

COVID-19 Risk Mitigation Tool Kit.

Moving from a risk adverse to a risk acceptance approach to COVID in 2022

Introduction.

The Hockey Queensland COVID-19 Risk Mitigation Tool Kit has been designed to assist Associations and Club's in making decisions and navigating the risk of COVID-19 to their communities.

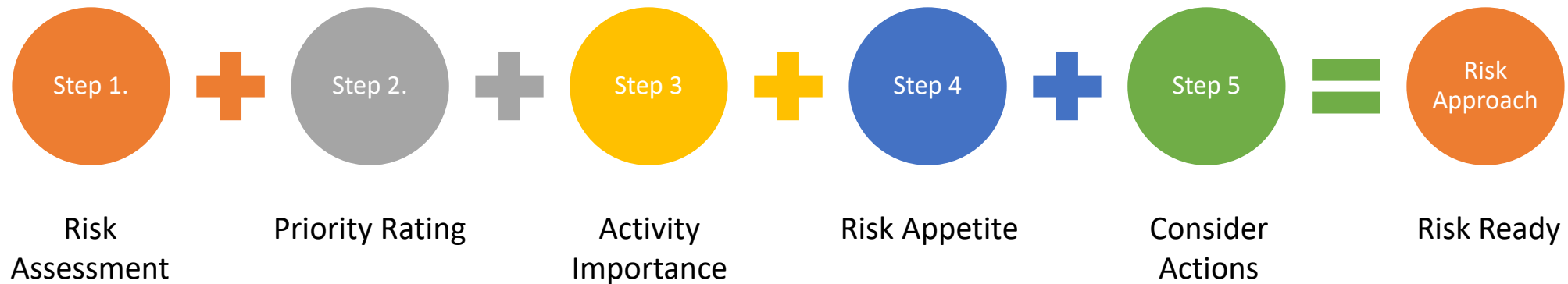
Each scenario and decision Associations and Club's face will be dependent on the following factors:

- Government restrictions at the time;
- Government and medical advice provided to the public at the time;
- Severity of the variant;
- The severity and intensity of an outbreak e.g. number of cases in the area, number of potential cases, hospitalisations and vaccination rates;
- The environment e.g. indoor v outdoor, ventilation, ability to socially distance;
- The type of event or activity;
- And the demographic of participants.

This document has been provided as a guide only and based on the information that is available at the time. The information provided could change with new COVID-19 variants and medical advice provided throughout 2022. Hockey Queensland will endeavor to update this information as required.

Using the Tool Kit.

- Populate the Risk Approach template by following the steps outlined in this tool kit to determine the risk priority rating, importance and your organisation's risk appetite for all of your events and activities.
- Use the Risk Mitigation template to outline your plan for that activity. The Risk Mitigation template will help you determine what actions need to be taken and what messages need to be communicated to different stakeholders.



Step 1.

Risk Assessment

Use the Risk Assessment tables on the next page to score the likelihood of risk occurring and the Impact of that risk on each of your events or activities. This should be done for each risk identified.

Events and activities could include:

- Weekly fixtures
- Training
- Come and try activities
- School visits
- Team trials
- Gala Days/Carnivals
- Intercity/town/club competitions
- Hookin2hockey
- Social hockey activities e.g. Walking hockey
- Trophy nights, fundraisers and other off pitch events
- Education sessions, coaches, umpires, technical officials
- Committee and other meetings.

*Note that from this point forward all events and activities will be referred to as activity.

Step 1.

Risk Assessment

Each risk needs to be assessed for their likelihood and impact. Risks need to be regularly reviewed based on the following factors:

- Government restrictions at the time;
- Government and medical advice provided to the public at the time;
- Severity of the variant;
- The severity and intensity of an outbreak e.g. number of cases in the area, number of potential cases, hospitalisations and vaccination rates;
- The environment e.g. indoor v outdoor, ventilation, ability to socially distance;
- The type of event or activity;
- And the demographic of participants.

Step 1.

Likelihood

The probability that a potential incident (risk) will occur.

Likelihood	Score	Description
Rare	1	Highly unlikely to occur; however, still needs to be monitored as certain circumstances could result in this risk becoming more likely to occur during the activity.
Unlikely	2	Unlikely to occur, based on current information, as the circumstances likely to trigger the risk are also unlikely to occur.
Moderate	3	Likely to occur as it is clear that the risk will probably eventuate.
Likely	4	Very likely to occur, based on the circumstances.
Almost certain	5	Highly likely to occur as the circumstances which will cause this risk to eventuate are also very likely to be created.



