

Warringah Council

# Site Operating Guidelines and Conditions of Use

## **Northern Beaches Secondary College (NSBC) – Cromer Campus**



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## 1.0 Purpose

These guidelines and conditions of use have been developed to provide a framework aimed at ensuring sustainable management and use of NSBC Cromer Campus Sportsfield, South Creek Road, Cromer in meeting the general principles and provisions of management of community land categorised as sportsground under the care control and management of Northern Beaches Council.

## 2.0 Guiding Principles

### 2.1 Partnering Approach

The aim of allocating and using NSBC Cromer Campus Sportsfield and associated areas is to foster the development of sport and recreation in the region as a means of promoting community health and wellbeing.

This is best achieved working in partnership to ensure positive outcomes in the use and development of sport facilities in the community.

### 2.2 Community

NSBC Cromer Campus Sportsfield is located within and alongside the 'community'. The user is expected to be considerate of adjoining property owners and other members of the community during organised usage; in particular:

*To ensure proper use of facilities at all times and ensure behaviour of users, spectators and guests does not unreasonably impact on other users or adjoining property owners and community*

### 2.3 Communication

A key principle in ensuring ongoing continual improvement of site management and development of sports facilities is a commitment to effective communication between Council and the user. Success and future benefit will depend largely on a commitment from stakeholders to ongoing consistency relating to primary point of contact, record keeping and reporting processes.

## 3.0 Information

### 3.1 The Season

#### Winter

The Winter allocation of NSBC Cromer Campus Sportsfield will generally be conducted between the first weekend in April and the last weekend of August of any year.

#### Summer

The Summer allocation of NSBC Cromer Campus Sportsfield will generally be conducted between the first weekend in September and conclude on the last weekend in March of any year.

### 3.2 Closure period

The field may be closed to allow for changeover and renewal of playing surfaces between the season allocations as described above. These closures may result in unavailability for a period of up to 4 weeks at the cessation of winter season and 2 weeks at the cessation of the summer season. Unavailability will be communicated directly to allocated users by Council.

### 3.3 Hours of Use

Use in accordance with the determined allocation and subject to existing development consent and adopted plans of management must be within the following time periods

Weekdays 4.30pm – 10.00 pm (generally for training purposes)

Weekends 8.00am – 10.00 pm Saturdays & Sundays

School Holidays/Public Holiday 8.00am – 10.00pm

Use of the sportsgrounds outside of the above times will require a separate booking application and will be subject to fees and charges applicable to such use.

## **4.0 Site Operating Guidelines and Conditions of Use**

### **4.1 General Conduct**

All users are to always conduct themselves in a proper manner and be considerate to other users and adjacent residents when conducting training, competition and events.

### **4.2 Permitted Usage**

The site may only be used for the conduct of organised sporting events whether training or competition, in accordance with:

- ▶ the sporting association to which the users are registered members; and

### **4.3 Fees and Charges**

Fees and charges for the use of the sportsfield shall be in accordance with Council's adopted fees and charges.

### **4.4 Linemarking**

Council will undertake an initial line mark prior to the commencement of the season. Following provision of initial linemarking users are responsible for their own linemarking throughout the season using purpose made line marking materials approved for public use.

### **4.5 Goal Posts**

Council will provide, install, maintain and remove and store goal posts. These posts will be installed and maintained for the duration of the winter season then removed and stored during the summer season.

### **4.6 Maintenance and improvements**

Council will undertake preparation and maintenance of the sportsground and associated facilities for the primary purpose associated with allocated use.

Clubs proposing to undertake maintenance and/ or improvements works require the express consent/prior written approval of Council prior to commencement of works. Consent may be given with conditions or may be withheld.

For any maintenance related issues or requests for improvement/new works please contact Council direct on 1300 434 434.

### **4.7 Floodlighting**

Floodlights are available for use after 4.30 pm until 10.00pm. The use of flood lights is subject to allocation arrangements and adopted plans of management.

Floodlighting at NSBC Cromer Campus is controlled by a remote control and monitoring system centrally base controlled by Council. Users operate floodlighting via a SMS protocol. The user is responsible for providing Council with the details of authorised users to enable access by this protocol. The user is responsible for management of the authorised operation of floodlights by users enabled by the SMS protocol. Council response to unauthorised use or operation of the floodlights outside of approved times may result in recovery of costs from the user.

Users are advised that the level of floodlighting available may not be compatible with particular usage requirements as outlined in AS 2560.1 (2002). It is the responsibility of users to ensure that prior to the commencement of any proposed use that the level of floodlighting provided at Council facilities is adequate.

### **4.8 Facilities**

All Council Facilities are non-smoking areas and this ban is enforceable by Council Rangers. The user is required to advise and promote this ban to all players and spectators including all visiting teams.

Any AC electrical equipment brought onto Council property must be approved by Council and tested and tagged by an accredited tester in accordance with statutory requirements. Council will restrict the use and availability of items that do not conform.

### **Amenities**

The user shall be responsible for unlocking and locking of amenities and change rooms during the hours of allocation. Council is responsible for the cleaning of public amenities however the user will be responsible for cleaning of all non-public areas.

### **Keys to facilities**

The user is responsible for contacting Council to arrange for the collection and return of keys. Lost keys are to be reported to Council. Replacement of locks and lost keys may incur a fee to be recovered from the user.

Contact Council's Facilities Team for key enquiries on 1300 434 434.

### **Sportsground facilities**

There is a mutual obligation to ensure that playing surfaces and associated facilities are safe. Council endeavours to provide within available budgets sportsgrounds and associated facilities that are fit for the intended use associated with allocation.

All users are responsible for checking on the condition of the field before the commencement of use to ensure that facilities are safe and compatible for intended use.

The user is to manage activities to minimise wear and tear on grassed areas.

In the event that the user intends to supply and install crowd control barriers, they are to be placed, monitored, removed and stored appropriately during the course of the day observing the requirement of any applicable Plan of Management.

## **4.9 Facility closures**

Facilities can be closed at any time by Council or the Department of Education. Generally they will only be closed should there be a risk to users due to capital work projects, maintenance, reactive works or wet weather.

If a ground is expected to be closed due to organised or reactive maintenance, Council will contact the user in advance to notify of such closures and advise of alternative arrangement for use if available. If however there is an emergency situation, Council will endeavour to do its best to let the user know as soon as practicable.

Council provides a wet weather line which will be updated during periods of wet weather. In all situations users will be liable for any damage caused through unauthorised use.

Information about wet weather can be found on Council's website. [www.northernbeaches.nsw.gov.au](http://www.northernbeaches.nsw.gov.au)

## **4.10 Traffic and Parking**

The user is to manage activities to minimise opportunities for traffic and parking intensification and conflict with local traffic flows (this includes the scheduling of games to optimise vehicular movements during weekends).

