

An aerial photograph of a paved road winding through a landscape. On the left side of the road, there is a well-maintained vineyard with rows of grapevines. On the right side, there is a dense forest of tall, leafy trees. A group of cyclists is riding along the road, moving away from the viewer. The overall scene is bright and clear, suggesting a sunny day.

# TOMR 2024

## 2024 EVENT & RISK MANAGEMENT PLAN

**CE**  
CYCLING EVENTS



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## Document Change Control

Changes to this document will be reflected in the revision history and are subject to the Cycling Eventures Director's approval process.

## Document Revision

Version	Revised by	Revisions	Date
1.0	Rebecca Cotton	V1 - generating first draft	13 <sup>th</sup> July 2024
2.0	Rebecca Cotton	V2 - updating maps	1 <sup>st</sup> August 2024
3.0	Rebecca Cotton	V3 - included Busselton Foreshore & Shelter Site Map	13 <sup>th</sup> August 2024
4.0	Rebecca Cotton	V4 - general progress update	13 <sup>th</sup> September 2024
5.0			
6.0			

## Approval

Name	Signature	Position	Date
Brendon Morrison		Cycling Eventures Director	Continually during development

## Document Distribution

Name	Organisation	Position	Date / notes
Brendon Morrison	Cycling Eventures	Event Director	July 13, 2024 (Version 1)
Stephen Gallagher	Cycling Eventures	Race Director	July 13, 2024 (Version 1)
Jodi Earnshaw	Cycling Eventures	Event Administrator	July 13, 2024 (Version 1)
Event Management Team	Cycling Eventures	All Functional Managers	
Jack Dunn	Rescue Recovery 1	Race Medical Providers	July 13, 2024 (Version 1)
Matt Poyner	AusCycling	WA Manager	
Daniel Cross	AusCycling	Member Services Officer	
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Bronwyn Hodgson	Shire of Donnybrook-Balingup	Community Devt Officer	July 19, 2024
Apryl Longford	Shire of Nannup	Community Devt. Officer	July 31, 2024
Peta Fussell	Shire of Busselton	Events Coordinator	August 14 <sup>th</sup> , 2024
Ed Hatherley	DBCA	Blackwood Fire District Coordinator	August 13, 2024
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	WA Police	Donnybrook	Sept 13 <sup>th</sup> , 2024
	WA Police	Busselton	
Matt Byrne	MB Traffic Mgt & Planning	Traffic Management Planner	July 13, 2024
Kym Sandilands	WA Health	Nannup Health Centre	
TBC	WA Health	Donnybrook Hospital	
TBC	WA Health	Busselton Hospital	

# SECTION 1: EVENT SUMMARY

## A. Event Overview

### A.1 Event Information

Event Name: Tour of Margaret River (TOMR) 2024  
 Dates: Thursday October 31<sup>st</sup> to Sunday November 3<sup>rd</sup>, 2024  
 Organiser: Cycling Eventures Pty Ltd  
 Key Contact: Rebecca Cotton, Director - 0416 049 691 - rebecca@cyclingeventures.com

### A.2 Purpose of this Event & Risk Management Plan

This Event and Risk Management Plan (ERMP) defines how TOMR 2024 will be executed, monitored, controlled and evaluated in order to deliver the highest quality gravel cycling experience. It provides the necessary subsidiary plans and event management procedures to be followed by the event organisers. The key objectives of our event management approach are to:

#### Challenge and Inspire

- Provide one of the most challenging and rewarding gravel cycling experiences in the country, and inspire cyclists, crew, volunteers, spectators and sponsors to value and appreciate the beauty of the natural environment in which the event is held.

#### Be Organised

- Define the scope of event works and ensure that event activities are carried out in an efficient, timely and logical manner by the correct personnel.

#### Go Safely

- Provide the safest possible event environment by ensuring hazards and risks are identified and treated by the correct personnel.

#### Tread Lightly

- Maintain the integrity of the natural assets in which the event is held by ensuring that riders, event personnel and event traffic have the lowest possible impact on the towns, businesses and natural environment.

To achieve the above objectives, the ERMP will:

- Ensure that event activities are carried out in an efficient and logical manner by the correct personnel;
- Ensure that traffic delays are kept to a minimum;
- Ensure that the roads are free of hazards and that all road users are adequately protected from activities of event participants and organisers;
- Ensure that all needs of road users, motorists, pedestrians, cyclists and people with disabilities are accommodated at and through the event sites.

## A.3 Key Personnel Contact Details

### **Brendon Morrison, Event Director (0447 002 861 brendon@cyclingeventures.com)**

As Event Director, Brendon has ultimate responsibility for the integration of all event objectives, with a particular focus on event village establishment and management, event marketing, and stakeholder and sponsor relationship management.

### **Stephen Gallagher, Race Director (0448 765 156 stephen@cyclingeventures.com)**

As Race Director, Stephen is responsible for all activities related to the execution of the race from the start line to the finish line, including final course planning and management, traffic management, rider safety and race scheduling.

### **Rebecca Cotton, Event Producer/Coordinator (0416 049 691 rebecca@cyclingeventures.com)**

As Event Producer, Rebecca is responsible for the coordination, communication and control of the event from initiation, through to planning, execution, monitoring and evaluation. Rebecca has a particular focus on workforce management, competitor and event administration, risk management, and community engagement.

## B. Event Details

### B.1 Event description

TOMR 2024 comprises a three-day, three stage road race event for teams and a three-day, three-stage road ride for individuals. It will be held in and between the townships of Donnybrook, Balingup, Nannup and Greenbushes, and in the western area of the City of Busselton (west of the Bussell Highway). Up to 120 teams of 6 cyclists will compete in the race, and up to 500 cyclists will participate in the ride. Each stage will be ridden on a combination of closed, managed and open roads. Where the roads are open and managed, riders must remain in the left-hand lane.

An initial Grand Pursuit stage will be the vehicle for splitting the field into 10-12 divisions, according to times, from fastest to slowest. Teams will stay in these groups for the remainder of the event. There will be ten teams and 60 riders in each division. In stages 2 and 3, the ten teams in each division will compete against each other for medals, mascots, jerseys and trophies. In effect there will be 12 team competitions occurring in the one event, as well as The People's Ride.

#### B.1.1 Stages at a glance

- **Stage 1:** a 52km Grand Pursuit, starting from the western carpark of the Apple Fun Park in Donnybrook, racing along Upper Capel Road to Kirup, then along Brookhampton and Sandhills Roads before returning to Donnybrook.
- **Stage 2:** a 91km Road Race starting from Blackwood River Drive in Balingup, racing along Balingup Nannup Road, through Nannup (via Grange Road), left onto Brockman Highway, left onto Maranup Ford Road and finishing on Blackwood Road in Greenbushes. All roads will be closed for this stage.
- **Stage 3:** a 64.4km Grand Pursuit, starting on Harmans Mill Road at the Margaret River Chocolate Factory and continuing onto Yelverton Road, Yelverton North Road, Wildwood Road, Quindalup S Road, Hayes Road, Commonage Road, Biddle Road, Sheoak Drive, Marrinup Drive, Caves Road, Wildwood Road, Abbeys Farm Road, Puzey Road, and returning on Harmans Mill Road.

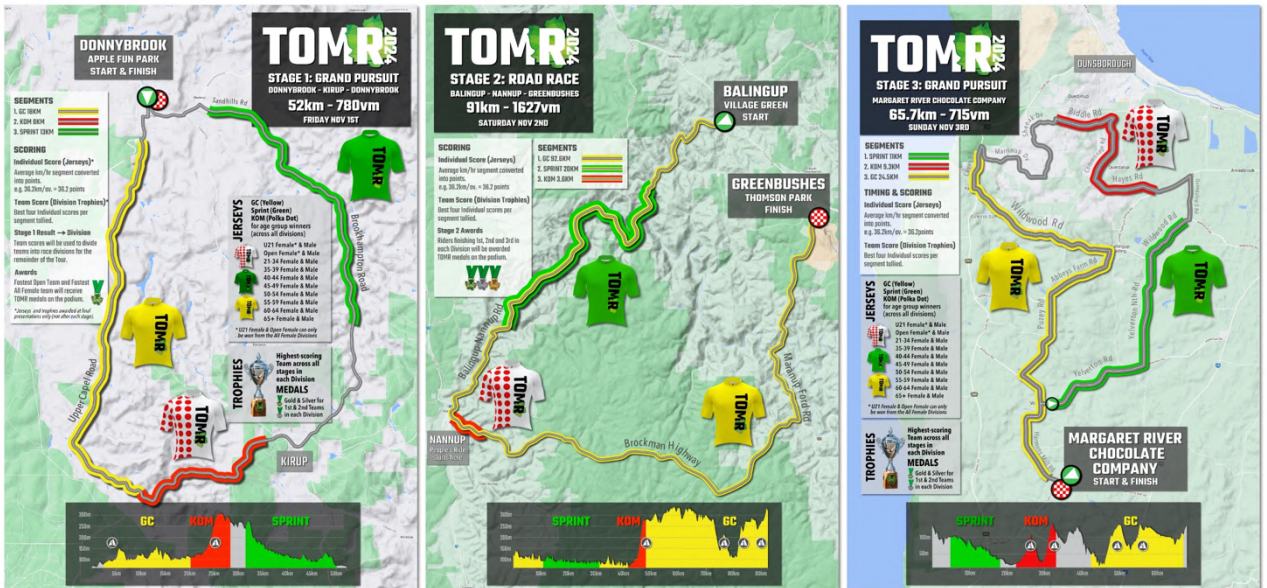
### B.1.2 History

Brendon Morrison established TOMR in 2009 through Cycling Events Pty Ltd. In the first year just 30 riders competed. It has now grown into one of the largest stage races in Australia, capable of drawing some of the biggest names in cycling. Brendon still owns and organises the event, with a small team of paid staff and a large and dedicated team of experienced crew and volunteers who help to implement the event every year.

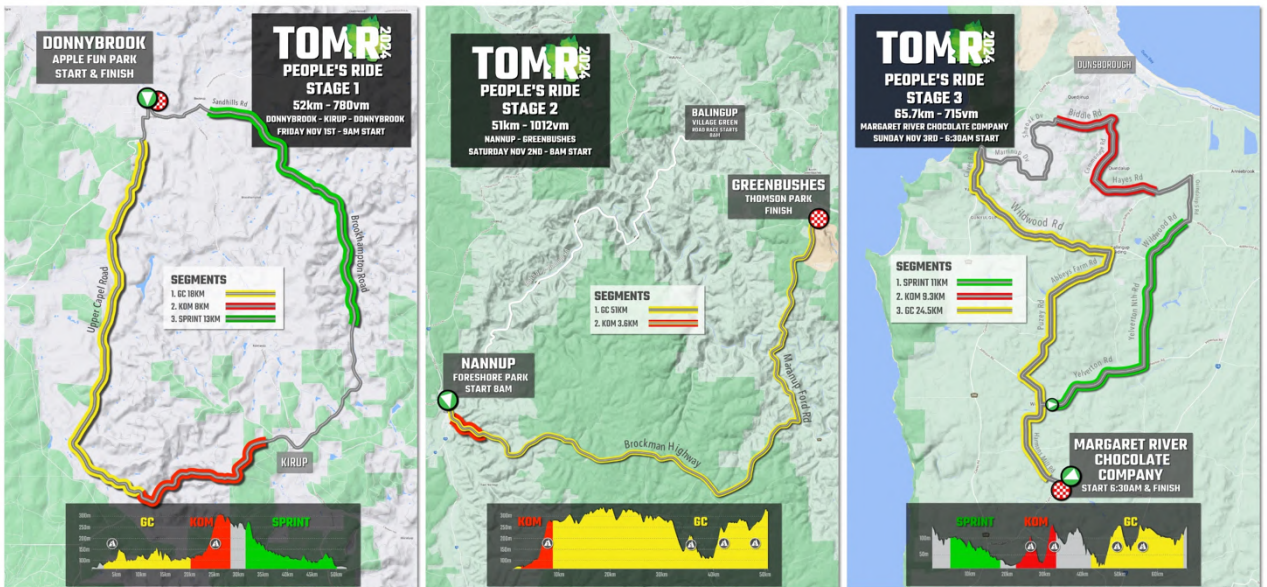
### B.2 Courses

Please see the maps of the courses below (Race and People's Ride). Maps can also be accessed online from the event website: <https://tourofmarginaretriver.com>.

