EVENT RISK INSIGHTS

Analysing The Risk Environment For The Sports & Entertainment Sector

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For Leaders At:

National & State Sporting Organisations
Governing & Sanctioning Bodies
Peak Bodies & Associations
Board Directors and Executives
Event Promoters & Organisers
Sports & Entertainment Venues
Government & Funding Bodies
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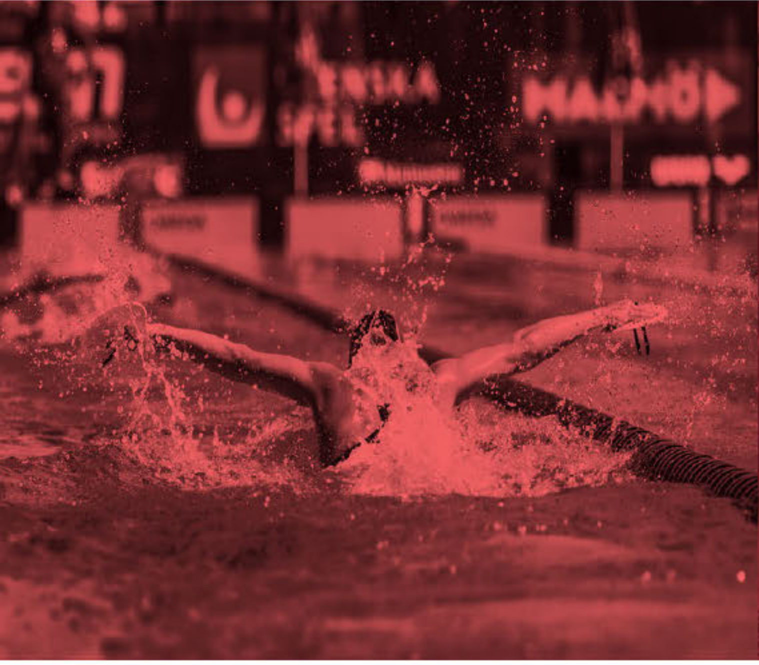


Why Event Delivery Models Are Under Pressure

Over the last six months we have interviewed event organisations, venue operators, CEOs, board directors and insurers across the Sports and Entertainment sector. Their message is consistent - **managing event risk has become more complex while expectations have increased.**

Organisers face multiple challenges - rises in insurance and permit costs, escalating litigation, heightened scrutiny from boards and regulators, volunteer and official shortages, and increased expectations to demonstrate how risks are being managed effectively.

In acknowledging the changing event environment however, many event operators cited constraints in their capacity to evolve and modernise existing practices. The bar to change often longstanding practice was seen as high, often without clear sense of where to start.

> Manual processes and reliance on a few key officials no longer meet expectations.

At ground level, this left ways of working that were similar to those of years past. Many events continue to rely on paper checklists, spreadsheets, email chains, radio comms and manual incident reports. This is often alongside a reliance on a few experienced senior officials who hold the schedule together.

We heard from several operators who acknowledged the ability for Event Command to have real time oversight of task status and incidents is limited in a manual process environment.

Some experienced organisers described incidents occurring that on review, could be traced back to overlooked or incomplete operational tasks. When information is fragmented, key tasks can be missed, issues not captured. This can lead to increased risk at event level, which is often unseen until after the fact.

The effectiveness of these methods once satisfied minimum compliance requirements, however many leaders recognise they now struggle to meet contemporary expectations.

Board Directors voice concerns that they only see part of the risk environment, with only major incidents and limited event metrics making their way into board packs. Few could describe comprehensive reporting of the complete risk environment to build their understand emerging risks and trends.

From grassroots sport to the elite level, the evolving expectations of risk governance has sharply increased and present new challenges for directors to have effective oversight.