## **4.11 Vehicles on Sportsgrounds**

Unauthorised vehicular entry to sportsgrounds is prohibited. All ambulance and emergency vehicle access areas are to be free of obstruction at all times.

## **4.12 Waste Management and Litter**

NBSC Cromer Campus must be left in a clean and tidy state by the allocated user group. User groups are responsible for ensuring the field and amenities are clean and litter free before departure. To assist in ensuring that facilities are left clean and litter free following use, bins are provided and serviced by Council. Additional bins may be arranged by contacting Council. Additional bins may be subject to a fee dependent on individual Council waste management arrangements. Council provided bins are not to be used for commercial waste removal.

Should users require removal of commercial waste please contact Council to arrange as required. Again, a fee may be applicable.

Glass containers are not permitted on sportsgrounds and associated facilities.

Please contact Council's Waste and Cleansing Team 1300 434 434.

#### **4.13 Noise**

The user shall manage all training, competition and event activities to ensure that noise and especially any amplification systems must not be deemed to be "offensive" as defined by the Protection of the Environment Operations Act 1997 (POEO Act).

#### **4.14 Temporary structures**

Allocated user groups intending to install and use temporary structures during the season including signs, fencing and ancillary sporting equipment do so at their own risk. Allocated user groups shall advise Council of any proposed installation that potentially may cause damage to existing infrastructure. Where practicable, Council will provide information and orientation to assist with identification of the location of irrigation, electrical systems and other infrastructure likely to be interfered with. After each use, all fixing devices such as stakes or spikes are to be removed to prevent injury or damage to equipment. All temporary structures and equipment must be stored appropriately and made safe after use by the allocated user.

#### **4.15 Ancillary Items**

The use of PA systems, generators, stalls, amusements and fire works are prohibited unless prior written approval is obtained from Council.

#### **4.16 Assignment and subletting**

The allocated user must not enter into any sub-letting arrangements of their allocation or assign allocation of the field or buildings to others.

#### **4.17 Loss of Allocation**

Council reserves the right to review any existing allocation arrangement if at any time during the term the allocated user is found to be unable to maintain a commitment to adhere to the conditions of use and guidelines set out in this document.

This review may result in the loss of allocation whereby the allocated user is non-responsive to requests or assistance provided by Councils in meeting the conditions and guidelines as set out in this document.

#### **4.18 Risk Management**

It is recognised that there is a mutual obligation to minimise risk associated with the provision and use of sportsgrounds and associated facilities. Council endeavours to provide facilities within available resources that are fit for the allocated and or intended purpose. Allocated users have a shared responsibility to undertake risk assessment to ensure the safety and well being of their members. A generic Risk Management Plan is attached and is intended to provide guidance to users as to their obligations and responsibilities regarding risk management.

Sportsground users are to undertake a risk assessment of sportsgrounds and associated facilities prior to use and action any identified risks accordingly including but not limited to the following:

- ▶ remove any minor safety hazards before use
- ▶ ensure all equipment and facility fittings and fixtures are safe before use
- ▶ notify Council of any risk or hazard requiring Council response
- ▶ DO NOT use the sportsground or any associated facility if risks or hazards cannot be rectified and/or if a risk inspection indicates that the sportsground or facility is unsafe to use

#### **4.19 Child Protection**

Allocated use is to be undertaken taking into account and compliance with relevant requirements of Child Protection legislation in force in NSW.

#### **4.20 Insurance**

The allocated user must maintain a public liability insurance policy for a cover of not less than \$20,000,000. The policy must be current for the commencement and duration of allocation.

#### **4.21 Review of Allocation**

Council reserves the right to review any allocation arrangement to ensure that the allocated user is utilising allocated facilities in accordance with the original allocation request. Significant departure from the requested allocation usage in terms of days and hours of use may result in cancellation or alternative allocation arrangement more compatible with actual use

#### **4.22 After Hours Contact**

Should the need arise to contact Councils after normal hours of operation please contact Council's after hours contact: 1300 434 434

#### **4.23 Communication**

- ▶ Council and the user are to ensure appropriate contact details are exchanged to ensure a high level of communication
- ▶ Council is to notify the user of any disruption to scheduled use at the earliest convenience
- ▶ Council is to consult and liaise with the user to minimise cancellation of scheduled use and to identify alternative sites where practicable to assist with completion of scheduled use

# Risk Management Plan for the use of sportsgrounds

2009-2010

# 1.0 Introduction

Risk Management is the systematic management of activities that involve a material degree of risk of loss or other damage to sporting organisations and sportsground managers.

The purpose of this plan is to ensure that risk identification, assessment and prevention is incorporated into sportsground management processes both by sportsground users, managers and maintainers.

The *Australian/New Zealand Standard for Risk Management (AS/NZS 4360:2004)* is the world's first risk management standard. The Standard provides a consistent approach to risk management and its terminology, and in doing so provides a generic framework to establish a risk management process for an organisation.

The Standards Australia booklet *Guidelines for Managing Risk in Sport and Recreation* was developed to provide those involved in sport and recreation with guidance on risk management principles, process steps and applications, based on the Standard (AS/NZS 4360:2004).

The latest Guideline, published in 2004, has been produced with the endorsement of the Standing Committee on Sport and Recreation (SCORS). The Guideline is not prescriptive; rather it provides definitions, process and philosophy to equip the reader with sufficient understanding of risk management to enable them to combine this with their existing industry knowledge and experience to implement an effective risk management system.

It is on this basis that this risk management plan for sportsgrounds in the SHOROC Region has been developed. For additional information please refer directly to the *Australian/New Zealand Standard for Risk Management (AS/NZS 4360:2004)* and its sport and recreation companion *Guidelines for Managing Risk in Sport and Recreation (HB246-2004)*.

Key points are:

- Risk management is everyone's business.
- Risk management is part of business as usual.
- The process for managing risk is logical and systematic and should become a habit.
- In implementing risk management, it is wise to remember that no one person is likely to have all the answers. Seek specialist advice, particularly in matters of the law and insurance, and don't forget the resources that exist within an organisation.

The knowledge and experience of sports club members can sometimes offer all the expertise required to determine the best solution. Know your people—they are the best resource you have.

**This Sportsground Risk Management Plan includes appendixes as follows:**

- (a) Appendix A – Risk Management Framework
- (b) Appendix B – Sportsgrounds Risk Management Policy
- (c) Appendix C – Manner in which risk is assessed
- (d) Appendix D – Generic Sportsground Risk Register
- (e) Appendix E – Generic Sportsground Risk Treatment Schedule
- (f) Appendix F - Sportsground pre-use risk assessment form
- (g) Appendix G – Incident Report Form
- (h) Appendix H – Risk Management Roles and Responsibilities
- (i) Appendix I – Fact Sheet Australian Sports Commission Safety and Risk Management
- (j) Appendix J – Fact Sheet Australian Sports Commission Incident Management

## 2.0 Objectives of sportsground risk management

Risks to sportsground users and managers can emanate from internal and external sources. Risks can include issues such as sportsground user dissatisfaction, adverse publicity, security and physical safety of sportsground users, visitors and maintainers, poor performance by sportsground managers and maintainers, sportsground asset and maintenance equipment failures.