#### TOMR 2024 RACE MAPS



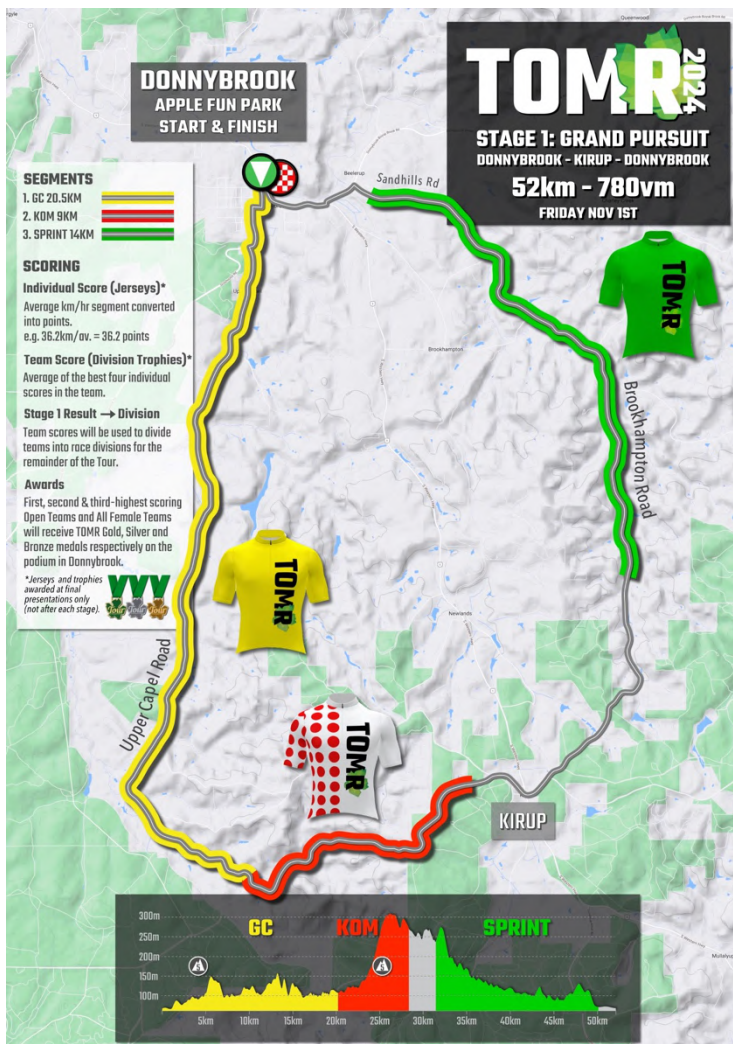
#### PEOPLE'S RIDE 2024 MAPS





### B.2.1 STAGE 1: GRAND PURSUIT

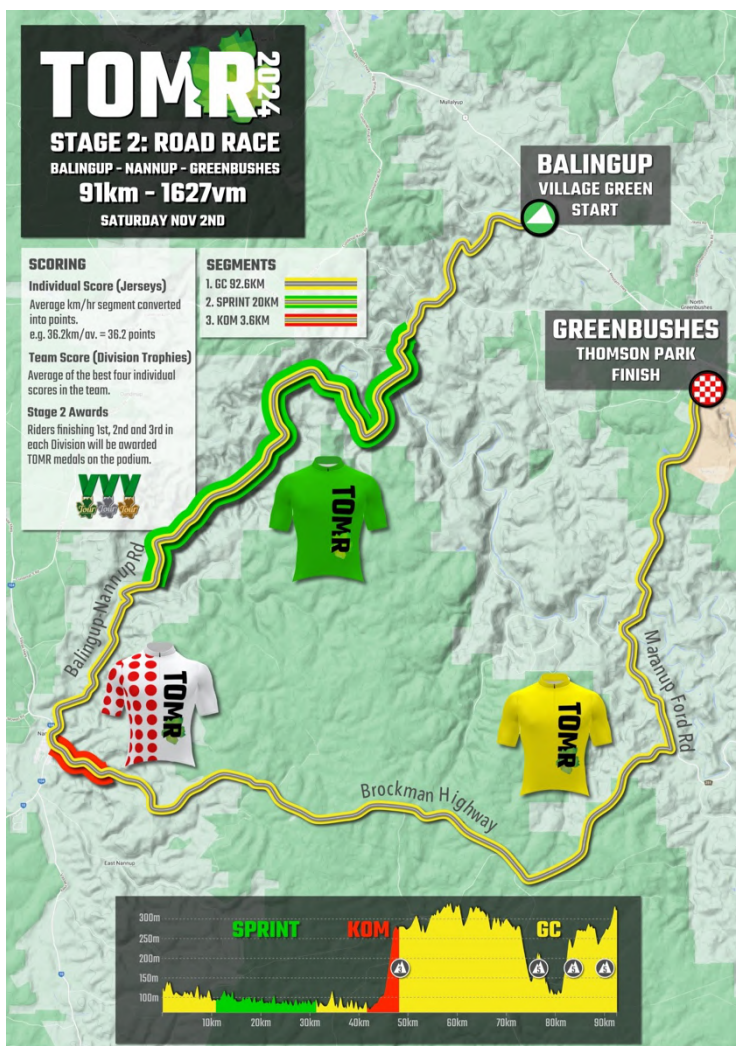
This course is one of the most scenic ride routes in WA and one of our all-time favourites (featured in our TOMR 2018 Breakaway Ride with Jens Voigt). We're so excited to be able to bring this route into the racing side of TOMR. Launching from the delightful town of Donnybrook, right next to the Apple Fun Park, teams start racing from the gun with first GC segment of the Tour (20.5km). The route leaves Donnybrook via Emerald and Goodwood Roads, turning left onto the splendidly scenic Upper Capel Road. At the 20.25km mark (the new bridge) the GC segment ends, followed immediately by the start of the first KOM/QOM segment of the Tour, a long 8km climb into Kirup. At the 28.5km mark, almost in the township of Kirup, the KOM/QOM segment ends and riders roll through Kirup and across the South Western Highway under neutral conditions. All riders must stop at the highway intersection and give way to any traffic, before rolling across onto Brookhampton Road. After nearly 5 kms of neutral riding, at the 35.5km mark the first Sprint segment of the Tour starts (14km). At the 49km mark, the Sprint segment finishes and riders return to the start under neutral conditions, giving way to traffic as they make the right turn onto the South Western Highway.



STAGE 1: DETAILS BY KM	
0.0km	Leave start grid at Apple Fun Park
0.0km	GC SEGMENT STARTS
0.84km	RIGHT turn Marmion St
1.08km	LEFT turn Emerald St
2.13km	LEFT turn Upper Capel Rd
20.5km	GC SEGMENT ENDS (bridge)
20.5km	KOM/QOM SEGMENT STARTS
28.5km	KOM/QOM SEGMENT ENDS
29km	Stop at highway to cross
29.10km	Brookhampton Rd starts
35.5km	SPRINT SEGMENT STARTS
43.33km	Sandhills Rd starts
49km	SPRINT SEGMENTS ENDS
49.5km	LEFT turn onto Donnybrook BB Rd
50.36km	RIGHT turn onto SW Hwy
52km	LEFT into carpark - FINISH

## B.2.2 STAGE 2: ROAD RACE

The 91km 1627vm Queen Stage Road Race features the Balingup-Nannup Road, which is one of WA's top tourist drives and one of the favourite routes of our TOMR racing community, as well as the iconic Brockman Wall and Kandalee Catapult climbs. The route starts in Balingup, races through Nannup and finishes in Greenbushes. The course is closed to all non-event traffic. The entire route is a GC Segment from start to finish (no neutral sections) and is raced in divisions, so the pace will be high from the gun. The 20km 'Sprint' segment starts at the 11.7km mark at Wrights Bridge on Balingup-Nannup Road and finishes at the Reveley Bridge/Agg Road intersection at 31.7km. Teams then continue racing into Nannup, turning left onto Grange Road, navigating the hay bales at the chicanes, and turning left again onto Brockman Highway. The KOM/QOM Segment starts at the 42km mark, as riders take on the 3.6km Brockman Wall. The racing continues onto Maranup Ford Road at the 73.2km mark, where riders take a left turn and make the final push for Greenbushes along the Kandalee Catapult climb. Once in Greenbushes, riders make the right turn onto Blackwood Road for the exciting 300-metre sprint finish.



STAGE 2: DETAILS BY KM	
0.0km	Leave start grid Balingup
0.0km	GC SEGMENT STARTS
11.7km	Crossing Wrights Bridge
11.7km	SPRINT SEGMENT STARTS
21.8km	Maidment Bridge on right
31.7km	Reveley Bridge on right
31.7km	SPRINT SEGMENT FINISHES
40.4km	Entering Nannup town
40.6km	LEFT TURN onto Grange Rd
41km	CAUTION traffic island/chicane
41.1km	CAUTION traffic island/chicane
41.2km	LEFT turn onto Brockman Hwy
42km	KOM/QOM SEGMENT STARTS
45.6km	KOM/QOM SEGMENT FINISHES
63.8km	Sears Rd on right
71.2km	CAUTION steep descent
73.2km	LEFT turn onto Maranup Ford Rd
79.4km	Crossing Maranup Ford Bridge
79.9km	Kandalee Climb starts
85.9km	Passing Mine sites
90.5km	Entering Greenbushes town
90.7km	RIGHT turn onto Blackwood Rd
90.8km	Finish straight
91km	FINISH LINE
91km	GC SEGMENT FINISHES



### B.2.3 STAGE 3: GRAND PURSUIT (SEGMENTS PROVISIONAL)

Stage 3 represents a homecoming of sorts for TOMR, starting and finishing at the Margaret River Chocolate Company and winding through the Margaret River Region localities of Metricup, Yelverton, Yallingup Siding, Gunyulgup and Wilyabrup. This is the stage that decides the winners of the GC, Sprint and KOM/QOM jerseys, and the Divisional Team Champions. Teams start racing from the gun on the 15km Sprint Segment along Harmans Mill Road, Puzey Road, Yelverton Road and Yelverton North Road. After a fast (mostly) downhill 'sprint', teams regather along 5km of neutral course before launching into the Hayes Road climb and a double-header 9.3km KOM/QOM Segment that also includes the Biddle Road Climb, a favourite of our local clubs. Connecting the two climbs is a fast and smooth 3km downhill stretch along Commonage Road. Once the final KOM/QOM Segment is completed, teams will regroup along Sheoak and Marrinup Drives before turning onto the iconic Caves Road to commence the final CG Segment, which turns left onto the Wildwood Road climb, right onto Abbeys Farm Road and finishes along the fast, fun and scenic Puzey Road just before Johnson Road. A neutral roll back along Puzey Road and Harmans Mill Road will bring riders back into the Margaret River Chocolate Company via Tom Cullity Drive.

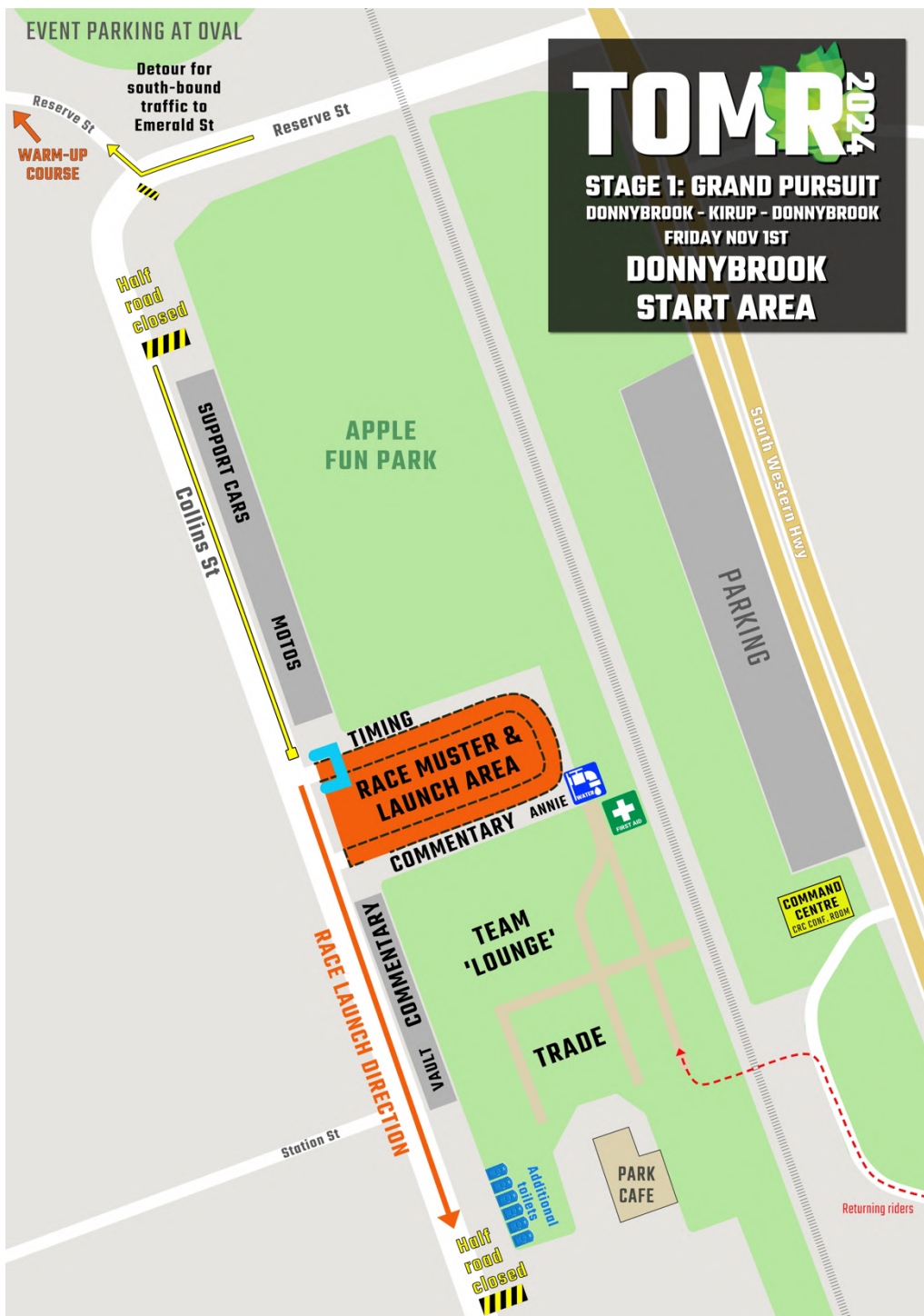


STAGE 3: DETAILS BY KM	
0.0km	Leave start grid MRCC (neutral)
0.0km	SPRINT SEGMENT STARTS
2.5km	Cross Metricup Rd on Puzey Rd (TC)
5.2km	RIGHT turn onto Yelverton Rd
11km	LEFT turn onto Yelverton N Rd
16.3km	SPRINT SEGMENT FINISHES
16.4km	LEFT onto Wildwood Rd
17.9km	RIGHT onto Vasse Yall Siding Rd
21.6km	LEFT turn Hayes Rd
21.7km	KOM/QOM SEGMENT STARTS
24.9km	RIGHT turn onto Commonage Rd
25km	CAUTION fast descent
28.2km	LEFT turn onto Biddle Rd
31km	KOM/QOM SEGMENT FINISHES
31.1km	LEFT turn onto Sheoak Rd
35.3km	RIGHT turn onto Marrinup Dr
39.5km	LEFT turn onto Caves Rd
39.7km	GC SEGMENT STARTS
41.6km	LEFT turn onto Wildwood Rd
49.3km	RIGHT turn onto Abbey's Farm Rd
53km	LEFT turn onto Puzey Rd
57.2km	GC SEGMENT FINISHES
57.5km	LEFT turn (still on Puzey Rd)
61.9km	Crossing Metricup Rd (TC)
64.3km	RIGHT turn onto Tom Cullity
64.4km	LEFT turn into Chocolate Company