Impact

The most probable result of the potential incident.

Impact	Score	Description
Insignificant	1	Insignificant impact to the community's health or to the event/activities ability operate. It is not possible to measure the impact as it is minimal.
Minor	2	Minor impact on the to the community's health or to the event/activities ability operate.
Moderate	3	Measurable impact on the to the community's health or to the event/activities ability operate. E.g. reasonable percentage of infections and spread 10-25%.
Major	4	Significant impact to the community's health or to the event/activities ability operate. Could result in reduce numbers participating and reduced work force E.g. large numbers of infections. Potential for severe illness.
Catastrophic	5	Major impact S to the community's health or to the event/activities ability operate. E.g. super spreader event resulting in very high case numbers of infections to the point it impacts participation and ability to proceed. Could be participants or workforce Potential for severe illness and death.

Step 2.

Priority Rating.

Take the score for that activity and place it on the heat map to determine the priority rating.

Impact	5	8	10	15	20	25
	4	6	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
	Likelihood					

Step 2.

Priority Rating.

Priority Score	Rating	Action Required
0-1	Very low	Recognise that risk exists but continue with activity.
2-5	Low	Consequences are insignificant. Manage by regular monitoring.
6-9	Medium	Consequences may be unacceptable and need management action to share and/or reduce likelihood/impact
10-16	High	Consequences are unacceptable and need immediate management action to share and/or reduce likelihood/impact and to continue with activity.
17-25	Very High	Consequences are too great. Continue only if there is a statutory duty or with approval of Executive team.

Step 3

Activity Importance.

Consider the importance of the activity in relation to your Club's or Association's overall objectives and goals.

Importance	Description
Unimportant	Activity has no impact on organisations ability to achieve their goals
Little Importance	Activity has some impact on the organisations ability to achieve their goals and is not time sensitive
Important	Activity has an impact on the organisations ability to achieve their goals and is somewhat time sensitive
Very Important	Activity is vital to the organisation and is time sensitive

Step 4

Risk Appetite.

Take the activity's priority rating and the activity's importance and determine your risk appetite. The risk appetite will guide you in your decision to proceed with the activity, cancel, postpone and what measures to put in place. The table is a guide only; each organisation will need to decide their own risk appetite.

		Importance Category			
		Unimportant	Little Importance	Importance	Very Important
Risk Rating Category	Very Low	Proceed as normal	Proceed as normal	Proceed as normal	Proceed as normal
	Low	Moderate	Moderate	Moderate	Moderate
	Medium	Low	Low	Considerable	High
	High	Zero Risk	Zero Risk	High	High
	Very High	Zero Risk	Zero Risk	Zero Risk	Zero Risk

Risk Appetite Definitions.

Appetite	Description
High Risk	Aggressive risk taking is justified and is willing to accept a large negative impact in order to pursue strategic goals. (Risk seeking)
Considerable	Willing to take greater than normal risks and accept some negative impact in order to pursue strategic goals (Risk tolerant)
Moderate	Balanced approach towards taking risk. Potential negative impacts and completion of strategic goals is given equal consideration. (Risk Neutral)
Low	Cautious approach towards taking risk and only willing to accept a small negative impact to pursue strategic goals (Moderately risk adverse)
Zero Risk	Takes caution and accepts as little risk as possible not willing to accept any negative impact to pursue strategic goals. (Risk adverse)

Actions to Consider

Once a decision has been made on how to proceed and under what level of risk appetite refer to the Actions to Consider Table (attached document) to determine what actions need to be put in place to control the risk or reduce it.

Definitions in the table are as follows:

- Workforce – is any person either in a paid or volunteer capacity who is appointed to “work” during the activity.
- Participant – can be a player, team coach, manager or anyone who is involved in the participation of the activity.

For example at a Hockey Queensland State Championship all volunteers appointed to the championship are considered workforce. E.g Umpire Manager. The Association team players, coaches, umpires and technical officials are considered participants.

Risk
Approach

Risk Ready

Once you have completed the Risk Approach for each activity, populate the Risk Mitigation Plan Template.

The Plan template will set out what needs to be in place and what needs to be communicated. Along with any other considerations such as cancellation options and back up plans.

Please remember to always take into consideration the current Government restrictions and Government advice.