It is not possible to provide and maintain a totally risk free environment for sportsground users, visitors and maintainers. Many decisions involve managing risk according to risk assessment of what constitutes an acceptable level of risk and judgement regarding the costs and benefits of particular risk treatment actions

The objectives in adopting a sportsground risk management plan are:

- ▶ To ensure that the major risks are identified, understood and appropriately managed
- ▶ To ensure that sportsground usage and management processes focus on areas where risk management is needed and;
- ▶ To create a sporting environment where sportsground users and managers take responsibility for identifying and managing risk

Implementation of an integrated and rigorous approach to risk management:

- ▶ Increases the chances of avoiding costly and unacceptable outcomes, particularly those arising from unexpected events
- ▶ Provides all round understanding of sportsground user and manager issues, functions and supports continuous improvement
- ▶ Allows for sportsground users, managers and maintainers to better contribute to sporting outcomes in the community

## 3.0 Sportsground risk management planning process

### 3.1 Sportsground risk environment

The sportsground risk management environment is established by considering:

- ▶ The external context ie the physical environment in which sportsgrounds exist and;
- ▶ The internal context ie the operating environment of sportsground users and managers

The external context covers a range of sportsground sites of various configurations, classifications and areas within Manly, Warringah and Pittwater LGA's. Most sites include a main playing field(s) of natural grass, playing field surrounds, goal post and amenity facilities. Some sites include either turf or synthetic cricket wickets and practice facilities whilst others include baseball/softball diamonds and backnets. Many sites have floodlighting for night time use and the more developed facilities include seating, fencing and grand stand facilities, car parking and playgrounds. Additionally there are many sites with single and multiple hard surface playing fields with some synthetic grass playing areas also available.

The internal context or operating environment for sportsground users is multi tiered. Players are members of clubs who are organised by sporting associations to conduct sporting competition in

accordance with the sport governing rules and regulations. Clubs and Associations are generally incorporated organisations with a constitution and executive responsible for managing the club's core activity of sport promotion, competition and training as well as providing direction and leadership regarding development, management and stewardship of club resources including its members and physical assets. Club membership numbers vary across all sports with the highest number of players participating in soccer and netball whilst the smallest membership is that of Archery. Membership across all sports includes juniors and seniors (18+) and includes both males and females.

Within SHOROC there is another tier of organisational management, the Manly Warringah Pittwater Sporting Union (MWPSU). The MWPSU is an incorporated body with a constitution and executive. The primary role of the MWPSU is to collectively represent member associations in the promotion of sport and to act as an interface with government agencies for the provision and management of facilities including capital works, equipment purchases and ground improvements. Members of the MWPSU are the individual sporting associations, which in turn represent membership of clubs and individuals. Without membership of the MWPSU, clubs and individuals do not have seasonal allocation and access to Council sportsgrounds.

Individual Councils operate under the Local Government Act 1983 to manage and maintain the provision of sportsgrounds and associated facilities. Clubs and Associations interface with individual Councils by way of sportsground user agreements which provide a framework for the use, management and maintenance of sportsground facilities. These user agreements outline the roles and responsibilities of both users and managers/maintainers to ensure the development of safe and sustainable provision of sportsgrounds and associated facilities within the SHOROC Region.

### **3.2 Risk identification**

Risk identification involves examining all sources of risk. It requires a mix of knowledge, experience and lateral thinking.

Each sporting association will have a unique set of risks to contemplate—unique because of differing sporting activities, membership profiles, venues, equipment and relationships. Risk identification requires the determination of:

- ▶ What things can happen, where and when?
- ▶ How and why can they happen?
- ▶ What is the likelihood of them happening?
- ▶ What will be the consequences if they do happen?

There is no right or wrong way of identifying risk, and no definitive end product, because of the dynamic nature of risk. Usually, it will be a combination of methods that achieves the best result – the use of existing information, policy, guidelines, rules, checklists, audits and, most importantly, the people involved in your sport.

Tools such as checklists can be of great assistance, but although useful, they are not in themselves a solution.

A risk usually comprises three parts:

- ▶ A source.
- ▶ Something at risk.
- ▶ An effect.

Identifying a risk is about combining these three elements.

### 3.3 Risk Analysis

Risk analysis is based on possible consequences and likelihoods. The level of a risk can be expressed as a combination of how it may impact upon sportsground users, visitors, managers/maintainers and what it is trying to achieve (consequences), and the likelihood of those consequences occurring.

It is important to consider the consequences and the likelihood in context with the activity, the organisation, and any existing controls or other factors that may modify the consequences or likelihood.

The method generally used to determine the level of risk is where knowledge, experience, and anecdotal evidence produce intuitive decisions about the probable level of risk. This method has some obvious limitations, including a risk of subjectivity. However, it is useful to indicate which risks may be disregarded; those that require further attention, management priorities, or the need to seek specialist advice.

For sporting organisations, this will be the most appropriate method and for this plan is based on the matrix information attached as Appendix C.

This step is about deciding whether the level of risk is tolerable or not, within the context of sportsground provision and use.

Careful consideration of the context is essential, with particular regard to:

- ▶ The controls already in place to manage the risk.
- ▶ The cost of managing the risk or of leaving it untreated.
- ▶ The benefits and opportunities presented by the risk.
- ▶ The degree of risk borne by other stakeholders (e.g. insurance).

### 3.4 Risk Evaluation

Evaluation is likely to be mostly qualitative, which could introduce a degree of bias and inconsistency. To counter this, basic criteria can be established as part of establishing the context.

A simple way to approach this is to define what is unacceptable in terms of consequences and likelihood or frequency.

For example, the following consequences may be unacceptable:

- ▶ Injuries resulting in inability to play or work for more than 1 day.
- ▶ Financial loss exceeding \$500 for one occurrence.
- ▶ Any adverse publicity.
- ▶ Any legal action against sportsground users, managers or maintainers.

In terms of likelihood, the following may be unacceptable:

- ▶ Frequent minor injuries.
- ▶ Events which frequently interrupt the organisation's activities.
- ▶ Frequent small financial losses.

Although defining simple criteria can reduce some of the imprecision of qualitative evaluation, ultimately the decision as to whether a risk is tolerable or unacceptable rests with those

responsible for the evaluation. The answer also depends on their knowledge and experience for its integrity and credibility.

The assessment of a risk will enable priorities to be established that correspond to the level of risk indicated. Those accountable for management in the area of the risk must then determine what action is appropriate to treat each risk. Documentation of this step should include, as a minimum, an explanation of the method used, assumptions, criteria and the definitions of the terms used to analyse the likelihood and consequences of each risk.