## B.3 Race villages and start/finish areas

### B.3.1 STAGE 1: Donnybrook start/race village map

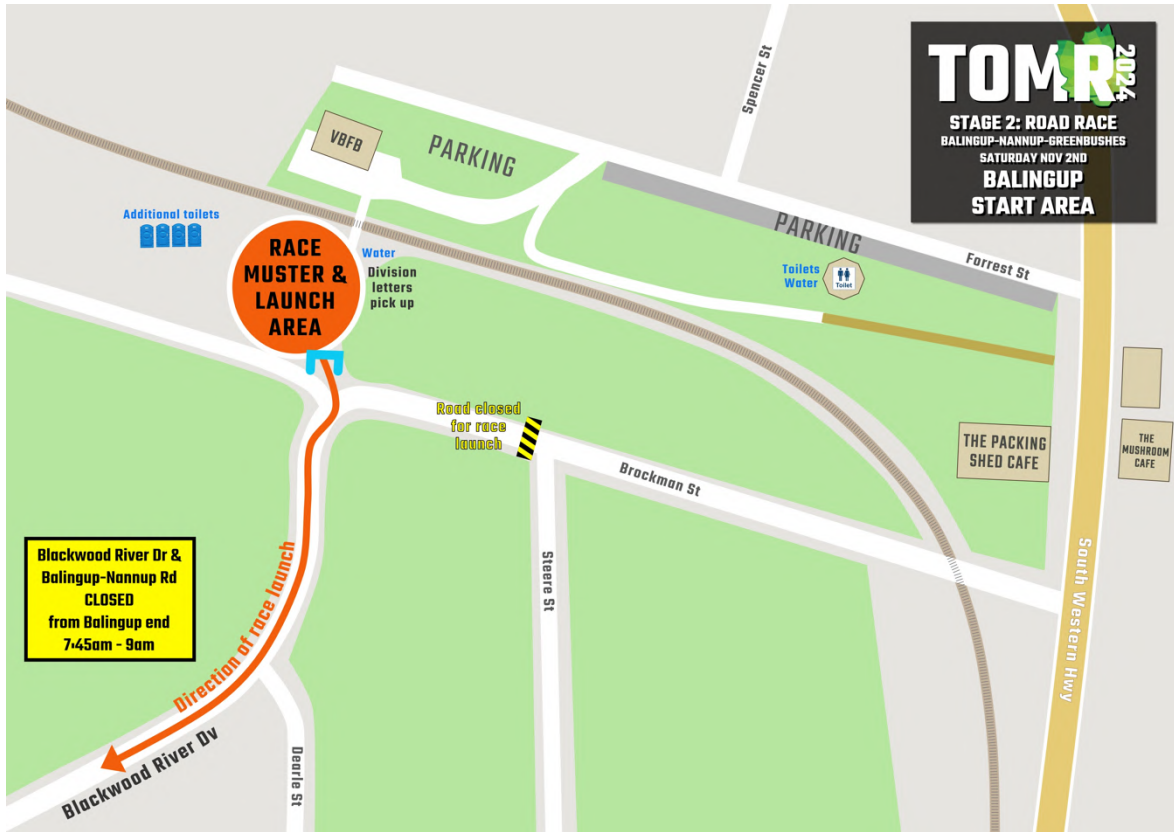
The race village will be located in Station Square. The riders will muster in the horseshoe carpark next to the Apple Fun Park. Collins Street will be closed to traffic from the north during the race launches, between 10:00am and 12:00pm. Additional toilets will be provided between the Apple Fun Park and the carpark across the railway line. Event First Aid and a Hydration Station will be provided next to the Race Launch Area. Event parking can be on the oval along Reserve Street. Teams will launch from 10am at 1-minute intervals in a southerly direction along Collins Street, before turning onto Emerald Street, Goodwood Road and Upper Capel Road. Racing begins shortly after teams make the turn onto Upper Capel Road.





### B.3.2 STAGE 2: Balingup Start & Greenbushes finish/race village maps

The Stage 2 start will be located at the Balingup Village Green (see map below, as per 2023 event).



The Stage 2 finish and race village will be located at Blackwood Road and Thomson Park in Greenbushes (see map below, as per 2023 event).



### B.3.3 STAGE 3: Margaret River Chocolate Company race village map

The Stage 3 start and finish will be located at the Margaret River Chocolate Company (see map below). The riders will muster in the carpark and along the road immediately north of the main building. A traffic controllers will hold traffic when a team is launching onto Harmans Mills Road, during the race launches, between 7:30am and 8:30am. Additional toilets will be provided between the launch area and the carpark. Event First Aid and a Hydration Station will be provided next to the Race Launch Area. Event parking will be in the paddock to the south west of the main building, entered via Tom Cullity Drive. Teams will launch from 7:30am at 30-second intervals in a westerly direction along Harmans Mill Road. Racing starts from the gun. Teams return along Harmans Mill Road, with the racing finishing at the 90km sign, and riders making the right turn onto Tom Cullity Drive then left into the property for a 'photo finish' at the entry to the carpark.





### B.3.3 FINAL PRESENTATIONS VENUE: Shelter Brewing Co. & Foreshore Park

The Final Presentations will be held at Foreshore Park and Shelter Brewing Co. in Busselton from 12:30pm to 1:30pm. The map below details the location and boundaries of the ETP area.



*N.B. The Team Managers' Welcome and Briefing will be held in the Function Room at the Shelter Brewing Co. on Thursday October 31<sup>st</sup> from 6pm.*

## B.4 Entry process, fees and refunds

Participants register through the Tour of Margaret River website, which links them to the Race Result registration platform. The entry fees are \$2640 for a team of 6 in the Race, or \$440 per individual rider in the People's Ride.

Teams wishing to enter the Tour must nominate a Team Manager. Only the Team Manager can register the team via the website. All teams are to consist of six riders. All-Female teams may register in the All-Female Classification or choose to register in the Open Classification.

Team Managers will be asked to complete their team rosters online through their unique registration page. All riders will need to hold a AusCycling Race All Discipline license or purchase a Seven-Day Event license prior to the Tour. Team member names can be changed up until a week prior to the tour.

The registration fee can only be refunded up to October 1st 2024. After October 1st, if a team decides it cannot participate, registrations can be rolled over to TOMR 2025, or the Team Manager can find a replacement team to fill the place and ensure that all registration details within the registration system are changed to the new team.

If, at any time after registration, any individual team member decides they cannot compete, it will be the responsibility of the Team Manager to organise a replacement rider, and organise the repayment of the outgoing rider by the incoming rider. Individual team member payments will not be refunded by Cycling Eventures. It is also the Team Manager's responsibility to ensure that the registration details of the outgoing rider are replaced with those of the incoming rider in the Race Result platform.

## B.5 Participant requirements & obligations

### B.5.1 Individuals

- All riders must be able to ride in a bunch at an average speed of 25km/hr.
- All riders must wear an approved helmet at all times when on the bike.

### B.5.2 Conditions of racing

All racing will be conducted in accordance with the technical regulations as outlined in the TOMR Race Book. Commissaires will be appointed to ensure compliance and to take appropriate action regarding any infringements. Every rider must obey the directions of the Commissaires.

### B.5.2 TOMR 2024 Race Book to be read, understood and complied with

It is essential that every participant reads, understands and agrees to comply with the TOMR 2024 Race Book, which will be posted on the website and Facebook page 2 weeks prior to the event, and emailed to every registered participant. A hard copy will be provided to every Team Manager at registration as part of their race packs.

### B.5.3 Rider Licenses

To compete in the Race, a rider must have either a Race All Discipline membership or a 7-Day Event License from [AusCycling](#) or an International Race License issued by the UCI. No other license is valid for the Race. To participate in the People's Ride, a rider must have either a Lifestyle membership or a 7-Day Event License from [AusCycling](#).



### **B.5.4 Age Restrictions**

#### THE RACE:

- Age is calculated as at November 1st 2024.
- All riders holding a current Under 19 AusCycling race licence are eligible to enter.
- Male U17 riders who are transitioning to U19 on October 1st this year may participate in the event. However, female riders in this same scenario are restricted to racing no more than 80km, and therefore must apply for an exemption via the AusCycling national pathways team, at least one month prior to the event.

#### PEOPLE'S RIDE:

- Age is calculated as at November 1st 2024.
- All riders must be over 15 years to participate in the People's Ride.

## B.6 Event schedule and format of activities



### PROVISIONAL EVENT SCHEDULE

TIME	DETAILS	LOCATION
<b>Welcome: Thursday Oct 31 Team Manager Briefing &amp; Registration</b>		
6-7pm	Team Manager Welcome, Briefing & Registration	Shelter Brewing Co. Busselton
<b>Stage 1: Friday Nov 1 Grand Pursuit: Donnybrook 52km</b>		
7am - 11am	Team Manager Registration & Sign On (90mins before start time)	Station Square, Donnybrook
8:45am	People's Ride/Div 13 muster at start line for ride briefing and launch at 9am	Station Square, Donnybrook
9:45am	First teams begin to arrive at start line 15 mins prior to TTT start time	Station Square, Donnybrook
10am	Team 1 starts followed by teams at 1-minute intervals - briefs at start area	Station Square, Donnybrook
11:20am	First teams expected to start arriving back in Donnybrook	Station Square, Donnybrook
2pm	Last team expected to arrive at finish line	Station Square, Donnybrook
2pm	Stage 1 Official Presentations Ceremony	Station Square, Donnybrook
2:30pm	Team Managers collect division letters to disperse to riders	Station Square, Donnybrook
5pm	Rider Sundowner (for those staying in and around Busselton)	Shelter Brewing Co. Busselton
<b>Stage 2: Saturday Nov 2 Road Race: Balingup-Nannup-Greenbushes 91km</b>		
7am	Sign On - Team Managers collect division letters to disperse to riders	Village Green, Balingup
7:30am	Team Managers' Briefing (compulsory)	Village Green, Balingup
7:45am	All teams to be on start line grid in designated groups	Village Green, Balingup
8am	Division A starts (following divisions launched at 2-minute intervals)	Village Green, Balingup
8:30am	Division 13 starts	Village Green, Balingup
9am	First riders expected to race through Nannup	Grange Road, Nannup
10:40am	Last riders expected to race through Nannup	Grange Road, Nannup
10:20am	First finishers expected to cross the finish line at Greenbushes	Blackwood Road, Greenbushes
1pm	Stage 2 Official Presentations Ceremony	Thomson Park, Greenbushes
1:30pm	Last finishers expected to cross finish line	Blackwood Road, Greenbushes
5pm	Rider Sundowner (for those staying in and around Busselton)	Shelter Brewing Co. Busselton
<b>Stage 3: Sunday Nov 3 Grand Pursuit: Margaret River Chocolate Company 64.4km</b>		
6:30am	Team Managers' Briefing (compulsory)	Margaret River Chocolate Company
6:45am	Teams 1-60 to be in start grid for briefing	Margaret River Chocolate Company
7:30am	Team 1 starts (followed by teams at 30 second intervals)	Margaret River Chocolate Company
7:45am	Teams 61-120 to be in start grid for briefing	Margaret River Chocolate Company
8:00am	Team 61 starts (followed by teams at 30 second intervals)	Margaret River Chocolate Company
8:32am	People's Ride/Div 13 starts	Margaret River Chocolate Company
9:10am	First riders expected to cross under the finish arch	Margaret River Chocolate Company
11:30am	Last riders expected to cross under the finish arch	Margaret River Chocolate Company
12:30pm	Final Official Presentation Ceremony commences	Shelter Brewing Co. Busselton
1:30pm	TOMR 2024 After Burner Celebration (live music)	Shelter Brewing Co. Busselton

Version 3. 13/09/2024

## B.7 Event timing, scoring, results & awards

Chris Idle from Idle Timing will manage timing and results ([idletiming.com.au](http://idletiming.com.au)).

### B.7.1 Individual and team results based on scores

- There are three segments on each stage (GC, KOM and SPRINT). Only the segment times are used to calculate scores for teams and individuals.
- Each rider's average km/hr time for each segment will be converted to points (e.g. 36.2km/hr average = 36.2 points). The points system keeps the results 'alive' until the end of the last stage.
- A team's score for each segment is the average of the team's four highest points for each segment.
- A team's score for each stage is the sum of the three segment scores (above).
- An individual's score for each segment is their own score.
- An individual's score for each stage is the sum of their three segment scores.
- A team's allocation to a Division for Stage 2 will be based their stage 1 score. The higher the score, the higher the Division. Division A will be made up of the teams with the top 10 highest scores.

### B.7.2 Age Categories for the individual jersey competitions (GC, KOM/QOM, SPRINT)

- The age categories for the Open Classification are:
  - MEN: U21, 21-34, 35-39, 40-44, 45-49, 50-54, 55-59, 60-64, 65+
  - WOMEN: 19-29, 30-39, 40-49, 50-59, 60+
- The age categories for the All Female Classification are:
  - U21, 21-29, 30-39, 40-49, 50-59, 60+

### B.7.3 Communication of results

Results will be released at the completion of each stage after being signed off by the Finish Judge Commissaire. Results will then be distributed daily via email to Team Managers, and official results will be available online through the TOMR website and Idle Timing website, and hard copies can be requested at the Team Managers' Briefings.

### B.7.4 Timing infrastructure

Timing infrastructure will be installed at the start and finish line of all races, and at the start and finish of each racing segment. Each participating rider will affix a transponder to the lower front fork of their bike. Chris Idle will be positioned at the finish lines in his timing trailer, with his offsideers managing the remote timing lines.

### B.7.5 Stage 1 Grand Pursuit - Nannup to East Nannup

For the Stage 1 Team Time Trial, teams will depart the Donnybrook Race Village start line at their allocated start times. A team's score will be calculated by averaging the top four scores for each segment, then adding those scores. A team's score will determine their placing in the Divisions for the rest of the event, with the teams with the top 10 scores being placed into Division A (and so on). An individual rider's score for each segment counts towards their score for the Age Category Jerseys: KOM/QOM, Sprint & GC. An individual rider's score for the entire stage will be their own score: the sum of their three segment scores. The team in the Open Classification and the team in the All Female Classification with the highest score will be awarded TOMR Gold Medals. The second team in each classification will receive the TOMR Silver Medal.



### **B.7.6 Stage 2 Road Race - Balingup to Nannup to Greenbushes**

For the Stage 2 Road Race, teams will depart from the Balingup Village Green start line in their allocated divisions at 2-minute intervals. A team's score and an individual's score will be calculated as per Stage 1. The TOMR Gold Medal will be awarded to the first rider to cross the finish line in each division. The second and third placed riders will be awarded the TOMR Silver and Bronze Medals respectively.

### **B.7.7 Stage 3 Grand Pursuit - Margaret River Chocolate Company**

For the Stage 3 Grand Pursuit, teams will depart the Margaret River Chocolate Factory at 30 second intervals in their allocated start times (according to the leader board, highest-scoring team to lowest-scoring team). A team's score and an individual's score will be calculated as per Stage 1 and Stage 2.

### **B.7.9 Overall awards**

#### *Individual*

- **Stage 2 Road Race:** First, second and third riders in each division are awarded the TOMR Gold, Silver and Bronze Medals respectively.
- **GC Age Group Yellow Jersey Winners:** riders in each age category with the highest score across the GC segments.
- **KOM/QOM Age Group Polka Dot Jersey Winners:** riders in each age category with the highest score across the KOM/QOM segments.
- **SPRINT Age Group Green Jersey Winners:** riders in each age category with the highest score across the SPRINT segments.

#### *Teams*

- **Stage 1 Grand Pursuit:** Fastest Team in the Open Classification and Fastest Team in the All-Female classification are awarded the TOMR Gold Medal.
- **Divisional Champion Team:** The highest scoring team in each Division is awarded the TOMR Divisional Trophy and each team member is awarded the TOMR Gold Medal.
- **Divisional Runner-Up Team:** Each team member in the second-highest scoring team in each Division is awarded the TOMR Silver Medal.

#### ***A brief note about the 'SPRINT' segments***

*The word 'SPRINT' is used with some degree of poetic license, as the SPRINT segments in TOMR 2024 are much longer than what would usually be considered a Sprint Segment. It's more about the shape of the segment profile. All the Sprint Segments are on gradual declines, so for the really powerful/heavier riders, these segments are where they will shine.*

The entire TOMR 2024 Format & Awards Suite is presented over the page.



