place; regular frequent (weekly) monitoring
Medium	Senior management team advised; active remediation plans in place; regular (monthly) monitoring as part of existing meetings
Low	Local management team or workgroup monitoring; lower priority remediation activities

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4. Risk Control Measures

The assessment and evaluation of risks leads directly to risk remediation or the need to control risks. Control measures can be recorded on either the **Camping Risk Assessment (Register)** tool or the **Activity Risk Assessment** tool. It is important to identify when and by whom chosen control measures are to be implemented.

Risk treatments will depend on the underlying causes of an event and also any factors that might influence the proposed treatment (remediation) option chosen. In determining the mix of actions / controls necessary to treat risks, the following options should be considered.

Risk Treatment Options

<i>Treatment Option</i>	<i>Option Description</i>
Avoid the risk	Change business processes or objectives so as to avoid the risk
Change the likelihood	Undertake actions aimed at reducing the possibility of the risk occurring
Change the consequence	Undertake actions aimed at reducing the impact of the risk
Share / transfer the risk	Transfer ownership and liability to a third party, e.g. insurance
Retain the risk	Accept the impact of the risk.

Once it has been decided that a risk is to be treated or controlled (any of the first 3 steps above) the following hierarchy of control table can be used to help determine the mix of control measures that might be utilised in a treatment plan. Preference should be given to the types of control measures higher in the hierarchy, e.g. eliminating a risk is preferable to providing a worker with Personal Protective Equipment

Hierarchy of Control

<i>Eliminate or control</i>	<i>General description</i>
Eliminate the risk	The best way to control a hazard is to remove it entirely. E.g. Remove the hazard by removing unsafe equipment or ceasing to perform a particular task.
Substitute the risk	Look for another way of performing the work. E.g. Use a less caustic cleaning substance or a safe piece of equipment.
Isolate the risk / use engineering controls	Physically change the workplace or equipment being used. E.g. Isolate the task through distance or use a guard or modify a piece of machinery to automate a process.

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Use administrative controls	Explain to people how to do the task properly. E.g. Introduce a written work procedure and train people performing the task.
Use personal protective equipment	The least desirable control measure. Use appropriately designed and properly fitted equipment and clothing.

Chosen risk treatment and control options should be recorded on the risk register together with details of who is responsible for implementation of the control and by when it is required. The actions and dates on the register should be used to monitor progress in implementing more effective control environment.

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5. Monitor and Review Risks and Control Measures

Camping activities, personnel and business processes will change over time; associated risks will also change. Therefore camps should review their risks at least annually to ensure that no new risks have been introduced without appropriate control measures in place. Document updated risk assessments on the ***Camping Risk Assessment (Register)*** tool

Camps should also ensure that any new activity is subject to an appropriate risk analysis prior to implementation. Such assessment can be documented using the ***Activity Risk Assessment*** tool

Finally, controls in place should be reviewed at least annually to ensure that they remain effective in controlling risks.

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6. Examples of Events, Activities and Facilities Requiring Risk Assessment

Set out below are some examples of the sorts of camping events, activities and facilities for which an activity risk assessment may be appropriate.

1. Physical premises

- Auditorium
- Dormitories / accommodation
- Meeting rooms
- Offices
 - Local facilities
 - Off- premises office
- Counselling centre / rooms
- Facilities for people with a disability
- Catering
- Housing

2. Regular activities

- At campsite
 - Concerts
 - Pools
 - Sporting equipment
 - Adventure activities
- Off-site activities, inc. expeditions
- Courses
- Sporting events
- Transport
 - Camp (owned) bus
 - Hired vehicles
 - Private vehicles
- Hiring facilities

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References

AS/NZS ISO 31000:2009 Risk management – Principles and guidelines

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