Board Directors Recognise Their Visibility of Operational Risk is Limited

"We struggle to see a broader set of operational risk data and incidents. In reality the reporting focus is on major incidents which is only part of the risk story"
– Board Director State Governing Body

Directors Felt Board Reporting Did Not Present a Complete Picture

Our engagement with directors captured some key themes and concerns over board sight of comprehensive incident data and inconsistent metrics over reporting periods. This meant that risk frameworks are often only partially effective and board discussions were more reactive rather than proactive.

As an example from our discussions, two emerging themes were repeatedly raised where more data was sought:

1. **Rates of concussion incidents -** of all severity types
2. **Integrity incidents** - particularly sports with junior participants

Directors noted that incident data relating to concussion for example, was often inconsistent with the majority of lower grade incidents not being captured. With increasing identification of long term risk from concussion, directors are seeking more comprehensive incident data to inform board discussion.

What Would Directors Like to See Improve?

To increase confidence in meeting obligations for the risk environment, directors were consistent in their desire to move board discussions from reviewing historical incidents to understanding emerging operational risk.

This is supported with real-world operational risk metrics that become part of the reporting pack across reporting periods. Directors from different organisations consistently spoke of wanting to be better able to identify trends, emerging areas of concern and take pre-emptive decisions to improve the operational risk environment.

Directors seek to move board discussions to more **proactive settings**, rather than the primarily reactive posture many describe.

The connection to better inform insurance discussions with operational risk data was seen as a key benefit.

Board metrics that are informed by actual event data provides broader risk intelligence to boards. With the integration of event risk metrics into risk governance framework, directors felt this would help expand oversight towards more proactive settings. The aim is a shift from retrospective reporting to more proactive governance.

Lessons From the Coroner's Court

Documentation and Record Keeping Expectations

Recently a National Sporting Organisation (NSO) of a major sport was called to give evidence to a Coronial Inquest into fatalities that occurred in their sport three years earlier. The NSO was unable to answer two questions from the Coroner:

1. **What version of the event regulations was in use for this event?**
2. **Why had a mandatory check of the course not been conducted?**

These two questions exposed insufficient processes that were not recognised by senior executives or the board of this NSO until raised by the Coroner three years later.

What Had Happened

Record keeping standards at the NSO meant the event regulations document had been subsequently updated, with no consistent document archiving process. So the exact version used at the time of this event was not recorded.

Event tasks were managed via online spreadsheet, but with no verification of task completion by Event Command. When the designated official decided not to inspect the outdoor course because he had inspected it the previous day, no one knew. There was no record and the official himself struggled to recall exact decisions when asked 3 years later.

The Financial Cost

The legal team tasked with preparing the NSO leading up to and at the coronial inquest billed the insurers in excess of $1,250,000 in fees. This NSO has incurred a 60% increase in liability insurance premiums in the period since.