**3 Stages**  
**100 Open Teams**  
**20 All-Female Teams**  
**500 Participation Riders**

**STAGE 1 GRAND PURSUIT**  
**52km - 780vm**  
 Donnybrook - Kirup - Donnybrook  
 Friday November 1st  
**THREE TIMED SEGMENTS**  
 1. GC - 20.5km 2. KOM - 7.6km 3. SPRINT - 13km

**STAGE 2 ROAD RACE**  
**91km - 1627vm**  
 Balingup - Mannup - Greenbushes  
 Saturday November 2nd  
**THREE TIMED SEGMENTS**  
 1. GC - 91km 2. SPRINT - 20km 3. KOM - 3.6km

**STAGE 3 GRAND PURSUIT**  
**64km - 746vm**  
 Margaret River Chocolate Company  
 Sunday November 3rd  
**THREE TIMED SEGMENTS**  
 1. SPRINT - 15km 2. KOM - 9.3km 3. GC - 17.5km

**SCORING** Average km/hr converted to points on every segment for every rider (e.g. 36.2km/hr average = 36.2 points)  
 Team score for each segment is the average of each team's four highest points for each segment.  
 Team score for each stage is the sum of the three segment scores for each stage.

INDIVIDUAL 55-59		KOM 1 (STAGE 1)	KOM 2 (STAGE 2)	KOM 3 (STAGE 3)	TOTAL	POSITION	SPRINT 1 (STAGE 1)	SPRINT 2 (STAGE 2)	SPRINT 3 (STAGE 3)	TOTAL	POSITION	GC 1 (STAGE 1)	GC 2 (STAGE 2)	GC 3 (STAGE 3)	TOTAL	POSITION
Brosten	Philip	18.24 (4)	14.33 (4)	16.24 (3)	48.81	4	42.12 (2)	32.12	28.64 (1)	102.88	2	32.41	28.34 (1)	28.66 (1)	90.41	1
Johnson	Sally	18.24 (1)	18.85 (2)	16.90 (1)	55.87	1	41.45 (1)	30.80 (4)	37.12	109.48	4	30.82 (2)	30.85 (4)	28.42 (2)	85.89	4
Dohy	Rob	18.21	14.24	15.04	45.49	5	30.85	21.23	34.42	86.5	6	31.21	29.87	25.70	87.68	6
Somnan	John	15.25	12.78	15.55	43.66	6	40.55 (4)	34.34 (2)	26.21 (2)	101.1	2	30.54 (4)	34.18	27.58	95.23	5
Smith	Jackie	17.34 (2)	16.07 (2)	17.22 (2)	50.63	2	42.88 (1)	34.87 (1)	37.46 (2)	114.81	1	28.44 (1)	30.88 (2)	28.94 (2)	88.27	2
Morris	Sam	18.58 (2)	17.43 (1)	17.11 (4)	53.1	3	34.77	30.88 (2)	37.44 (4)	106.19	5	34.80 (2)	35.11 (2)	26.54 (4)	96.48	3
		17.11 av. (top 4)	16.37 av. (top 4)	18.13 av. (top 4)			41.7 av. (top 4)	34.18 av. (top 4)	37.83 av. (top 4)			34.89 av. (top 4)	34.79 av. (top 4)	28.16 av. (top 4)		
TEAMS/STAGES		KOM 1	SPRINT 1	GC 1	STAGE 1		KOM 2	SPRINT 2	GC 2	STAGE 2		KOM 3	SPRINT 3	GC 3	STAGE 3	
Wheels on Fire		17.11	41.73	34.83	93.41		16.37	34.18	34.79	85.34		18.13	37.80	28.16	84.22	

**AWARDS**

**Individual Awards**

Jerseys	OPEN CLASS. (men)	021 yrs	21-24 yrs	25-29 yrs	30-34 yrs	35-39 yrs	40-44 yrs	45-49 yrs	50-54 yrs	55-59 yrs	60-64 yrs	65+ yrs
GC	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey
SPRINT	Green Jersey	Green Jersey	Green Jersey	Green Jersey	Green Jersey	Green Jersey	Green Jersey	Green Jersey	Green Jersey	Green Jersey	Green Jersey	Green Jersey
KOM-QOM	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey
OPEN CLASS. (women)	19-23 yrs	24-29 yrs	30-34 yrs	35-39 yrs	40-44 yrs	45-49 yrs	50-54 yrs	55-59 yrs	60+ yrs			
GC	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey			
SPRINT	Green Jersey	Green Jersey	Green Jersey	Green Jersey	Green Jersey	Green Jersey	Green Jersey	Green Jersey	Green Jersey			
KOM-QOM	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey			
ALL FEMALE CLASS.	021 yrs	19-23 yrs	24-29 yrs	30-34 yrs	35-39 yrs	40-44 yrs	45-49 yrs	50-54 yrs	55-59 yrs	60+ yrs		
GC	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey	Yellow Jersey		
SPRINT	Green Jersey	Green Jersey	Green Jersey	Green Jersey	Green Jersey	Green Jersey	Green Jersey	Green Jersey	Green Jersey	Green Jersey		
KOM-QOM	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey	Pelika Dot Jersey		

**Medals Stage 2:** 1st, 2nd & 3rd Riders in each Division

**Team Awards**

<b>Medals</b>	<b>Stage 1:</b> Highest-scoring All Female Team & Open Team	<b>Final:</b> Highest-scoring Team each Division	<b>Trophies</b> <b>Final:</b> Highest-scoring Team in each Division	
	Second highest-scoring All Female Team & Open Team			Second highest-scoring Team each Division
	Third highest-scoring All Female Team & Open Team			

Provisional at August 29th 2024

## B.8 Event traffic management & road closure times

The Traffic Management Plan (TMP) is currently being prepared by MB Traffic Planning and Management, and is not yet available for review. MBTPM will be providing personnel to implement and manage the TMP. Traffic controllers and marshals will be stationed according to the TMP for each stage.

The following road closure times are currently in negotiation.

### B.8.1 Stage 1 - Friday November 1<sup>st</sup> in Donnybrook

- Half of Collins Street in a southerly direction between 10:00am and 12:00pm.

### B.8.2 Stage 2 - Saturday November 2<sup>nd</sup>

- Blackwood River Drive, Balingup and Balingup-Nannup Road from 7:30am to 9:30am.
- Grange Road, Nannup and Brockman Highway to Maranup Ford Road from 8:50am to 12:30pm.
- Maranup Ford Road from 9:30am to 1:15pm.
- Blackwood Road, Greenbushes from 9am to 2pm.

### B.8.2 Stage 3 - Sunday November 5<sup>th</sup>

- No road closures.

## B.9 TOMR Convoy 2024

Our TOMR Convoy of motoscouts and support vehicles is one of our most important risk control strategies.

### B.9.1 Stage 1 Grand Pursuit

The only vehicles on course for Stage 1 will be motorbike escorts and Commissaires, who will patrol and communicate with each other when necessary. Forward, support and medical vehicles can be quickly and safely deployed to any position on course from the Race Village in Donnybrook or the halfway neutral point in Kirup.

### B.9.2 Stage 2 Road Race

The Road Race is on a 91km fully closed course. Divisions will be released from the start line in Balingup at 2-minute intervals and 1-minute intervals. All divisions will have at least one lead motoscout, and those released at 2-minute intervals will have a support vehicle following. The intent is to have very few gaps on the road so that any vehicle that approaches from an intersecting bitumen or gravel road will not only see the barricades and signage, but they will also see cyclists on the roads to confirm that the race is happening.

### B.9.3 Stage 3 Grand Pursuit

The only vehicles on course for Stage 3 will be motorbike escorts and Commissaires, who will patrol and communicate with each other when necessary. Forward, support and medical vehicles will be quickly and safely deployed to any position on course from the Race Village at the Margaret River Chocolate Factory, or the central neutral point at the intersection of Wildwood Road and Vasse-Yallingup Siding Road.



### **B.9.3 Convoy protocol**

Drivers of all convoy vehicles (including motorcycles) shall, in all circumstances, comply with the instructions given by the Commissaires, who shall, in turn, do their utmost to facilitate the maneuvers of the vehicles. Any driver wishing to overtake a Commissaires' vehicle on his/her own initiative shall move through the convoy in the right lane, and draw level with those vehicles, state his intention and proceed only once granted official permission by the Commissaire. The driver shall then complete his/her business as quickly as possible and return without delay to his/her designated place in the convoy. It is important that each vehicle in the convoy is easily identifiable by riders, spectators and officials. Each vehicle in the convoy will display window signs for identification.

The convoy positions for each stage are detailed in a spreadsheet (to be developed). Each convoy member receives a detailed Convoy Pack with maps, starting times, special instructions and positions.

## **B.10 Insurance**

Cycling Eventures Pty Ltd has a \$20 million Public Liability and Products Liability, and \$5 million Professional Indemnity Insurance Policy through AusCycling. Cycling Eventures Pty Ltd carries Workers Compensation Insurance for all salaried staff and specific key contractors.

Riders must be insured with AusCycling to compete and proof of licenses must be provided before riders are given race numbers and transponders.

## SECTION 2: PROJECT MANAGEMENT AREAS

# 1. Integration Management Plan

## 1.1. Event management methodology

The executive team applies the international Project Management (PM) standard approach detailed in the Project Management Body of Knowledge (PMBOK) Guide. Fundamental to this approach are the PM Process Groups and PM Knowledge Areas:

- **PM process groups:** initiate, plan, execute, monitor and control, closeout.
- **Project management knowledge areas:** Integration Management, Scope Management, [Risk Management](#), Communications Management, Human Resources Management, Stakeholder Management, Procurement Management, Quality Management, Time Management, Cost Management.

The following PM tools are applied:

- **Tools:** 10 major sub-plans (one for each of the PM knowledge areas listed above), Work Breakdown Structure-Gantt Chart, [Risk Treatment Plans](#), Risk Register, Workforce Matrix, Team-Based Work Instructions, Event Budget.

## 1.2. Event governance, decision-making and reporting

The event is governed by a small Executive Team, comprised of the Event Director, Race Director and Event Coordinator. During the year, the Event Executive Team meets on a weekly basis to review event planning activities, monitor the external and internal environments, allocate responsibilities and manage changes. All key decisions are made by the Event Executive. A Cycling Ventures Messenger group is also used for general communications.

### 1.2.1. Change control

With such a small event team active throughout the year, change control is managed week-to-week through executive team meetings and operational meetings, with major changes documented via email confirmation and notes on a shared Google Drive File.

### 1.2.2. Directing and managing the work

The Event Director (ED) maintains an 'overwatch' role, integrating all event objectives and monitoring the 'big picture'. The focus is on community building, big-picture promotions marketing, and stakeholder and sponsor relationship management. The ED directs the work of the Race Director (RD), Event Coordinator (EC) and Operations Manager (OM).

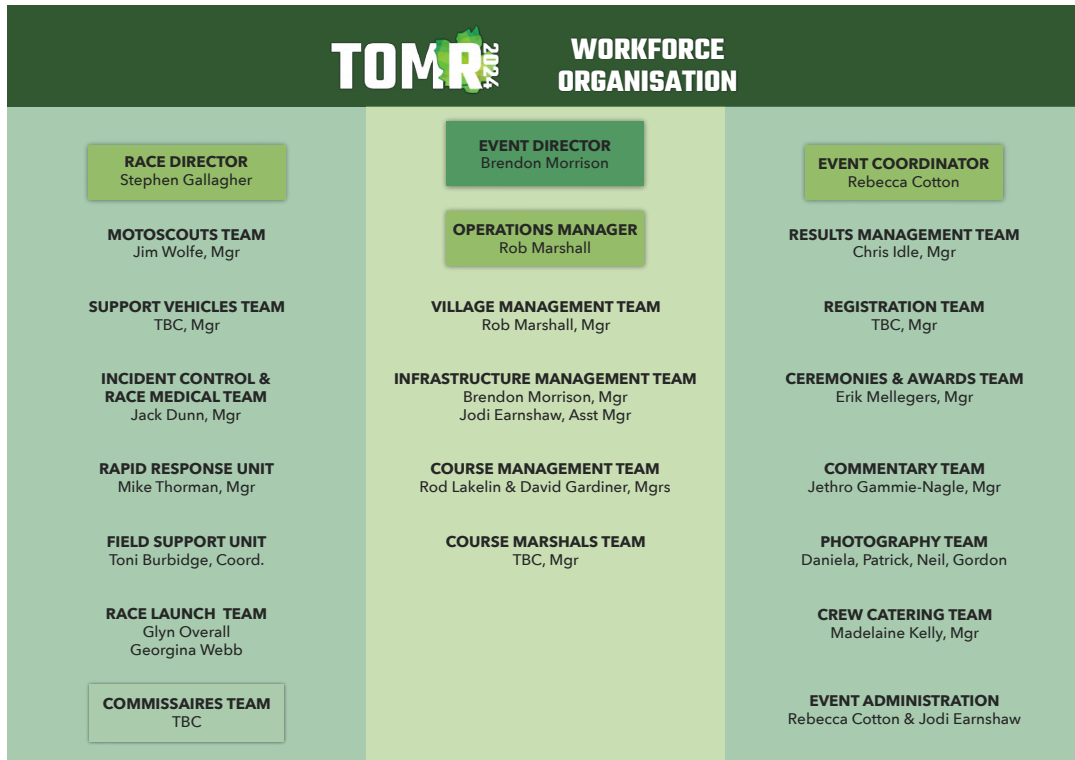
The RD takes responsibility for all activities related to the execution of the race from the start line to the finish line, including final course planning and management, traffic management, rider safety and race scheduling.

The EC takes responsibility for the coordination, communication and control of the event from initiation, through to planning, execution, monitoring/control and evaluation. The focus is on document production, design, workforce management, competitor and event administration, and risk management.

The OM takes responsibility for the procurement of all infrastructure assets and items, and the planning and management of the event villages (except Greenbushes).

### 1.2.3. Event workforce structure

The basic event workforce structure is presented below. During event week, up to 70 crew members come on board to populate the various teams.





## 2. Scope Management Plan

### 2.1. Scope statement

TOMR 2024 comprises a three-day, three stage road race event for teams and a three-day, three-stage road ride for individuals. It will be held in and between the townships of Donnybrook, Balingup, Nannup and Greenbushes, and in the western area of the City of Busselton (west of the Bussell Highway). Up to 120 teams of 6 cyclists will compete in the race, and up to 500 cyclists will participate in the ride. Each stage will be ridden on a combination of closed, managed and open roads. Where the roads are open and managed, riders must remain in the left-hand lane.

An initial Grand Pursuit stage will be the vehicle for splitting the field into 10-12 divisions, according to times, from fastest to slowest. Teams will stay in these groups for the remainder of the event. There will be ten teams and 60 riders in each division. In stages 2 and 3, the ten teams in each division will compete against each other for medals, mascots, jerseys and trophies. In effect there will be 12 team competitions occurring in the one event, as well as The People's Ride.