The level ascertained should be recorded for each risk, noting whether this takes into account any existing controls to treat the risk. The tolerability or otherwise of the risk must be noted as part of the process.

### **3.5 Risk Treatment**

Risk treatment is the term used to describe the activities involved in dealing with an identified risk that has been evaluated to be unacceptable.

This step is about considering the options for treatment and selecting one, or a combination, to achieve the desired outcome.

Treatment should be proportionate to the significance of the risk, and the cost of treatment commensurate with the potential benefits.

Treatment options may include:

- ▶ Accepting the risk.
- ▶ Avoiding the risk.
- ▶ Reducing the risk.
- ▶ Sharing the risk.
- ▶ Retaining the risk.
- ▶ Financing the risk.

Accepting the risk is an option if the likelihood and consequences of the risk are consistent with the criteria defined in the process of establishing context. For example, most people would consider frequent minor injuries in contact sport as 'just part of the game'. In this context, frequent minor injuries to players may be considered tolerable. Of course, much debate may occur as to the definition of 'frequent' and 'minor injury'.

Avoiding the risk is about deciding either not to proceed with the activity that contains an unacceptable risk, or choosing an alternative with tolerable risks that meets the aims of the organisation. For example, heavy continuous rain has caused the playing surface to be unstable and slippery. Playing on the field may lead to frequent 'serious injuries' should games be played. Avoiding the risk would mean abandoning scheduled games, deferring start until later when weather and surface conditions improve or transferring games to an alternative venue.

Reducing the likelihood or consequences of the risk, or both, is a commonly employed option in sport and recreation.

Normally there are various measures that contribute to the reduction of a risk to a tolerable level. For example, the risk of a hockey player being hit in the mouth by a ball and losing teeth is reduced by synthetic surfaces that provide consistent bounce, the rules of the game that restrict lifting the ball off the surface, and the use of mouthguards.

The above example highlights a simple hierarchy, developed for industrial safety applications that can be used to guide the order of risk reduction measures. Start with engineering solutions (solutions not reliant on human behaviour); then consider administrative solutions such as rules,

policies, training, and emergency planning; and finally look at personal protective equipment such as mouthguards, pads, eyewear etc.

Sharing the risk, in full or part, generally occurs through written agreements or notices. An insurance contract is perhaps the most common form of risk sharing, but others include leases/agreements, personnel contracts, disclaimers, tickets, and warning signs. Disclaimers or similar forms are now common. Principally, such forms serve to highlight the risks to which the participant is exposed and gain acceptance of those risks from the participant. Disclaimers can not absolve all legal liability, but if clear and specific may reduce the liability.

Retaining the risk is knowing that risk treatment is not about risk elimination, rather it is about acknowledging that risk is an important element for many sport and recreation activities, and some must be retained to preserve the inherent attractions of the activity. In retaining risk it is important to ensure that the level of risk retained is not greater than that generally tolerated.

Financing the risk means funding the financial consequences of risk, such as establishing a special fund to cover any losses that may be incurred (usually not a viable option for small, community-based or volunteer organisations), and funding costs related to implementing risk treatment.

Key questions in treating risk:

- ▶ What measures already exist for the treatment of risk?
- ▶ Are these measures as effective as intended?
- ▶ Who is best placed to implement risk treatment measures?
- ▶ Is expertise required to guide the development of treatment options?
- ▶ What resources are required for implementation?
- ▶ What is the feasibility of treatment – i.e. cost versus benefit?

Planning the implementation of risk treatment is important. It defines:

- ▶ What is to be done?
- ▶ Who is responsible?
- ▶ When completion is expected.
- ▶ When a review should be effected?
- ▶ What resources are required?

This plan, although not the only way, is the clearest way of communicating risk treatment for sportsground users, visitors and managers/maintainers.

The role of effective communication must never be under-estimated in risk management.

### **3.6 Risk management responsibilities**

All sportsground users, visitors, managers and maintainers are expected to contribute to minimising risks associated with the use and management of sportsgrounds and associated facilities.

Appendix H summarises roles and responsibilities in relation to risk management

## 4.0 Sportsground risk management outcomes

The key deliverables of this sportsground risk management plan are the actions outlined in the Risk Treatment Schedule attached as Appendix E

To ensure effective achievement of these deliverables Councils will:

- ▶ monitor the risks associated with maintenance and provision of sportsground facilities and ensure that management of risk is part of business as usual
- ▶ train maintenance and planning staff on risk management procedures as appropriate
- ▶ undertake an induction of sportsground user nominees to ensure that management of risk is part of business as usual
- ▶ ensure that the risk management plan and all its elements are reviewed regularly, updated and provided to all relevant stakeholders

## 5.0 Review of sportsground risk management plan

The principles of risk management are quite general in nature, but their application depends upon the context and changing environment.

Change will occur inevitably, either within or outside the organisation, and few risks remain static. The variables are the degree and the pace of change.

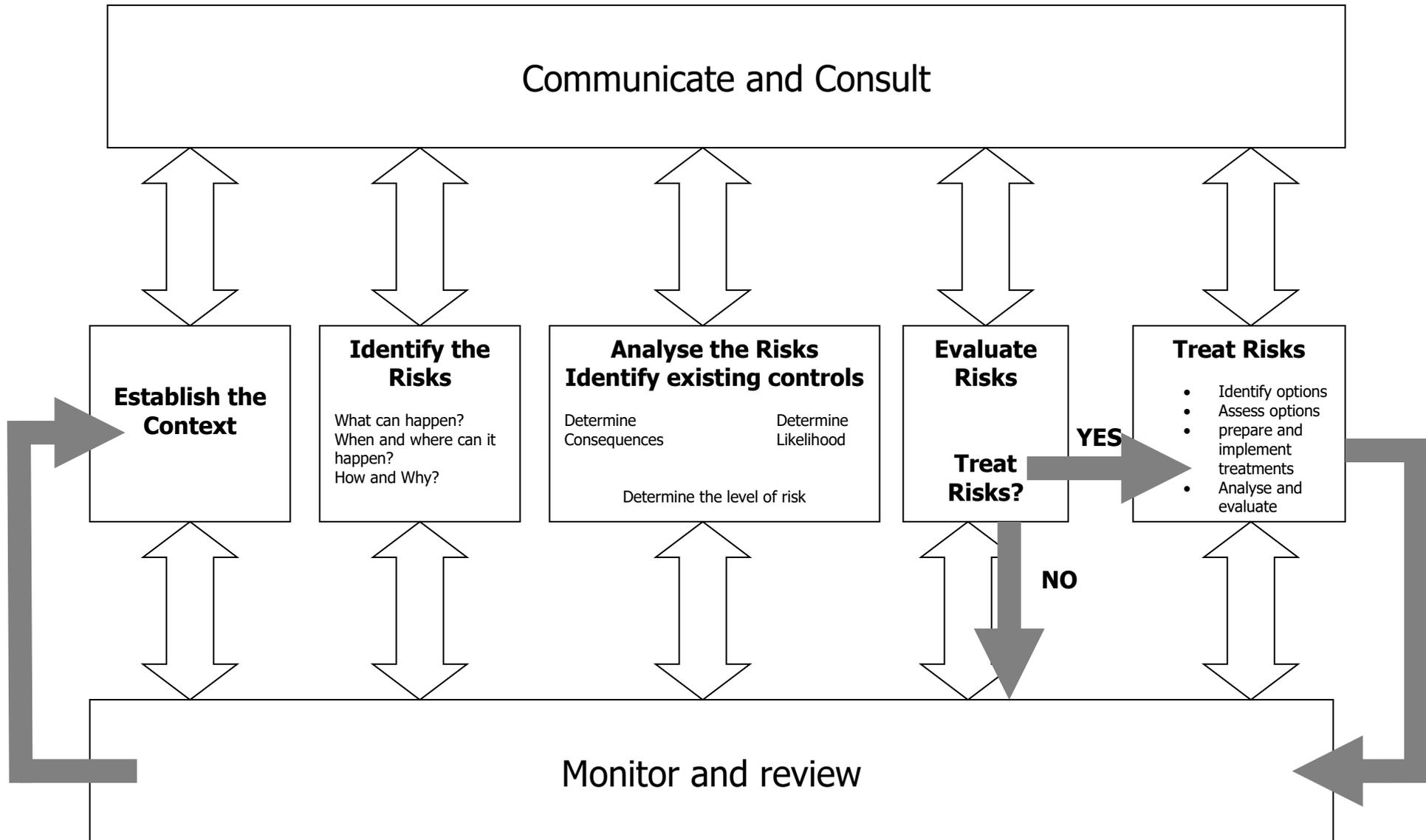
The process of monitoring and review ensures that risk management systems, plans and strategies continue to be effective in the light of changes that occur, that they can account for new or emerging risks, and that they remain a vital part of the organisation's operational processes.