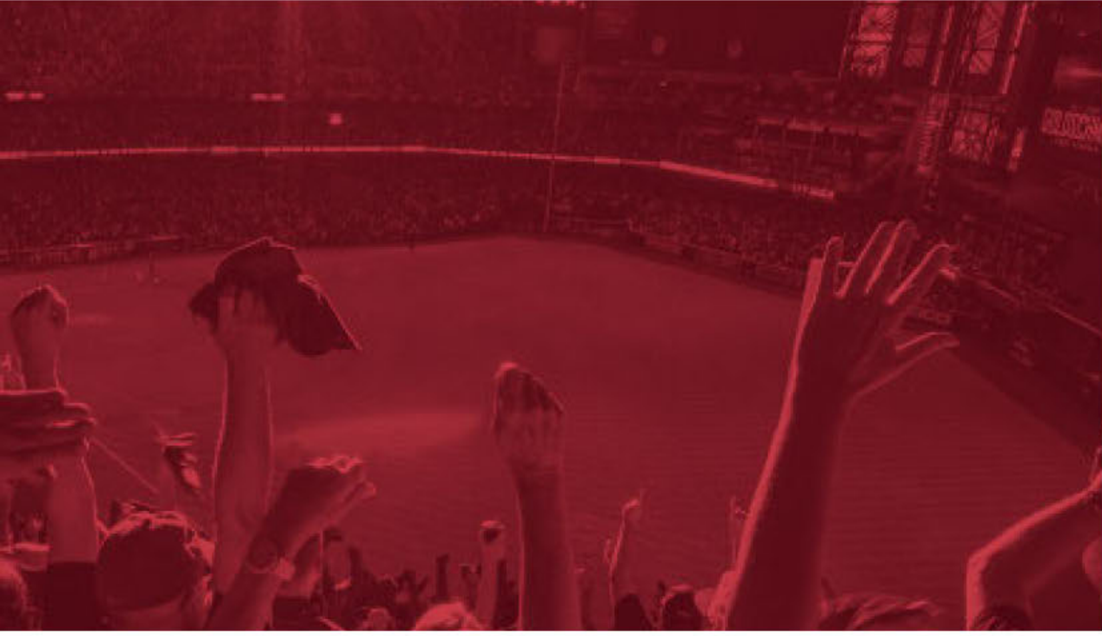
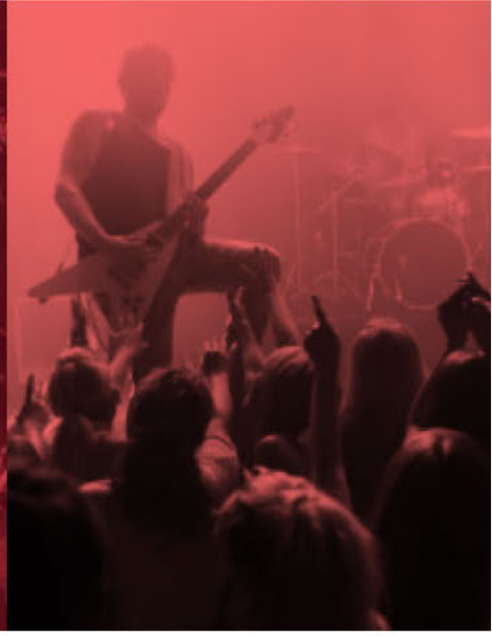
The Take Away

The expectations of document management and record keeping for event organisations have materially changed. NSO, their affiliated clubs, venues and event organisers are expected to have implemented effective document management processes across their events.

A legal discovery process leading up to litigation or coronial examination requires accurate documentation to be produced sometimes years after an event has taken place. Relying on editable files stored on laptops or share drives leaves an organisation exposed, and with questions of the governance structure.

Task management at event level has a dimension that only comes out when there is a post-event investigation into how the event was run. That investigation may come from a legal process or insurance claim that occurs years later.

The critical question becomes: can you prove an event task was completed, by whom and when? A digital record of activity becomes significant sometimes years after an event has concluded.

How Venue Managers Achieve New Operational Efficiencies

"I like that I can plan and see progress of all our event tasks. It has helped us be more efficient and quicker to identify gaps to address. And that is helping us to manage risk more proactively than before." – Multi Sport Venue Manager

Traditional Delivery Models Under Strain

Reliance on the knowledge of key individuals to deliver events has always come with inherent risk. Knowledge share, visibility and standards are compromised when events rely on a handful of experienced folks to deliver.

We spoke to many event and club officials who have asked for digital workflow tools to support event delivery as their aging models show signs of strain. Analogue based ways of working often contributing to a high admin burden, and inefficiencies with limited resource.

New Approach Provides Solutions

Moving to digital task management tools allows for tasks to be fully captured and allocated to the right resource. This encourages a proactive and comprehensive approach to task management.

Venue operators identified to us the benefit of using a digital Event Command Dashboard to gain real time status of tasks, issues and incidents. Rather than rely on radio comms, WhatsApp and email chasing, tasks are marked by status giving event command a complete picture, regardless of their location.

> Evidence connects improving **task management** at ground level with an uplift in **event risk management** capability.