#### 2.1.1. Event Objectives

##### Vision

- Road cyclists and road racing teams from across the country will be drawn to the most prestigious and highest quality road cycling experience in Western Australia.
- Every year in the first week of November, cities and towns across South West WA will come alive with the excitement and spirit of road cycle racing, benefitting economically by highlighting their safest and most scenic routes.
- A welcoming and inclusive racing and riding community will build from year to year, giving back to the region that supports it.

##### Mission

To draw amateur cyclists from across the country to the heart of the South West for a cycling experience that makes them feel like they are on the Pro Tour.

##### Goal

To deliver a world-class, multi-stage road racing event for teams and a top-quality multi-day ride experience for individuals.

#### 2024 Event Objectives

- To offer three spectacular and safe routes that provide a thrilling challenge for teams and individual riders.
- To offer a multi-day racing format like no other in the world: a true game of strategy, with rewards for teams and individual riders.
- To continue to pioneer and develop the Grand Pursuit racing format.
- To provide our riders with the highest quality event communications and relations experience possible, from the first online contact right through to the final evaluation.
- To offer highly attractive incentives for riders to return next year, to strive to improve their performance.
- To enhance the visibility of the South West of WA as the number 1 cycling destination in Australia.

- To create dynamic and vibrant race villages that delight and surprise our riders.
- To build mutually beneficial and lasting partnerships with bike businesses, media and marketing companies and sponsors at the national, state and local levels.
- To maintain excellent support and productive relationships with our local communities and businesses.
- To continually improve our event management systems and processes, particularly in regard to workforce development and risk management.

### **Our long-term vision and targets for future growth**

Long-term, we are attempting to keep road racing alive in Australia, particularly through the development of the Grand Pursuit format, which can be raced safely on open roads.

#### **2.1.2. Expected quality**

We intend to provide one of the top three rider- ranked events in the country. Since TOMR began in 2009 as an annual event, we have received very high ratings from our participants, on the following scales:

- Overall event experience
- Organisation of the event
- On-course support
- Course marking
- Scenic beauty experienced on course
- Distance and challenge level
- Social experience
- Likelihood of returning next year
- Likelihood of recommending to friends

Our lowest threshold for quality rankings on a single scale is 85% (4.3 out of 5 stars). At this point, we start getting concerned and look for significant improvements. Our preferred quality ranking is 90% (4.5 stars) and above. We tend to average a 92% quality ranking overall each year.

#### **2.1.3. Event functional areas and key milestones**

Our most important outputs/results under each functional area are presented below:

##### **A. Course**

- Provisional route maps endorsed and published by mid-June 2024.
- Course signage plan and infrastructure plan completed, and all assets acquired by end-August.
- Routes fully signed and cleared, reading for racing one hour prior to race starts on race mornings.
- All routes and infrastructure fully cleared within four days post-event.

##### **B. Administration**

- Event Management Plan and sub-plans developed, submitted to all necessary stakeholders and authorities by mid-August.
- All event permits, insurances, and approvals obtained by end September.
- All sponsor and stakeholder notification, assessment and reporting obligations met in a timely fashion.
- Event evaluation undertaken and results available within two months post-event.

**C. Design, Production & Printing**

- Event jerseys and crew uniforms delivered one week prior to the event.
- All event signage (signs, flags, banners) delivered one week prior to the event.
- Large course maps and race book delivered one week prior to the event.

**D. Workforce**

- Full workforce registered by mid-October.
- Workforce Matrix, Team Work Instructions and Operational Maps completed and distributed to workforce two weeks prior to the event.
- Radios delivered three days prior to the event.

**E. Race Management**

- Traffic Management Plan prepared and sanctioned by all necessary authorities by end September.
- Full Race Convoy team engaged within one week of event.
- All traffic controls in place on race days, on time and to the expected quality.
- Race Results delivered with full integrity by race end.

**F. Communications & Promotions**

- Website fully updated and functional.
- Monthly Electronic Direct Mail (EDM) maintained throughout the six months leading up to race day.
- Photography and videography objectives achieved.

**G. Venue Management (Race Villages)**

- All elements of the Villages Management Plan achieved.

**H. Sponsor & VIP Management**

- Sponsorship Prospectus and distributed, with at least one new sponsor on board.

**2.1.4. Exclusions**

TOMR 2024 will not include:

- A single event village, as in previous years.

**2.1.5. Interfaces with other events and projects**

TOMR 2024 is our flagship road event, and it interfaces with our Blackwood Bike Park Project and the Rotary Tour of the Blackwood.

**2.1.6. Constraints**

The following constraints have been identified against our event objectives:

- **TIME:** this is an event, with a set date. In terms of the triple constraint concept (time/cost/scope) we have to be very cautious about scope creep. Adding additional scope activities will put pressure on human resources and present risks to quality, as we cannot extend the time constraint.
- **LOCATION:** The towns of Donnybrook, Balingup, Nannup and Greenbushes, and the City of Busselton in the South West of WA are all around 3 hours' drive from Perth. Most participants have to drive long distances, not only to the South West, but also to the three starting locations of the three stages.



- **COMPETITION:** the cycling events calendar in WA and Australia is very crowded, and it is almost inevitable that we will be competing against another event in the region for participants, accommodation and volunteers.
- **ACCOMMODATION:** The majority of our workforce will be accommodated in Busselton, and will need to drive or be shuttled to and from the three race villages/courses each day.
- **ROUTES:** Stage 1 and Stage 2 are on relatively quiet routes. However, the Stage 3 route is in the heart of the north-western Margaret River Region, and the roads can become quite busy from around 11am onwards, when the Wineries open. Stage 3 has an earlier start than Stages 1 and 2 so that we can race and ride during the quietest time of day.
- **SMALL TEAM:** We are a small team of 2.5 FTE working year-round on three major events.
- **INABILITY TO HAVE IN-PERSON MEETINGS:** Most of our workforce is spread across a large geographical area. We are dependent on online meetings and digital communications to plan the event.

### 2.1.7. Assumptions

The following assumptions have been identified against our event objectives:

- **ROUTE ACCESS:** That we will be granted permission to race on our proposed routes by the various local and state government agencies, and to close the Stage 2 route to all non-event traffic.
- **RIDER INTERFACE:** That our rider online interface/rider communications and relations system (website, online registration, contact email, contact Meta) will remain operational and current in a rapidly changing digital environment.
- **INCENTIVES:** That we will continue to be able to offer incentives to riders that are appealing enough to motivate them to travel to the event.
- **CUT-THROUGH:** That our marketing efforts on behalf of the South West Region (i.e. South West WA as Australia's number one cycling destination) will cut through and be embraced by the highly influential regional tourism bodies who are already promoting the region for gourmet food and adventure activities.
- **VILLAGES:** That we will be able to make our race villages more dynamic (and lift our quality score on the 'social experience' rating).
- **SPONSORS:** That our event offering is appealing enough to potential sponsors and partners to encourage them to come on board with cash and in-kind sponsorships.
- **COMMUNITY:** That we can continue to maintain positive community relations in small towns that already hosts a series of major events.
- **KNOWLEDGE TRANSFER:** That we can effectively transfer knowledge from our Event Executives to our workforce managers so that our event and risk management processes and plans are implemented to the highest possible quality.

## 2.2. Event Work Breakdown Structure + Gantt Chart

ED: Event Director EC: Event Coordinator RD: Race Director IM: Infrastructure Manager OM: Village Manager CM: Course Managers RM: Results Manager VID: Videographer COM: Commentary ConM: Convoy Manager

\* Represents Race Week/Day 1/2/3/4 Represents week number of the month.

REF	AREA & ACTIVITY	OWNER	EARLY PLANNING				PRE-EVENT PREPARATION & COORDINATION				DELIVERING		CLOSING													
			MAY '24	JUN '24	JUL '24	AUG '24	SEP '24	OCT '24	NOV '24	DEC '24																
<b>A. COURSE</b>																										
A1	Design provisional stages	B. Morrison (ED)	1	2	3	4	1	2																		
A2	Internally endorse provisional stages to allow further planning	S. Gallagher (RD)	1	2	3	4	1	2																		
A3	Publish maps of provisional courses on website and social media	R. Cotton (EC)							3	4																
A4	Develop course signage plan, obtain ED, RD & CM endorsement	R. Cotton (EC)								1	2															
A5	Develop course infrastructure plan, obtain RD endorsement	B. Morrison (IM)									1	2														
A6	Pre-race course preparation and inspection	IM & CMs											4	*												
A7	Activate course signage and infrastructure plans	IM & CMs												*												
A8	Clear signage, infrastructure and rubbish from course (post-race)	B. Morrison (IM)												*												
A9	Clean and pack away/return & audit all signage and infrastructure	B. Morrison (IM)												*	2											
<b>B. ADMINISTRATION</b>																										
B1	Prepare Event Management Plan and sub-plans for first endorse	R. Cotton (EC)								1	2	3	4													
B2	Commission Traffic Management Plan & follow through.	S. Gallagher (RD)								1	2	3	4	1	2											
B3	Submit EMP/RMP/TMP to Shires, DBCA, Police, DFES & Health.	R. Cotton (EC)										4	1	2												
B4	Work with Shires during the planning and delivery process	ED, RD, EC, OM								1	2	3	4	1	2	3	4	1	2	3	4	*				
B5	Submit EMP/RMP/TMP to AusCycling for sanction and CofC	R. Cotton (EC)											4													
B6	Submit all necessary documentation to sponsors (see area H.)	R. Cotton (EC)								1	2	3	4	1	2	3	4	1	2	3	4					
B7	Produce all necessary workforce documentation (see area D.)	R. Cotton (EC)								1	2	3	4	1	2	3	4	1	2	3	4	*				
B8	Produce all necessary stakeholder notification docs (see area F.)	R. Cotton (EC)												1	2	3	4	1	2	3	4					
B9	Manage contract, supplier and workforce invoicing and payments.	R. Cotton (EC)								1	2	3	4	1	2	3	4	1	2	3	4	*	2	3		
<b>C. DESIGN, PRODUCTION &amp; PRINTING</b>																										
C1	Design event jerseys and commission production.	ED & EC								1	2	3	4	1												
C2	Design workforce uniforms and commission production.	R. Cotton (EC)													1	2	3	4	1	2						
C3	Commission production of medals and trophies.	R. Cotton (EC)										3	4													
C4	Design race plates /bibs/numbers and commission production	R. Cotton (EC)												1	2											
C5	Design event posters, flyers, banners and commission production.	R. Cotton (EC)										3	4													
C6	Design new flags and banners and commission production.	R. Cotton (EC)														3	4									
C7	Design new course signage and commission production	R. Cotton (EC)															2	3	4							
C8	Design and print course maps in large format	R. Cotton (EC)																3	4							
C9	Write, design, e-publish and print Race Book	R. Cotton (EC)															1	2	3							
<b>D. WORKFORCE</b>																										
D1	Set up, activate and manage crew registration and contact	C. Idle & R. Cotton													1	2	3	4	1	2	3	4	*			
D2	Recruit required crew & contractors as per workforce plan	R. Cotton (EC)													1	2	3	4	1	2	3	4	*			

TOMR 2024

REF	AREA & ACTIVITY	OWNER	EARLY PLANNING				PRE-EVENT PREPARATION & COORDINATION								DELIVERING			CLOSING												
			MAY '24		JUN '24		JUL '24		AUG '24		SEP '24		OCT '24		NOV	'24		DEC '24												
D3	Secure accommodation for the event workforce	R. Cotton (EC)				3	4																							
D4	Generate operational/workforce maps for each course	R. Cotton (EC)											1	2	3	4														
D5	Generate and communicate the overall Workforce Matrix	R. Cotton (EC)											4				1													
D6	Generate and communicate Work Instructions (Teams)	R. Cotton (EC)											2	3	4	1	2	3	4											
D7	Book vehicles and order/hire all equipment needed by workforce	B. Morrison (IM)															1	2	3	4										
D8	Engage workforce caterer and agree on catering	R. Cotton (EC)								1							1	2												
D9	Plan for and order event/workforce communications and radios	M. Thorman (RR)												1	2															
D10	Generate and communicate workforce event schedule	R. Cotton (EC)														1														
D11	Meet with specific managers and teams in the lead up the event	RD, EC, IM, OM								1						1	2	3	4	1	2	3	4							
D12	Provide detailed Crew Briefing on the Thursday evening	EC - RD - ED																			*									
D13	During event, monitor performance of all teams	R. Cotton (EC)																			*									
D14	During event, provide debriefing sessions for managers and crews	R. Cotton (EC)																			*									
D15	Conduct post-event Managers' Debrief session	R. Cotton (EC)																			*									
D16	Implement workforce rewards system and pay contracted crew	R. Cotton (EC)																			*	2	3							
<b>E. RACE MANAGEMENT</b>																														
E1	Engage Results Manager and set up and manage online registration	R. Cotton (EC)					1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	*							
E2	Work with AusCycling Commissaires in preparation and execution	S. Gallagher (RD)																				1	2	3	4	*				
E3	Engage and plan with Incident Controller and Race Medical Team	R. Cotton (EC)											1	2	3	4	1	2	3	4	1	2	3	4	*					
E4	Engage with Traffic Management contractor in lead up	S. Gallagher (RD)																				1	2	3	4	*				
E5	Deliver and livestream Team Manager Race Briefing Thurs eve.	S. Gallagher (RD)																							*					
E6	Manage the race launch process	S. Gallagher (RD)																							*					
E7	Monitor traffic management activation during event	S. Gallagher (RD)																							*					
E8	Monitor incident control and race medical during racing	S. Gallagher (RD)																							*					
E9	Monitor Field Support Unit during racing	R. Cotton (EC)																							*					
E10	Monitor race convoy movements during racing	ConM																							*					
E11	Monitor results management during racing	RD & C Idle																							*					
<b>F. COMMUNICATIONS &amp; PROMOTIONS</b>																														
F1	Develop Marketing & Communications Management Plan	R. Cotton (EC)																												
F2	Manage the event website	R. Cotton (EC)	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	*	2	3	4	1	2	3	4
F3	Maintain communications with key landholders & businesses	B. Morrison (ED)	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	*	2	3	4	1	2	3	4
F4	Maintain communications with general community stakeholders	B. Morrison (ED)	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	*	2	3	4	1	2	3	4
F5	Implement and monitor social media posting & promotions/ads	B. Morrison (ED)	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	*	2	3	4	1	2	3	4
F6	Implement traditional media communications plan	R. Cotton (EC)												1																
F7	Implement monthly newsletters through EDM	R. Cotton (EC)									1												1							
F8	Generate, publish and share sponsor and partner promotions	B. Morrison (ED)																												
F9	Install event notification signage (roads), post letters & posters	B. Morrison (IM)																					1							
F11	Engage race commentators and share their pre-event promotions	B. Morrison (ED)																												
F12	Engage photographers/videographers, and share their photos	R. Cotton (EC)																												