Monitoring means ongoing assessment of the effectiveness of measures that have been put in place to treat risks. Any indication that these measures are not being effective is reason for immediate attention to remedy the situation. Risks need to be monitored regularly to ensure changing circumstances do not alter the risk priorities.

Review is more a periodic process to consciously find out if systems, processes, and measures are implemented and if they are effective. These reviews should be scheduled as a matter of good practice, and the timing should suit the structure and operation of the organisation.

Programs and processes change, as can the political, social and legal environment, and the goals of an organisation. The risk context needs to be re-examined to ensure the ways in which risks are managed remain valid. Monitoring the context will assist with identifying trends, trouble spots and other changes with implications for the organisation

The Sportsground Risk Management Plan is to be reviewed and approved annually by the SHOROC Sportsground Management Working Group.



# Appendix B

## Risk management policy for use of sportsgrounds

All stakeholders are committed to best practice in risk management in relation to the playing of sport and use of sportsgrounds and associated facilities and to ensure that risk management is an integral part of all decision making processes.

A structured risk management approach is to be implemented to minimise reasonably foreseeable disruption to sportsground use, the playing of sport, harm to people and damage to the environment and property.

All stakeholders agree to implement risk management effectively and to strive to continually improve risk management practices.

A risk management procedure has been established, based on the Australian Standard AS/NZS 4360:2004. It should be used for guidance by everyone involved with the application of risk management regarding use of sportsgrounds and associated facilities.

All stakeholders will facilitate the development of a common risk management approach across all allocated sportsgrounds and associated facilities by:

- implementing a risk management program;
- sharing information with broad applicability across all areas; and
- reporting on the progress of implementing any risk management program

### **Everyone has responsibility for risk management.**

Signed by:

..... Dated .....

## Appendix C

### Risk Assessment Matrix to determine likelihood, consequence and treatment

Descriptor	Description of likelihood
Probable	Can be expected to occur during match day/training
Possible	Not expected to occur during match day/training
Improbable	Conceivable but highly unlikely to occur during match day/training

**Figure 1 Simple Likelihood Scale**

Descriptor	Level of Severity
A	Cause permanent disability, death or considerable cost to Council
B	Long term illness or serious injury and high cost to Council
C	Medical attention and absence from competition/training/work and cost to Council
D	First Aid Needed or minimal cost to Council

**Figure 2 Simple Consequence Scale**

Likelihood	Consequence			
	A - Cause permanent disability or death	B - Long term illness or serious injury	C - Medical attention and absence from competition/training/work	D - First Aid Needed
Probable	Severe	Very High	High	Medium
Possible	Very High	Medium	Medium	Low
Improbable	Medium	Medium	Low	Low

**Figure 3 Risk Assessment Matrix**

Descriptor	Level of Severity
<b>1 - Severe</b>	Immediate action required risk must be eliminated suspend all sporting activities until eliminated
<b>2 - Very High</b>	Immediate action required to reduce risk and to limit escalation consider suspending sport activities until controlled
<b>3 - Medium</b>	Monitor to reduce the risk and to limit escalation assess on a game by game basis
<b>4 - Low</b>	Monitor to limit escalation - Acceptable level of risk – Games continue as scheduled

**Figure 4 Risk Treatment Key**

## Appendix D – Generic Sportsground Risk Register

No	Risk Description	Analysis			Priority	Responsibility
		Likelihood	Consequence	Level of Risk		
1	Security risk to club volunteers responsible for ground set up and lock up	Improbable	C	Low	4	User
2	Unsafe facilities, spectator areas and or playing surface caused by overnight vandalism, asset malfunction, fire or storm	Possible	C	Medium	3	User/Council
3	Unsafe facilities or playing surface due to missed/ poor maintenance services or poor ground preparation	Possible	C	Medium	3	User/Council
4	Water or sewer malfunction or failure during scheduled use	Possible	D	Low	4	User/Council
5	Power malfunction or failure during schedule use	Possible	D	Low	4	User/Council
6	Storm/flooding during scheduled event	Possible	D	Low	4	User/Council
7	Fire during scheduled event	Improbable	C	Low	4	User/Council
8	Security risk to canteen/kiosk volunteers responsible for handling money	Improbable	D	Low	4	User
9	Hygiene risk to public due to amenity cleanliness	Improbable	C	Low	4	User
10	Hygiene risk to public due to sale or provision of food/drink	Improbable	C	Low	4	User
11	Damage to facilities arising from conduct of scheduled sport	Possible	C	Medium	3	User
12	Damage to facilities arising from conduct of visiting teams and spectators	Improbable	C	Low	4	User
13	Serious injury or death as a result of vehicular traffic associated with preparation or conduct of scheduled event	Improbable	A	Medium	3	User
14	Injury requiring first aid arising from the use of plant and equipment associated with ground set up or lock up	Possible	D	Low	4	User
15	Serious injury arising from the use of plant and equipment associated with ground set up or lock up	Improbable	A	Medium	3	User
16	Injury to players arising during scheduled event	Probable	D	Medium	3	User
17	Serious injury or death to players during scheduled event	Improbable	A	Medium	3	User
18	Injury to spectators during scheduled event	Improbable	D	Low	4	User
19	Serious injury or death to spectators or public during scheduled event	Improbable	A	Medium	3	User
20	Monies, goods and assets held at facilities and grounds, lost, stolen or damaged	Possible	C	Medium	3	User
21	Security risk to volunteers and public due to conduct of players/visitors/spectators	Improbable	D	Low	4	User
22	Injury to public or damage to facilities as a result of the consumption of alcohol	Possible	D	Low	4	User