Risk Management Benefit

There was uniform agreement from event operators that more thorough planning and management of tasks across the event directly related to improved risk management at ground level.

Three themes emerged from our discussions:

1. More comprehensive set of tasks developed helped mitigate further risks.
2. Tracking completion status meant less key actions were missed.
3. Event volunteers and officials became more risk capable in connecting task completion with risk management.

This was seen as the next evolution for event teams messaging like 'Think Risk' and 'Safety First' by connecting high-level sentiment to hard actions.

Building Contemporary Risk Governance

"Data and metrics will need to improve if we are going to get ahead of emerging risks"
- NSO Board Director

The Structure for Risk Governance
Establishing strong foundations for organisations to work within remains important. Board oversight should be guided by a documented **Risk Management Governance Policy** that sets the parameters of the risk environment.

Supporting good policy should be a **Risk Management Framework** that captures how the policy is implemented, how risks are assessed, and a supporting assurance model.

Guidance and alignment to the **ISO 31000 Risk Management** standard is considered best practice.

Connect Operational Intelligence Into Risk Governance
Event operational processes and systems should be informed by the Risk Management Framework. Steps to standardise process design with the key non-negotiable items help lift performance to a baseline level across all events. The ability to then utilise event data to inform oversight starts to improve the reach and impact of effective risk governance.

The transparency and reporting capability of digital event management systems throws into stark focus the limitations of paper based or online spreadsheet systems. To bring event analytics into governance most organisations see the benefit of digitising event operations.

Directors should have direct system access to prepare for Board discussions by supporting their understanding with deep-dives across events, incidents and officials reports.

EVENT OPERATIONS

- Digital workflow systems
- Task & activity management
- Incident capture
- Officials reports
- Operational scoring and recommendations

BOARD PACK METRICS

- Event risk performance scores
- Incident metrics
- Task & activity metrics
- Compliance rates
- Director platform log-in to support board preparation

Event Risk Management Has Entered a New Era

"Forming a connection between the three pillars of event risk - Operations, Governance and Insurance - is the new expectation for Sports and Entertainment organisations"
- CEO Global Insurance Broker

Feedback to us shows consistent views of how the event risk environment is changing.

Concussion has arrived as a substantial risk in sports where it was previously a fringe issue - for example see how concussion focus has changed for soccer and motorsport in the last 3 years.

Music festivals and weather-reliant events face challenges with insurance cost and availability. The viability of some events is under threat with operators unable to take the financial risk of revenue models underpinned by ticket sales.

Litigation and legal discovery processes have illustrated the high standards of documentation storage and record keeping even amateur sports clubs are expected to be held to.

Today's best models are underpinned by an event dataset that delivers new risk intelligence to operations, governance and insurance.

All this throws into stark focus the inadequacies of an analogue, 'best effort' approach to event delivery.

The Technology Enablement Within Event Insurance

The data revolution underway in the insurance sector is now generating substantial benefits. Event organisations that can evidence improved risk capabilities enable insurers to gain new insight to their evolving risk profile.

A new dimension to risk advisory and placement, the integration of event risk intelligence is aligned to increasingly technology-enabled propositions from insurance brokers to their clients. Brokers are now armed with real data and information to augment the brief to underwriters for renewals or to generate new markets.

Underwriters who have traditionally worked primarily with claims and actuarial data, can now gain a more comprehensive view of the client risk environment, and see evidence where improvements are being realised over time. Specialty underwriters can gain new confidence of the risk profile of the insured.

The Organisations Who Act Will Lead

From grassroots clubs through to billion-dollar sports, the emerging themes in event risk are fundamentally the same. As we have seen however, there are practical ways to get ahead of the curve and put your organisation in a stronger position to benefit.

It starts with leaders who set their organisations on course to build new capabilities of risk intelligence, and use that knowledge to underpin material benefits to their event risk environment .

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Brought to you by D-Risk AI

The Risk Intelligence System for Sports and Entertainment Events

For more information, scan the QR code or contact us at:

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