TOMR 2024

REF	AREA & ACTIVITY	OWNER	EARLY PLANNING		PRE-EVENT PREPARATION & COORDINATION								DELIVERING		CLOSING										
			MAY '24	JUN '24	JUL '24	AUG '24	SEP '24	OCT '24	NOV '24	DEC '24	NOV '24	DEC '24													
F13	Livestream Race Briefing to Social Media	S. Gallagher (RD)												*											
F14	Evaluate Marketing & Communications Management Plan	R. Cotton (EC)														3	4	1							
<b>G. VENUE MANAGEMENT</b>																									
G1	Prepare Village Management Plan (incl. Waste Mgt & Parking)	VM, ED, EC					1	2	3	4															
G2	Calculate number of flags, banners and barricade fence required	B. Morrison (IM)							1																
G3	Order all hire equipment required for race villages	R. Marshall (JM)						4	1	2	3														
G4	Liaise with Talison Greenbushes Village Team	OM & EC							1	2	3	4	1	2	3	4									
G5	Secure adequate number of industry vendors for event village	B. Morrison (IM)										1	2	3	4	1	2	3	4						
G6	Implement Village Management Plan (incl. Waste Mgt & Parking)	R. Marshall (OM)														*									
G7	Prepare and set up stage and Race Villages audio/PA -	E. Mellegers (COM)														*									
G8	During event, monitor race villages operations and troubleshoot	R. Marshall (OM)														*									
G9	Post-event, clear race villages of all waste/litter	R. Marshall (OM)														*									
G10	Post-event, conduct debrief with Village Manager for evaluation	R. Cotton (EC)														*									
<b>H. SPONSOR, PARTNER &amp; VIP/AMBASSADOR MANAGEMENT</b>																									
H1	Develop and distribute Sponsorship Prospectus	R. Cotton (EC)							1	2	3	4													
H2	Engage, contract and work with Sponsors	ED & EC							1	2	3	4	1	2	3	4	1	2	3	4	*				
H3	Monitor and share promotions of sponsors and VIPs	B. Morrison (ED)							1	2	3	4	1	2	3	4	1	2	3	4	*				

### 3. Risk Management Plan

This Risk Management Plan (RMP) is developed to assist us the identification and elimination or treatment of potential risks associated with TOMR 2024. Understanding our risk environment is a crucial part of our overall operational strategy and assists us in understanding our event at the deepest level. We integrate our RMP with our Event Management Plan because we use the project management approach in event management. Risk is one of ten project management knowledge areas that enable us to deliver TOMR 2024 to the level of quality that we desire.

#### Our attitude towards risk

We run bike races. As far as TOMR 2024 is concerned, and from a physical safety point of view, racing up to 800 bikes on bitumen roads is inherently risky. Consequently (and not counter-intuitively) our appetite for risk in terms of physical safety is low. The safety of every rider is paramount, and we do everything in our power to ensure that we provide our riders with a racing environment that is as low-risk as possible, considering the nature of the activity.

However, as a business, we have an appetite for risk in terms of offering different event experiences every year. We are constantly searching for ways to deliver innovative and exciting racing and riding experiences for all forms of cycling.

#### Our risk owners

Our Event Director, Race Director and Event Coordinator are all risk owners and control owners. We allocate responsibility for our key risk treatments to our Directors and Coordinator, and to specific team managers (Village, Course and Infrastructure). Not all managers are control owners. Please see the summary below for the key risk treatments that each of our Directors, Coordinator and specific Team Managers have responsibility for.

##### Event Director - Brendon Morrison

- Bushfire Contingency Plan
- Site Inspections Plan

##### Race Director - Stephen Gallagher

- Traffic Management Plan
- Race launch procedure
- Pre-race course inspection and approval
- Race monitoring
- Pre-race rider briefing
- Race cut off times
- Pre-race crew briefing
- Convoy Management Plan

##### Event Coordinators - Rebecca Cotton & Jodi Earnshaw

- Workforce Management Plan
- Course and training maps publication
- Crew Communications Plan
- Race Medical Plan and procedures
- Public Notification Plan
- Event Village Evacuation Plan

##### Operations Manager - Rob Marshall

- Villages Management Plans
- Waste Management Plan
- Event Parking Plans

##### Infrastructure Manager - Brendon Morrison

- Infrastructure Plan
- Marshalling Plan

Course Managers - Rod Lakelin & David Gardiner

- Course Signage Plan (Stage 2 focus)

## 3.1. Risk Management Processes

### 3.1.1. Scope, context & criteria

#### **Our external context**

Our external stakeholder environment is surprisingly complex. For every event, we work with multiple government stakeholders at the state and local government levels. Each of these stakeholders has their own event application and approvals processes and requires different documentation to be submitted and published. We also have a considerable number of community and private sector stakeholders to collaborate with and consult to bring our event to fruition. Fortunately, support for TOMR is high across all stakeholder groups, and we experience very little resistance or conflict year to year. Although our external stakeholder environment is currently a very positive one, there are a few trends that we are keeping an eye on that are already impacting TOMR, or will likely impact in the next year or two.

#### *Small pockets of community resistance*

The towns we impact are generally small, but they all host other large events every year, all of which require a combination of road closures or changes to road conditions, and impact the ability of local residents to move freely and experience no interference with their usual daily lives. There is a small but vocal group who criticise TOMR and try to stir up community animosity. We do our best to have positive interactions with these individuals.

#### *A lack of accommodation in the Blackwood Valley*

One of the constraints on the growth of TOMR in the past is the lack of accommodation in the Blackwood Valley. Accommodation is generally booked out almost immediately after the format of the event is announced. Participants who decide to enter the event even 4 months in advance usually find that they cannot find accommodation nearby, with the local caravan parks and camp grounds also booked out.

#### *The decline of road racing events across the country*

Due to the continual rise in costs across the board to deliver events in Australia, and specifically the rapid rise in traffic management and race medical costs related to road racing, we are seeing the decline of road racing events across the country. Major professional events such as the Santos Tour Down Under and Cadel Evans Great Ocean Road Race continue to draw large crowds, but many smaller state, club and community level races are closing down. Fortunately, TOMR continues to maintain high participation numbers, with great support from the Perth Metropolitan racing community. As such, we are constantly searching for ways to keep the event vibrant, safe and affordable, whilst managing the challenges of soaring event delivery costs.

#### **Our internal context**

We are a small organisation of two and a half full time employees. We have access to an event workforce of up to 80 individuals who assist us in the week of TOMR. With three major events throughout the year, and our commitments to our Ride WA cyclo-tourism hub initiative, we manage a considerable workload. However, a hallmark of our organisational culture is our appetite for discovery and change. Rather than choose the easy path of repeating the same event every year (i.e. the same race routes and format with the same awards system) we are constantly searching for new racing and riding concepts. Whilst this always presents new bodies of work to be taken on, it keeps us fresh and engaged, both with our racing and riding community, and with the events themselves.

## Our risk criteria

- Any risk with a residual rating of ‘extreme’ after the treatment is hypothetically applied presents a hold point. The Event Director or Race Director must redesign the activity and the risk treatment until the residual risk is reduced – ideally to medium or lower.
- Any risk with a residual rating of ‘high’ must be reduced to as low as reasonably practicable (ALARP). Depending on the nature of the risk, the Event Director, Race Director, Event Coordinator or a Statutory Service Leader will need to develop and approve a new treatment. *The exception to this is the risk of rider crashes due to unsafe rider behaviour. We cannot control rider behaviour, so we endeavour to provide a racing environment that is as safe as possible, and that influences rider behaviour towards safe riding practices. However, even with the best risk treatments in place, riders can still make unsafe decisions which lead to crashes and collisions. We accept the ‘high to medium’ rating of this risk.*
- Any risk with a residual rating of ‘medium’ should be reduced to as low as reasonably practicable (ALARP). Depending on the nature of the risk, the Event Coordinator or Race Director will review the treatment, take into account the costs and benefits of further risk reduction through standard risk practices, and endorse the treatment to be implemented.
- Any risk with a residual rating of ‘low’ or ‘very low’ does not need to be reduced further, and can be managed at the tactical level by team managers/leaders.

### 3.1.2. Risk Identification

We identify hazards and risks through multiple avenues. These include:

- A review of previous TOMR events, and other similar cycling event data through AusCycling;
- An interrogation of each activity in the Work Breakdown Structure, to determine the potential or known hazards and risks arising from each.
- Consultation with event and industry stakeholders; and,
- Liaison with Local Government Authorities, WA Police and other emergency services.

Our identified risks can be found in the 2024 Risk Register (see Appendix A).

### 3.1.3. Risk Analysis (incl. classification tables)

We analyse risks by considering the combination of the likelihood and the consequence of an event occurring, and considering the overall impact that event would have if it occurred. We use our experience gained from past events, and consultation with event and industry stakeholders to analyse risks fully. Further analysis is provided within the 2024 Risk Register (Appendix A). We use the following classification tables.

#### Measures of Likelihood

Descriptor	Description
Rare	Not likely to occur at any time during the event, but not impossible. Hasn't occurred in previous SEVEN events.
Unlikely	Out of the ordinary. It may occur at some time during the event. Is uncommon but could occur during the event.
Possible	There is potential that it may happen during the event. It is sporadic, but not uncommon.
Likely	Probable that it may occur at least once during the event. It has occurred previously but is not certain to occur.
Almost certain	Confident it will occur at least once during the event and has occurred on a regular basis during the event in the past.



**Measures of Consequence or Impact**

Level	Description	\$\$ Impact	Interruption	People	Reputation	Property and/or Environment
1	MINOR: Minor degradation to the quality of an event feature, easily and quickly addressed by a director, coordinator, manager or first aider.	Less than \$500.00	No interruption to the event.	Temporary single-person injury/illness requiring non-emergency basic first aid treatment on site.	No 'news' profile.	Minimal damage to natural environment, easily rectified within event budget and workforce capability.
2	MODERATE: Moderate degradation to the quality of an event feature, requiring more than one key event decision-maker to rectify (no government agency or sponsor involvement required).	\$500 - \$1000	No interruption to the flow of the event, halts the activity of the rider/s or workforce member/s involved, or removes a vehicle from the convoy.	Temporary single-person injury/illness requiring non-emergency basic first aid treatment on site and rider out of action for the rest of the day, returning following day.	Very low 'news' profile.	Moderate damage, rectifiable within existing budget and within workforce capability and resources.
3	MAJOR: Major degradation to the quality of an event feature, multiple event decisions makers required to rectify, government agency or sponsor involvement required.	\$1000 - \$10000	Race start delayed, racing or presentations halted temporarily, less than one hour.	Injury or illness that requires emergency medical treatment in a medical facility off-site, but with rapid recovery expected.	Substantiated, potential public embarrassment, medium news profile.	Major damage, rectifiable within existing budget but requiring external advice or resources.
4	CRITICAL: Serious degradation to the quality of an event feature, multiple-service impact, significant mobilisation of resources, significant management intervention including external assistance from government agency.	\$10000 - \$150 000	Race started delayed, racing or presentations halted for more than one hour.	Extensive injuries to one or more people, emergency evacuation and emergency medical treatment required in a medical facility off-site, with long term recovery.	Substantiated, public embarrassment, multiple news profile, third party action.	Extensive damage, significant external resources required to rectify, outside of event budget.
5	CATASTROPHIC: Threatens immediate and long-term viability of the event, immediate and decisive action required by outside government agencies to minimise or mitigate ongoing impacts.	More than \$150 000	Race stopped and/or abandoned entirely.	Death, multiple deaths or permanent disablements.	Substantiated, high level of public embarrassment, high widespread multiple news profile, third party action.	Extreme damage. Fines and penalties imposed. Extensive external resources required to rectify, outside of event budget.

**Risk Rating: Likelihood & Consequence**

		CONSEQUENCE				
		Minor (1)	Moderate (2)	Major (3)	Critical (4)	Catastrophic (5)
LIKELIHOOD	Rare (1)	Very Low	Very Low	Very Low	Low	Low
	Unlikely (2)	Very Low	Very Low	Low	Medium	Medium
	Possible (3)	Very Low	Low	Medium	High	High
	Likely (4)	Low	Medium	High	High	Extreme
	Almost certain (5)	Low	Medium	High	Extreme	Extreme

**Residual Risk Rating Treatment**

Residual Risk Rating	Required Treatment & Adequacy	Responsibility
<b>Extreme Risk</b>	<b>UNACCEPTABLE WITHIN OUR RISK APPETITE. HOLD POINT.</b> Event cannot proceed until risk has been reduced. Event activity must be rescheduled, redesigned or cancelled.	Event Director or Race Director
<b>High Risk</b>	<b>REDUCE.</b> Review the risk assessment, approve the new treatment and endorse the Risk Management Plan prior to its implementation.	Event Director, Event Coordinator, Race Director and/or Leaders of Statutory Services
<b>Medium Risk</b>	<b>REDUCE.</b> Standard event and risk practices endorsed subject to review prior to implementation.	Event Coordinator or Race Director
<b>Low Risk</b>	<b>ACCEPTABLE.</b> Managed in accordance with Race Book and normal event and risk management practices.	Event Coordinator, Race Official, First Aid Officer
<b>Very Low Risk</b>	<b>ACCEPTABLE.</b> Managed immediately by individual team manager/leader.	Team Manager/Leader

**Control Assessment Table**

Level	Descriptor	Foreseeable/Reasonableness	Example Detail Description
E	Excellent	More than what a reasonable person would be expected to do in the circumstances.	Excellent controls fully in place and require only ongoing maintenance and monitoring. Protection systems are being continuously reviewed and procedures are regularly tested.
A	Adequate	Only what a reasonable person would be expected to do in the circumstances.	Being addressed reasonably. Protection systems are in place and procedures exist for given circumstances. Period review.
I	Inadequate	Less than what a reasonable person would be expected to do in the circumstances.	Little or no action being taken. Protection systems exist or they have not been reviewed for some time. No formalized procedures.

**Risk Evaluation**

We evaluate risks for their tolerability, so that we can make good decisions about their treatment. It's a two-step process: risks are evaluated prior to the introduction of control measures, and again after the control measures have been implemented. All risks are given an inherent risk rating and a residual risk rating. These ratings can be found in the 2024 Risk Register (Appendix A). Any residual risk rating of 'Exceptional' is simply not permitted, and a residual rating of 'High' is treated very seriously except for rider-precipitated crashes (e.g. touching wheels), as this is a high residual risk that, even with all controls in place, can still occur in a bike race. A residual rating of 'Medium' or above after controls have been applied has an action plan produced and distributed to stakeholders prior to the event. We want all risks to be reduced to a level that is as low as reasonably practicable.

## **Our most significant risks revealed by the risk evaluation**

### ***Rider crashes (high to medium residual risk) SH.1b/SH.1d***

The risk of injury to riders due to crashes remains high to medium, even after mitigations are applied. This risk cannot be eliminated as it is inherent in the activity of cycling, and there are multiple causes of crashes (e.g. SH.1b unsafe cyclist behaviour, SH.1d obstacles on course and signage hazards, SH.1f and SH.4 convoy and non-event vehicles on course). We accept this residual risk, implement multiple treatments in regard to rider behaviour, course management and traffic management (see Risk Register for details) and ensure that our [incident control and race medical](#) protocols and procedures are as efficient and effective as possible.