## Appendix E – Sportsground Generic Risk Treatment Schedule

No	Risk (in order of priority from generic risk register)	Level of Risk	Risk Treatment	Person responsible for implementation	How will this risk and treatment be monitored/reported
2	Unsafe facilities, spectator areas and or playing surface caused by overnight vandalism, asset malfunction, fire or storm	Medium	<ul style="list-style-type: none"> <li>Contact relevant Council nominated contact to provide response</li> <li>Monitor conditions to reduce risk and limit escalation</li> <li>Assess availability of playing field on a game by game basis until risk eliminated</li> </ul>	<ol style="list-style-type: none"> <li>Nominated club representative</li> <li>Nominated Council representative</li> </ol>	Completed – User Risk Assessment/Report Checklist
3	Unsafe facilities or playing surface due to missed/ poor maintenance services or poor ground preparation	Medium	<ul style="list-style-type: none"> <li>Contact relevant Council nominated contact to provide response</li> <li>Monitor conditions to reduce risk and limit escalation</li> <li>Assess availability of playing field on a game by game basis until risk eliminated</li> </ul>	<ol style="list-style-type: none"> <li>Nominated club representative</li> <li>Nominated Council representative</li> </ol>	Completed – User Risk Assessment/Incident Report
11	Damage to facilities arising from conduct of scheduled sport	Medium	<ul style="list-style-type: none"> <li>Contact relevant Council nominated contact to provide response</li> <li>Monitor conditions to reduce risk and limit escalation</li> <li>Assess availability of facilities on a game by game basis until any risk eliminated</li> </ul>	<ol style="list-style-type: none"> <li>Nominated club representative</li> <li>Nominated Council representative</li> </ol>	Completed – User Risk Assessment/Incident Report
13	Serious injury or death as a result of vehicular traffic associated with preparation or conduct of scheduled event	Medium	<ul style="list-style-type: none"> <li>Contact emergency services as required</li> <li>Contact relevant Council nominated contact to inform of incident and to provide response as required</li> <li>Monitor conditions to reduce risk and limit escalation</li> <li>Assess availability of playing field on a game by game basis until risk eliminated</li> </ul>	<ol style="list-style-type: none"> <li>Nominated club representative</li> <li>Nominated Council representative</li> </ol>	Completed – User Risk Assessment/Incident Report
15	Serious injury or death arising from the use of plant and equipment associated with ground set up or lock up	Medium	<ul style="list-style-type: none"> <li>Contact emergency services as required</li> <li>Administer first aid in accordance with Club policy – Stop – Talk – Observe – Prevent further injury</li> <li>Contact relevant Council nominated contact to inform of incident and to provide response as required</li> <li>Monitor conditions to reduce risk and limit escalation</li> <li>Assess availability of playing field on a game by game basis until risk eliminated</li> </ul>	<ol style="list-style-type: none"> <li>Nominated club representative</li> <li>Nominated Council representative</li> </ol>	Completed – User Risk Assessment/Incident Report
16	Injury to players arising during scheduled event	Medium	<ul style="list-style-type: none"> <li>Administer first aid in accordance with Club policy– Stop – Talk – Observe – Prevent further injury</li> </ul>	<ol style="list-style-type: none"> <li>Nominated club</li> </ol>	Completed – User Risk

			<p>(STOP)</p> <ul style="list-style-type: none"> <li>Severe injury get help</li> <li>Less severe injury – Rest Ice Compression Elevation Referral (RICER)</li> <li>Minor Injury – play on</li> <li>Monitor conditions to limit risk escalation to acceptable level of risk</li> <li>Games continue as scheduled</li> </ul>	representative	Assessment/Incident Report
17	Serious injury or death to players during scheduled event	Medium	<ul style="list-style-type: none"> <li>Contact emergency services as required</li> <li>Administer first aid in accordance with Club policy – Stop – Talk – Observe – Prevent further injury</li> <li>Contact relevant Council nominated contact to inform of incident and to provide response as required</li> <li>Monitor conditions to reduce risk and limit escalation</li> <li>Assess availability of playing field on a game by game basis until risk eliminated</li> </ul>	<ol style="list-style-type: none"> <li>Nominated club representative</li> <li>Nominated Council representative</li> </ol>	Completed – User Risk Assessment/Incident Report
19	Serious injury or death to spectators or public during scheduled event	Medium	<ul style="list-style-type: none"> <li>Contact emergency services as required</li> <li>Administer first aid in accordance with Club policy – Stop – Talk – Observe – Prevent further injury</li> <li>Contact relevant Council nominated contact to inform of incident and to provide response as required</li> <li>Monitor conditions to reduce risk and limit escalation</li> <li>Assess availability of playing field on a game by game basis until risk eliminated</li> </ul>	<ol style="list-style-type: none"> <li>Nominated club representative</li> <li>Nominated Council representative</li> </ol>	Completed – User Risk Assessment/Incident Report
20	Monies, goods and assets held at facilities and grounds, lost, stolen or damaged	Medium	<ul style="list-style-type: none"> <li>Contact emergency services as required</li> <li>Contact relevant Council nominated contact to inform of incident and to provide response as required</li> </ul>	<ol style="list-style-type: none"> <li>Nominated club representative</li> </ol>	Completed – User Risk Assessment/Incident Report
1	Security risk to club volunteers responsible for ground set up and lock up	Low	<ul style="list-style-type: none"> <li>Monitor conditions to limit risk escalation to acceptable level of risk</li> <li>Games continue as scheduled</li> </ul>	<ol style="list-style-type: none"> <li>Nominated club representative</li> </ol>	Completed – User Risk Assessment/Incident Report
4	Water or sewer malfunction or failure during scheduled use	Low	<ul style="list-style-type: none"> <li>Contact Council to inform of incident and to provide response as required</li> <li>Monitor conditions to limit risk escalation to acceptable level of risk</li> <li>If risk prevails assess availability on a game by game basis</li> </ul>	<ol style="list-style-type: none"> <li>Nominated club representative</li> <li>Nominated Council representative</li> </ol>	Completed – User Risk Assessment/Incident Report
5	Power malfunction or failure during schedule use	Low	<ul style="list-style-type: none"> <li>Contact Council to inform of incident and to provide</li> </ul>	<ol style="list-style-type: none"> <li>Nominated club</li> </ol>	Completed – User Risk