### ***Rider/vehicle collisions (medium residual risk) SH.1f/SH.4***

SEVEN is raced on 125km of (mostly) gravel roads, and all roads remain open to the public (full road closures are expensive and are beyond our budgetary capacity). With up to 1700 riders and up to 10 convoy vehicles it is inevitable that almost all riders will be in close proximity to a convoy vehicle/motorbike at least once during the race. As such, there is a risk of rider/vehicle collisions, which, left untreated, could be catastrophic. The causes of crashes are multiple (e.g. poor visibility, winding steep hills, lack of awareness of shared roads, vehicles too close, riders or vehicles stopped on roads etc.). Even after treatments, a medium risk of rider/vehicle collisions remains. When cyclists and vehicles must be on the same roads at the same time, we cannot completely engineer-out driver and rider error.

### ***Serious health incident (medium residual risk) SH.1a***

SEVEN is a one of Australia's hardest one-day races. The length, elevation and terrain put considerable stress on all riders. There is a medium risk of a serious health incident, even after controls are in place. There are multiple causes, but the most likely are a pre-existing health condition, a lack of fitness and/or extreme weather exacerbating what is already a very difficult race.

### ***Breakdown in race communications (medium residual risk) PI.8***

The terrain and location of SEVEN presents some challenges for mobile and radio communications. Whilst the mobile signal is very strong across all ridge lines, on all hills, and all open areas, it can weaken along the valley floor due to the steepness of the hills on either side. Our three major medical checkpoints are located along the valley floor, for ease of emergency extraction along Balingup-Nannup Road (i.e. Reveley Bridge, Lewana Cottages Command Post and the Radiata checkpoints).

Radio and mobile "black spots" on course present the key risk to race communications, but there are other potential causes, such as damage to/ failure of radio and mobile phone equipment during the event, and crew not being competent in the use of their communications equipment.

### ***Resurgence of Covid-19 and association restrictions (medium residual risk) F.1***

If Western Australia experiences a new Covid-19 variant outbreak and subsequent restrictions and even another lockdown, it could result in the postponement of the event, as happened in 2020. It is not possible to run the event as planned under anything but Level 1 restrictions, so postponement remains a possibility.

## **3.1.4. Risk Treatment**

Most of our risks have more than one treatment. However, one or two key responses can usually be identified as the basis of the most appropriate treatment. We use our experience and consultation to select the best response. Risk treatment methods are included in the 2024 Risk Register (Appendix A). Every risk in the risk register has been crosschecked against one or more treatments/actions. All risk treatments are transferred across into the Work Instructions of at least one Team, and usually multiple crew members/teams. In this way, our risk treatments are integrated into action plans and communicated as part of the workforce place, which means they are

implemented in real time, on the ground, where it matters. Examples of our crew Work Instructions are available on request. The treatments for our key risks are expanded below, with the full list of our Risk Treatment Plans presented at [Section 3.2](#).

#### ***Rider crashes (high to medium residual risk) SH.1b/SH.1d***

Key treatments:

- Race Director implements the 'wave' race launch procedure (by course distance, and category) to minimise the risk of collisions at the start of the race.
- Course Manager and Infrastructure Manager implement Course Signage and Infrastructure Plans in full.
- Chief Commissaire approves the course, after inspection with Race Director.
- Race Director provides detailed Pre-Race Briefing.

#### ***Rider/vehicle collisions (medium residual risk) SH.1f/SH.4***

Key treatments:

- Race Director undertakes discussions with Main Roads WA (for Vasse Highway movements), Police and adjacent landowners during event planning process.
- Event Coordinator implements as comprehensive landowner and public notification program to inform of the race in the lead up.
- Course Managers install event warning and notification signage in place along the course on the day of the event (especially along Balingup-Nannup Road).
- Traffic Management Coordinator (Matt Byrne) prepares the event Traffic Management Plan and ensures it is implemented fully for the on-tarmac sections.
- Traffic Management Coordinator ensures that Brockman Street (start/finish straight and event village precinct) is fully closed during the entire event.
- Race Director undertakes briefings with event drivers/motocscouts and riders to communicate safe driving and riding protocols.
- Race Director patrols the length of the race, monitoring driver and rider behaviour.
- Course Managers patrol the length of the race and are required to report unsafe driving and riding behaviour to the Race Director and/or Commissaires.
- Crew on course are required to report unsafe driving and riding behaviour to the Race Director and/or Commissaires.

#### ***Serious health incident (medium residual risk) SH.1a***

Key treatments:

- Riders must have an AusCycling license. To get an AusCycling license, a rider must declare that they are medically and physically fit to participate in cycling events and disclose any pre-existing medical or other condition.
- Riders must state their medical conditions when they register for the race.
- Event Coordinator provides the Race Medical team with the list of riders with medical conditions, and which route they are riding.
- Event Coordinator publishes course maps and profiles months ahead of the event for participants so that they can understand the demands of the routes and train accordingly.
- Event Coordinator publishes training course maps months ahead to encourage WA-based riders to travel to the area and train on the terrain.
- Checkpoints Manager ensure that hydration stations are provided on course at every checkpoint, and that each checkpoint has adequate crew for the duration of its operational time.



- Support Vehicle drivers are on course to pick up participants who are unable to complete the route.
- Race Director enforces the cut off times at checkpoints 7 and 8 to ensure that no riders are left out on course past 5pm. Those who don't make the cut off times are transported back to the event village on the shuttle buses.

**Breakdown in race communications (medium residual risk) PI.8**

Key treatments:

- Event Coordinator determines and documents the precise communications requirements for each checkpoint and for drivers/riders in the convoy and instructs the Rapid Response Coordinator to order all necessary equipment.
- Event Coordinator tests the strength of radio and phone networks and signal relays along all routes in the week prior to the event and identifies any weak zones and black spots.
- Event Coordinator discusses communications protocols with Race Medical team and Field Support Unit, and formalises the responsibilities and chain of command.
- Three Cel-Fi Go boosters installed in Race Director's vehicle and selected support/official vehicles.
- Rapid Response Coordinator trains crew in the use of correct smartphone/radio communication protocols at the crew briefing.
- Event Coordinator ensures that the Incident Controller and Field Support Coordinator have backup satellite phones.

**3.1.5. Risk Communication**

We have multiple event stakeholders with different communication needs and expectations. Our most significant risk communications actually occur well before race day, in the months leading up to the event. We use the IAP2 Public Participation Spectrum (modified) as a guide to the type of level of risk communication we choose for each stakeholder.

		Increasing impact on our decisions ⇒ ⇒ ⇒ ⇒ ⇒ ⇒ ⇒				
		INFORM	CONSULT	INVOLVE	COLLABORATE	AUTHORISE
HOW	Provide the stakeholder with balanced and objective information to assist them in understanding the risk and the treatment we are implementing.	Obtain feedback from stakeholder on risk assessment and risk treatments that we develop.	Work directly with the stakeholder throughout the risk assessment process to ensure that their concerns and needs are consistently understood and considered.	Partner with the stakeholder in every aspect of the risk management process, including the development of treatment options and the identification of the preferred solution.	The final decision making on risk treatment is in the hands of the stakeholder.	
WHO	<ul style="list-style-type: none"> <li>▪ General local community members.</li> <li>▪ Event participants.</li> <li>▪ Event volunteers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Residents and businesses in premises directly affected by road closures, changed traffic conditions or race village activities.</li> <li>▪ Local Health Services/Hospitals</li> </ul>	<ul style="list-style-type: none"> <li>▪ Landowners and businesses that we impact.</li> <li>▪ DBCA</li> <li>▪ WA Police</li> <li>▪ DFES</li> <li>▪ St John Ambulance</li> <li>▪ Event Team Managers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local government authorities - in relation to the race villages and courses</li> <li>▪ Event Team Managers responsible for key risk treatments (Course, Operations, Infrastructure)</li> </ul>	<ul style="list-style-type: none"> <li>▪ WA Police, DFES or other HMA or statutory authority in the case of a critical or catastrophic event.</li> </ul>	

Every risk in the risk register has been crosschecked against one or more treatments/actions. All risk treatments are transferred across into the Work Instructions of at least one Team, and usually multiple crew members/teams. In this way, our risk treatments are integrated into action plans and

communicated as part of the workforce place, which means they are implemented in real time, on the ground, where it matters.

### **3.1.6. Risk Monitoring & Review**

In the months leading up to the event, our executive team (Event Director, Race Director and Event Coordinator) continuously scan the internal and external environments to detect changes that could, or do, present new and emerging risks.

During the event we monitor, control and treat risks, with Directors, Managers, Coordinators, volunteers and contractors working together to ensure clear communications and timely reporting of issues. Two weeks prior to the event, every Team Manager receives a Work Instruction that details the risk treatments they have responsibility for (their team members also receive these instructions).

The racing itself occurs in real time in a compressed and intense way, and it is critically important that our crew is nimble and unencumbered by unnecessary complexity. Our Risk Management Plan, and the treatments and controls detailed within it, have to remain effective and efficient in an inherently risky, fast moving, quickly changing environment. Our change management processes during the race itself are necessarily rapid, and we rely on the years of experience of our Event Director, Event Coordinator, Race Director and Managers to quickly identify the consequences (especially unintended) of any rapid risk treatment that may be deemed necessary to deal with new and emerging risks.

After each event, we thoroughly review our risk management activities. We do this in consultation with event stakeholders, providing a forum for discussion between organisations. Consultation with stakeholders pre, post and during the event is vital to obtain further information to improve our risk management practice.

### **3.1.7. Risk Recording & Reporting**

During the event, all issues arising from the field are documented in the Event Log, by the event loggist (based in the Field Support Unit). A Managers' Debrief is held the morning after the race, using the Keep-Fix-Start method, so that the team can capture all lessons learned. A Rider Survey is undertaken, and discussion are held with the major partners and agencies to review the event processes and impacts. The Event Coordinator prepares a Final Event Report, which is submitted to the major partners and relevant agencies after the event. This final report includes a discussion about the performance of the risk management treatments, and identifies lessons learned and material changes to be made for the next event.

## **3.2. Risk Treatment Plans**

The following plans will be implemented in the lead up to, and during the event to ensure that risks are managed as effectively as possible.

### **3.2.1. Traffic Management Plan**

#### **(Owned internally by Race Director)**

Please note: At the time of writing, the TMP was still under development by MB Traffic Management & Planning (MBTP).

A Traffic Management Coordinator (TMC) will be appointed to oversee the implementation of the TMP on racing days. The TMC will ensure that the TMP is implemented and evaluated for effectiveness on racing days. The TMC will inspect and monitor traffic movements around the sites in conjunction with the Traffic Controllers (TCs) who have erected the control measures. The TMC

will inspect traffic signs and traffic management devices as required and at a minimum on the following occasions:

- Before the start of the race on each site;
- At the closing down at the end of the race;
- During the hours of the race;
- After hours.

The outcomes of the inspection will be diarised for the information of the Race Director. A record of the inspections will be kept indicating:

- When traffic controls were erected;
- When changes to controls occurred and why the changes were undertaken;
- Any significant incidents or observations associated with the traffic controls and their impacts on road users or adjacent properties.

Where significant changes to the work or traffic environment or adverse impacts are observed, the TMC will review the controls as a matter of urgency. An Inspection Sheet will be completed by the TMC and reviewed by the Race Director. The TMC will record all variations to the TMP/TGS, non-conformances, incidents and accidents. The TMC will forward copies of the completed report to the Race Director.

### **3.2.2. Workforce Management Plan**

#### **(Owned by Event Coordinator)**

The Event Coordinator prepares a Workforce Matrix and Work Instructions for each event crew that include the risk treatments relevant to that crew. The Workforce Matrix and Work Instructions are then provided to each crew manager and their respective crew members. In this way, the ownership of every risk from the Risk Register is transferred across to the responsible manager.

If a crew member does not turn up to their post, the Event Coordinator or the relevant crew manager will make all efforts to contact them and ascertain the nature of the problem. Marshal/volunteer duties will be assessed for level of priority and marshals/volunteers on lower-level priority tasks will be reassigned to higher priority tasks if necessary. Standby marshals and volunteers will be called in to assist if needed.

Please see [5. Human Resources](#) for more information.

### **3.2.3. Race Medical Plan**

#### **(Owned internally by Event Coordinator)**

The Event Coordinator prepares the Race Medical Plan, including the Incident Protocols and Emergency Access and Evacuation Plan, in consultation with the Race Medical Team and Field Support Unit. During the race, the Incident Controller has responsibility for the activation of the [Race Medical Plan](#).

### **3.2.4. Event Parking Plans**

#### **(Owned by Operations Manager)**

The Event Coordinator will prepare parking plans for all Race Villages. These plans will be given to the Operations Manager for implementation on race day. Parking marshals will receive their Work Instructions, parking diagrams, signage and PPE at the first crew briefing. The Event Coordinator will prepare and distribute the event parking plan diagrams to all participants to inform them in

advance of parking arrangements. Where ACROD bays are removed for event infrastructure, two temporary ACROD bays will be created.

### **3.2.5. Race Villages Evacuation Plans**

**(Owned by Event Coordinator, under the external direction of the relevant HMA)**

The Event Coordinator prepares and publishes the Race Villages Evacuation Plans. If a major emergency occurs at a race village, the Event Incident Control Team will be immediately convened, and the Event Incident Manager will establish communication with the Controlling Agency/HMA to receive further instructions. If a mass evacuation is necessary, it is very likely that the WA Police will be the Controlling Agency.

### **3.2.6. Bushfire Contingency Plan**

**(Owned internally by Event Director, under the direction of the relevant HMA)**

The event is held before peak bushfire season. Historically, the bushfire risk has been low during race weekend. Regardless of the likely low risk, the Event Director will contact the local Chief Bush Fire Control Officers to check in and obtain any important information pertaining to bush fire risk management. It is important to note that Chief Bush Fire Control Officers are volunteer and may not always be able to be reached - especially should there be a fire within the Shire's local government boundaries.

Bush fire management is managed by 3 different entities (Local Government, DFES & DBCA), which is an important consideration in terms of information and communication management. The responsibility for safety of all event attendees during the event is ultimately that of the Event Director.




The diagrams over the page show the locations of muster points and the direction of evacuations along each of the stage routes. Actions in real time will depend on the location and direction of fire.

Marshals will be placed along each route. All marshal personnel will be in mobile phone or radio communication with each other and the Field Support Coordinator. If evacuation is required due to bushfire, DFES will direct the Event Director on the appropriate direction. The Event Director will then instruct the Field Support Coordinator to direct marshals to stop riders and send them along the relevant evacuation route. The Race Director will instruct convoy drivers/motos on the appropriate course of action. Depending on whether the fire is ahead or behind the riders, the forward vehicles or the convoy vehicles/motos will stop riders, gather them in one place, and escort them out of the area following the nearest evacuation route. The drivers of all convoy vehicles/bikes will be in communication with each other and the Incident Manager to execute the bushfire evacuation plan effectively.