			<ul style="list-style-type: none"> <li>response as required</li> <li>Monitor conditions to limit risk escalation to acceptable level of risk</li> <li>If risk prevails assess availability on a game by game basis</li> </ul>	<ul style="list-style-type: none"> <li>representative</li> <li>2. Nominated Council representative</li> </ul>	Assessment/Incident Report
6	Storm/flooding during scheduled event	Low	<ul style="list-style-type: none"> <li>Contact Council to inform of incident and to provide response as required</li> <li>Monitor conditions to limit risk escalation to acceptable level of risk</li> <li>If risk prevails assess availability on a game by game basis</li> </ul>	<ul style="list-style-type: none"> <li>1. Nominated club representative</li> <li>2. Nominated Council representative</li> </ul>	Completed – User Risk Assessment/Incident Report
7	Fire during scheduled event	Low	<ul style="list-style-type: none"> <li>Contact Council to inform of incident and to provide response as required</li> <li>Monitor conditions to limit risk escalation to acceptable level of risk</li> <li>If risk prevails assess availability on a game by game basis</li> </ul>	<ul style="list-style-type: none"> <li>1. Nominated club representative</li> <li>2. Nominated Council representative</li> </ul>	Completed – User Risk Assessment/Incident Report
8	Security risk to canteen/kiosk volunteers responsible for handling money	Low	<ul style="list-style-type: none"> <li>Monitor conditions to limit risk escalation to acceptable level of risk</li> <li>Games continue as scheduled</li> </ul>	<ul style="list-style-type: none"> <li>1. Nominated club representative</li> </ul>	Completed – User Risk Assessment/Incident Report
9	Hygiene risk to public due to amenity cleanliness	Low	<ul style="list-style-type: none"> <li>Contact Council to inform of incident and to provide response as required</li> <li>Monitor conditions to limit risk escalation to acceptable level of risk</li> <li>If risk prevails assess availability on a game by game basis</li> </ul>	<ul style="list-style-type: none"> <li>1. Nominated club representative</li> <li>2. Nominated Council representative</li> </ul>	Completed – User Risk Assessment/Incident Report
10	Hygiene risk to public due to sale or provision of food/drink	Low	<ul style="list-style-type: none"> <li>Contact Council to inform of incident and to provide response as required</li> <li>Monitor conditions to limit risk escalation to acceptable level of risk</li> <li>If risk prevails assess availability on a game by game basis</li> </ul>	<ul style="list-style-type: none"> <li>1. Nominated club representative</li> <li>2. Nominated Council representative</li> </ul>	Completed – User Risk Assessment/Incident Report
12	Damage to facilities arising from conduct of visiting teams and spectators	Low	<ul style="list-style-type: none"> <li>Contact Council to inform of incident and to provide response as required</li> <li>Monitor conditions to limit risk escalation to acceptable level of risk</li> <li>If risk prevails assess availability on a game by game basis</li> </ul>	<ul style="list-style-type: none"> <li>1. Nominated club representative</li> <li>2. Nominated Council representative</li> </ul>	Completed – User Risk Assessment/Incident Report
14	Injury requiring first aid arising from the use of plant and equipment associated with ground set up or lock up	Low	<ul style="list-style-type: none"> <li>Administer first aid in accordance with Club policy– Stop – Talk – Observe – Prevent further injury (STOP)</li> <li>Severe injury get help</li> </ul>	<ul style="list-style-type: none"> <li>1. Nominated club representative</li> </ul>	Completed – User Risk Assessment/Incident Report

			<ul style="list-style-type: none"> <li>• Less severe injury – Rest Ice Compression Elevation Referral (RICER)</li> <li>• Minor Injury – continue as normal</li> <li>• Monitor conditions to limit risk escalation to acceptable level of risk</li> <li>• Games continue as scheduled</li> </ul>		
18	Injury to spectators during scheduled event	Low	<ul style="list-style-type: none"> <li>• Administer first aid in accordance with Club policy– Stop – Talk – Observe – Prevent further injury (STOP)</li> <li>• Severe injury get help</li> <li>• Less severe injury – Rest Ice Compression Elevation Referral (RICER)</li> <li>• Minor Injury – continue as normal</li> <li>• Monitor conditions to limit risk escalation to acceptable level of risk</li> <li>• Games continue as scheduled</li> </ul>	1. Nominated club representative	Completed – User Risk Assessment/Incident Report
21	Security risk to volunteers and public due to conduct of players/visitors/spectators	Low	<ul style="list-style-type: none"> <li>• Monitor conditions to limit risk escalation to acceptable level of risk</li> <li>• Games continue as scheduled</li> </ul>	1. Nominated club representative	Completed – User Risk Assessment/Incident Report
22	Injury to public or damage to facilities as a result of the consumption of alcohol	Low	<ul style="list-style-type: none"> <li>• Contact Council to inform of incident and to provide response as required</li> <li>• Administer first aid in accordance with Club policy– Stop – Talk – Observe – Prevent further injury (STOP)</li> <li>• Severe injury get help</li> <li>• Less severe injury – Rest Ice Compression Elevation Referral (RICER)</li> <li>• Minor Injury – continue as normal</li> <li>• Monitor conditions to limit risk escalation to acceptable level of risk</li> <li>• Games continue as scheduled</li> </ul>	<ol style="list-style-type: none"> <li>1. Nominated club representative</li> <li>2. Nominated Council representative</li> </ol>	Completed – User Risk Assessment/Incident Report

# Appendix F

## User Risk Assessment Checklist

To be undertaken prior to any use of sportsgrounds and associated facilities and to report incidents occurring during allocated or schedule use

Name of Sport facility			Name of person undertaking this assessment	
			Date	
Facility Element	Risk Present Y/N	Risk Controlled Y/N	Action Required/Completed	Comments
Playing surface				
Playing surface surrounds				
Spectator areas				
Amenity building apron				
Amenity building pavement				
Change rooms				
Toilets				
Canteen				
Club rooms				
Goal Posts				
Back nets				
Cricket Wicket				
Practice Wicket area				
Fencing				
Car park area				
Other				

**Note that in the event that risks or hazards cannot be rectified prior to scheduled use, or if the inspection indicates that the sportsground and/or associated facility is unsafe for use DO NOT USE THE FACILITY**

# Appendix G

## User Incident Report

To be completed for the purposes of recording incidents occurring during allocation

Name of Sport facility		Name of person undertaking this report	
		Date	
Details	Time of Incident	Action Taken	Incident Reported to

**Note that in the event that risks or hazards cannot be rectified prior to scheduled use, or if the inspection indicates that the sportsground and/or associated facility is unsafe for use DO NOT USE THE FACILITY**

# Appendix H

## Risk management roles and responsibilities

Who	Role and Responsibility
<b>Players, visitors and general public</b>	<ul style="list-style-type: none"> <li>• Maintain awareness and support of risk management</li> <li>• Report all obvious risks</li> <li>• Monitor observed conditions to limit risk escalation to acceptable level of risk</li> </ul>
<b>Coaches and Managers</b>	<ul style="list-style-type: none"> <li>• Encourage awareness and support of risk management</li> <li>• Adapt risk management plans to suit competition and training activities</li> <li>• Enforce the rules</li> <li>• Protect participants</li> <li>• Warn participants of risks</li> <li>• Ensure that sport is conducted safely</li> <li>• Control and supervise the competition</li> </ul>
<b>Nominated Club representatives responsible for sportsground set up</b>	<ul style="list-style-type: none"> <li>• Co-ordinate the implementation of the Risk management plan</li> <li>• Encourage awareness and support of risk management</li> <li>• Ensure all officials and participants understand the importance of risk management issues and processes</li> </ul>
<b>Referees and Umpires</b>	<ul style="list-style-type: none"> <li>• Encourage awareness and support of risk management</li> <li>• Enforce the rules</li> <li>• Protect participants</li> <li>• Warn participants of risks</li> <li>• Ensure that sport is conducted safely</li> <li>• Control and supervise the competition</li> </ul>
<b>Nominated Association representative</b>	<ul style="list-style-type: none"> <li>• Oversee the implementation of risk management plans across all sites</li> <li>• Ensure the ongoing review of risks and update of risk registers is undertaken for each site</li> </ul>
<b>MWPSU Executive</b>	<ul style="list-style-type: none"> <li>• Encourage a sports management climate which is aware of and supports risk management</li> <li>• Oversee development of processes to deal with risk management issues</li> </ul>
<b>Sportsgrounds Maintainers</b>	<ul style="list-style-type: none"> <li>• Adapt risk management plans to work areas and processes</li> <li>• Identify new risk management issues and report as required</li> <li>• Assist in the development of processes to deal with new risk management issues</li> </ul>
<b>Sportsground Managers</b>	<ul style="list-style-type: none"> <li>• Encourage a sports management climate which is aware of and supports risk management</li> <li>• Ensure all maintenance staff and contractors understand the importance of risk management issues and processes</li> <li>• Oversee development of processes to deal with risk management issues</li> </ul>



# FACTSHEET

## Safety and Risk Management for Officials

Officials have a duty to take reasonable care to avoid injury to participants and this includes keeping up to date on the rules of the game, particularly rules relating to safety aspects.

### Duties of care of an official:

- Duty to enforce the rules
- Duty to protect participants
- Duty to warn participants of dangers
- Duty to ensure that the sport can be conducted safely
- Duty to control and supervise the competition.

Participants in sport will be taken to consent to the risks of injury from activities that are “within the sport”. What is regarded “within the sport” at a professional (eg national league) level may be different to what is “within the sport” at a local level.

### Risk management tips for officials:

- Always inspect and clear the playing field or arena of visible dangers. Consider reducing the size of the playing field if necessary (eg if broken glass was found in the “in goal” area of a football ground it is difficult to know that all the glass has been picked up so consider shortening the field);
- Cancel the contest or event if there is inclement or dangerous weather (eg extreme heat or thunder storms where lightning is likely);
- Inspect and control use of both competition and protective equipment;
- Enforce the rules of the sport and control the conduct of participants (a warning to “tone down” behaviour before things get out of hand can be effective);
- Be able to provide basic first aid if required and to deal appropriately with potential and actual injuries;
- Keep an officiating diary and record any incidents that occur during a competition;
- Seek regular evaluation of your performance and make sure you know about changes to the rules;
- Undertake a course on “conflict management”;
- Ensure you have a “balance” in your life and give yourself sufficient time away from officiating to avoid “burn out”;
- Have insurance to cover both if a claim is made against you and also to cover medical expenses or lost income if you are injured.

Many associations have insurance that will cover an official (both claims against the official and claims by the official). Find out what insurance cover there is so that you can determine whether or not you wish to take out additional insurance.



Australian Government  
 Australian Sports Commission

# FACTSHEET

## Incident management

Coaches need to be able to respond to an emergency situation. These can range from a minor injury to something more serious. If a participant is unconscious, it is a life-threatening situation. The coach must respond immediately, as the participant may need resuscitation. Resuscitation should be performed by someone with first aid training and this is why it is good practice for all coaches to undertake this training.

Coaches should:

- have access to a telephone to contact an ambulance
- have information about the participant's medical history (especially for ongoing health issues such as asthma, epilepsy or diabetes)
- know how to access first aid equipment (blankets, first aid kit, ice etc)
- ideally, be able to administer basic first aid
- ensure an injury report form is completed.

### STOP procedure

The STOP procedure allows the coach to assess whether the injury seems severe and to determine whether the participant should continue with the activity.

- Stop
- Talk
- Observe
- Prevent further injury (via the three options below)

1. **Severe injury** - Get help
2. **Less severe injury** - Rest, Ice, Compression, Elevation, Referral (RICER)
3. **Minor injury** - Play on

### RICER regime

Management of sprains, strains, corks, bumps and bruises should follow this procedure:

What	How	Why
Rest the participant	<ul style="list-style-type: none"> <li>• Remove the participant from the competition area using an method of transport that will prevent further damage</li> <li>• Place the participant in a comfortable position, preferably lying down</li> <li>• The injured part should be immobilised and supported</li> </ul>	Further activity will increase bleeding and damage
Ice applied to the injury	The conventional methods are: <ul style="list-style-type: none"> <li>• crushed ice in a wet towel/plastic bag</li> <li>• immersion in icy water</li> <li>• commercial cold pack wrapped in a wet towel</li> </ul> Apply for 20 minutes every two hours for the first 48 hours <i>Caution:</i> <ul style="list-style-type: none"> <li>• Do not apply ice directly to skin as ice burns can occur</li> <li>• Do not apply ice to people who are sensitive to cold or have circulatory problems</li> </ul>	Ice decreases: <ul style="list-style-type: none"> <li>• swelling</li> <li>• muscle spasm</li> <li>• secondary damage to the injured area</li> </ul>
Compression applied to the injured area	Apply a firm, elastic, compression bandage over a large area covering the injured part, as well as above and below the injury	Compression reduces swelling and provides support for the injured part
Elevate the injured area	Raise the injured area above the level of the heart whenever possible	Elevation decreases bleeding, swelling and pain.
Refer and record	<ul style="list-style-type: none"> <li>• Refer to an appropriate health care professional for definitive diagnosis and continuing management</li> <li>• Record your observations, assessment and initial management before referral — send a copy of your records, with the participant, to the health care professional</li> </ul>	To obtain an accurate, definitive diagnosis and for continuing management (including anti-inflammatory medication) and prescription of a rehabilitation program