Most Likely Bushfire Evacuation Routes (dependent on location and direction of fire)

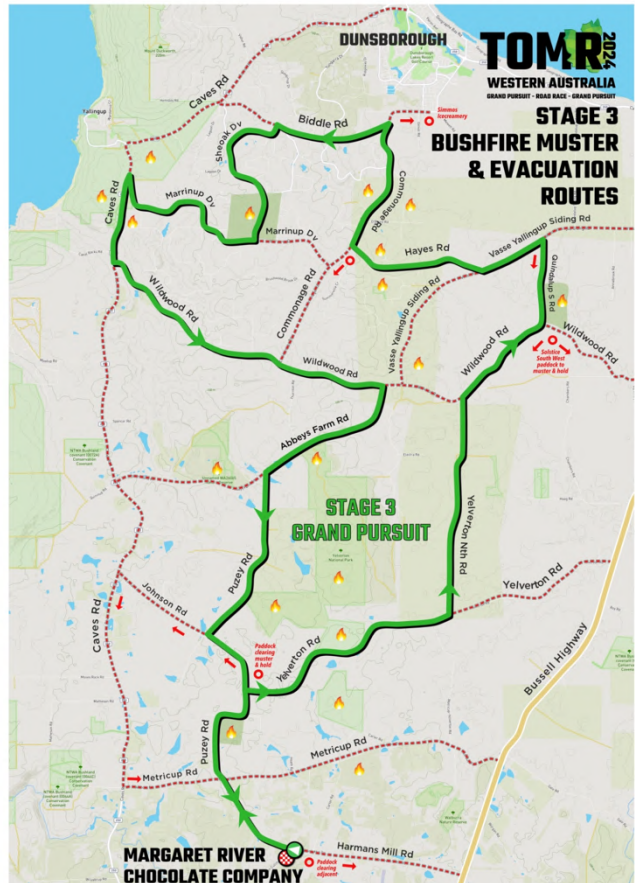
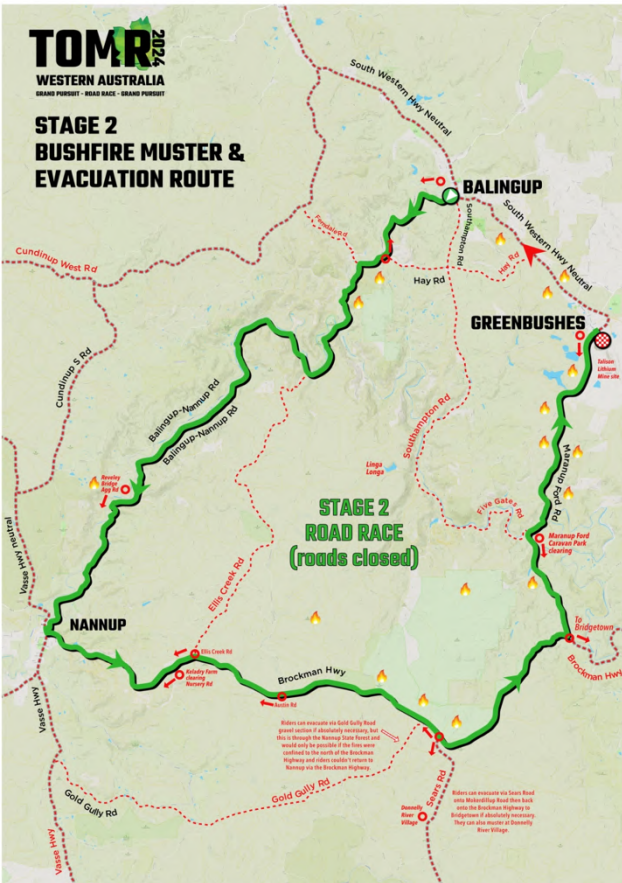
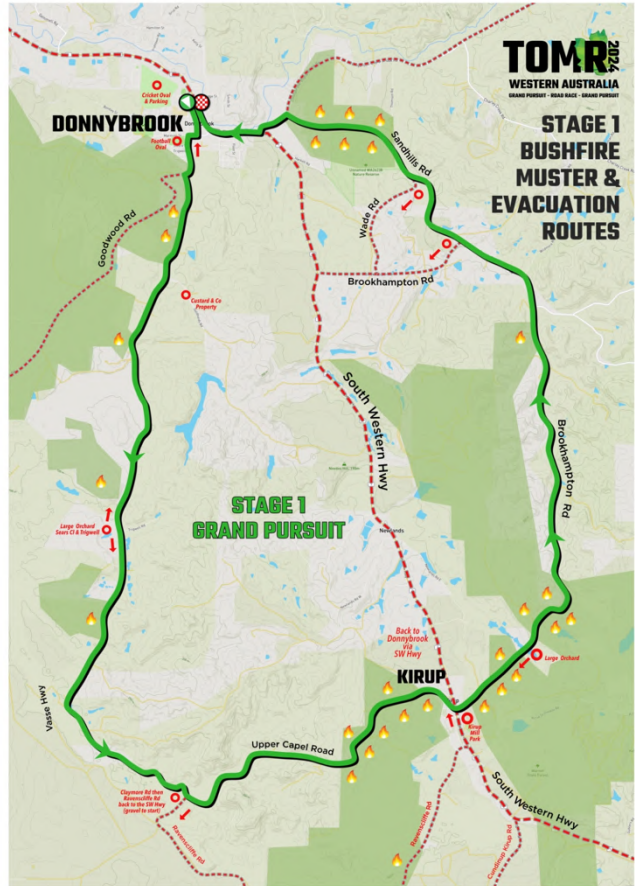
**TOMR 2024**  
**Bushfire muster & evacuation routes**

-  Potential fire location
-  Muster point
-  Direction of evacuation

**Stage 1:**  
 Risk rating is low

**Stage 2:**  
 Risk rating is medium based on likelihood

**Stage 3:**  
 Risk rating is low



BUSHFIRE CONTINGENCY PLAN					
Time Point	Hazard/ Impact	Risk Rating	Response	Residual Risk Rating	Action & Monitoring by
Race Eve	Fire in vicinity	High	Call local CBFCO, DBCA & DFES regarding impact on event start. Discuss adjustment of start time or modified event.	Med	RD, EC, CM
Race morning	Fire in vicinity	High	Call local CBFCO, DBCA & DFES regarding impact on event start. Discuss adjustment of start time or modified event.	Med	RD, EC, CM
	Fire threatening or on course	High	Call local CBFCO, DBCA & DFES regarding impact on event start. Discuss adjustment of start time or modified event. Hold all participants, officials, contractors and spectators at start line until given direction from Fire Chief.	Med	RD, EC, CM
During Event	Fire in vicinity	High	Call local CBFCO, DBCA & DFES regarding continuation of event. Discuss cancellation and move to evacuation plans (below).	High	Emergency Control Team
	Fire threatening or on course	High	Call local CBFCO, DBCA & DFES and Police. Convene Event Emergency Control team immediately. Cancel race, move to full evacuation plans. Notify all crew via radio and mobile phone communication.	High	Emergency Control Team
Finish Line Event	Fire in vicinity	High	Call local CBFCO, DBCA & DFES and Police regarding impact on event and departure of participants, contractors, spectators and other. Move to evacuation areas and hold all. Await further advice from authorities.	Med	Race Director
	Fire threatening event area	High	Call local CBFCO, DBCA & DFES & Police. Convene Emergency Control Team immediately. Cancel event and move to evacuation plans. Move to evacuation areas and hold all. Await further advice from authorities.	High	Emergency Control Team

### 3.2.7. Public Notification Plan

#### (Owned by the Event Coordinator)

The Event Coordinator prepares and implements the Public Notification Plan. Public notification is an essential risk management treatment, as we depend on the cooperation of local residents and businesses to maintain in regard to minimising traffic on course. We also depend on positive community communications relations to maintain our reputation in the towns of Donnybrook, Kirup, Balingup, Nannup, and Greenbushes; and public notifications are an essential part of our communications management plan. [Please see 4. Communications Management Plan.](#)

### 3.2.8. Adverse/extreme weather action plan

#### (owned by the Event Coordinator)

##### Wet weather

- The Operations Manager and Commentary team will immediately and securely cover all electrical equipment.
- The Operations Manager will have installed shelter for competitors and officials at the Race Village.
- The Race Director will give instruction to riders at the Rider Briefing about safe riding techniques in adverse weather conditions.
- The Convoy Manager will give instructions to convoy drivers and motoscouts at the Convoy Briefing about actions to take to reduce even further the likelihood of vehicle-rider accidents in wet weather.

If the rain becomes too hazardous, the Race Director, Event Director, Incident Manager, Operations Manager and Chief Commissaire will discuss the need to postpone the start of the race, suspend

the race mid-course, or cancel the race. The Event Coordinator will send out a mass SMS to notify the competitors and public of any impacts on the event program.

#### **Flood Hazard on the route**

If a flood hazard is deemed to be too hazardous (above ankle height and fast moving water), the Course Managers will raise the issue immediately with the Event Coordinator and Race Director, and the course will be re-routed to avoid the hazard.

#### **Lightning storm**

In the event of continuous lightning strikes/lightning storm in the local area, the Event Coordinator will warn all event attendees in the race village of the hazard via the commentary trailer. They will be instructed to return to their cars and close windows and doors, move undercover/indoors if possible, or move to low ground until the storm clears. They will also be advised of unsafe lightning areas such as flagpoles, fences and gates, trees, water, open fields and high ground.

The Race Director, Event Director, Incident Manager and Chief Commissaire will discuss the danger to rider safety and will decide if the race should be postponed, suspended, or cancelled. If the race is postponed or suspended, it will resume 30 minutes after the last observed lighting or thunder is observed. In the event that an event attendee is struck by lightning, appropriate first aid treatment will be administered, and an Ambulance called to the site to transport the injured to hospital.

### **3.2.9. Waste Management Plan**

#### **(Owned by Operations Manager)**

Our Operations Manager will undertake the duties of Event Waste Management Coordinator. Each site will have its own Waste Management Plan.

### **3.2.10. Event Signage Plan**

#### **(Owned by the Infrastructure Manager and Course Managers)**

- The Event Coordinator will prepare the Signage Plan, in consultation with the Infrastructure Manager and Course Managers.
- The Infrastructure Manager will install spectator barricades along the start/finish lines and along all identified stretches and segments of the routes that are deemed hazardous in terms of potential rider-spectator or ride-vehicle collisions.
- The Course Managers will place course directional and warning signage at strategic points around each of the four courses, to ensure that riders stay on course and are alerted to oncoming hazards, such as steep and winding descents.
- The Course Managers will place distance-to-go signage at 2km, 1km, 500m, 200m and 100m before the finish line.

### **3.2.11. Event Marshaling Plan**

#### **(Owned by Infrastructure Manager)**

The Infrastructure Manager will ensure that event marshals are placed in the following locations along the course to direct and control rider and spectator movements.

#### **Stage 1 - 8 marshals on course between 10am and 2pm**

- **0.00km:** Collins St race launch point (just before carpark)
- **0.86km:** Cnr Collins St and Marmion St (with Traffic Controller)
- **1.1km:** Cnr Marmion St and Emerald St (with Traffic Controller)
- **2.1km:** Cnr Goodwood Rd and Upper Capel Road
- **29km:** Cnr Capel St and South Western Highway in Kirup (neutral highway crossing)

- **49.5km:** Cnr Sandhills Rd and Donnybrook-Boyup Brook Rd (neutral left turn)
- **50.38km:** Cnr Donnybrook-Boyup Brook Rd and South Western Highway (neutral right turn)
- **52.24km:** Cnr South Western Highway and Crowley Pl (neutral left turn into carpark and finish)

### **Stage 2 - 18 marshals on course between 8am and 2pm**

N.B. the 5 marshals between the start and Radiata Road (up to the 13.8km mark) will all redeploy to the Greenbushes finish straight once the last riders have passed them.

- **0.00km:** One marshal on Blackwood River Drive in Balingup to assist the TCs in talking to any drivers (redeploy to Greenbushes finish straight once all riders have launched).
- **1.8km:** One marshal at Airstrip Road with the TC to talk to any approaching drivers (redeploy to Greenbushes finish straight once last riders have passed).
- **6.65km:** One marshal at Hay Road with the TC to talk to any approaching driver (redeploy to Greenbushes finish straight once last riders have passed).
- **11.8km:** One marshal at Wrights Bridge Campground to talk to and hold any campers until the last riders have passed (redeploy to Greenbushes finish straight once last riders have passed).
- **12km:** One marshal at Radiata Road to talk to and hold any drivers until the last riders have passed (redeploy to Greenbushes finish straight once last riders have passed).
- **14.9km:** One marshal at Lewana Cottages to talk to guests and make sure nobody enters Balingup-Nannup Road while the race is passing.
- **21.83km:** One marshal at the Maidment Bridge intersection on Balingup-Nannup Road (19km from Nannup) with car parked across entry to prevent vehicles from entering Balingup-Nannup Road.
- **31.7km:** One marshal at the Agg Road / Reveley Bridge corner on Balingup-Nannup Road (9km from Nannup) with car parked across bridge to prevent vehicles from entering Balingup-Nannup Road.
- **40.3km:** One marshal at the entry to the Nannup Riverbend Caravan Park on Balingup-Nannup Road.
- **40.37km & 41.3km:** Two marshals on Dunnet Road in Nannup, one at either end (stopping cars from entering Balingup-Nannup Road and Brockman Highway).
- **40.65km:** One marshal at the corner of Grange Road and Balingup-Nannup Road, to talk to drivers and explain that the road will be reopened at approximately 10:30am.
- **40.9km:** Two marshals in Nannup positioned at the two chicanes along Grange Road.
- **41.5km:** One marshal at the corner of Hitchcock Drive and Brockman Highway.
- **42.88km:** One marshal at the Tank 7 entry on Brockman Highway, talking to MTB riders and ensuring that the shuttles don't drive onto the highway until the last rider has passed, around 10:30am (there are back roads to East Nannup Road for any Tank 7 drivers who need to leave the park).
- **63.9km:** One marshal at the Brockman Highway/Sears Road intersection explaining to drivers that they will be required to use the alternative route to Nannup and Bridgetown until approximately 11:50am, when the last rider is expected to pass.
- **73.25km:** One marshal at the Brockman Highway/Maranup Ford Road intersection (.
- **91km:** Five marshals along the Greenbushes finish turn and straight (redeployed from Balingup start).

### Stage 3 - 20 marshals on course

- **0.00km:** One marshal at the launch point (with Traffic Controllers).
- **0.15km:** One marshal at the intersection of Harmans Mill Road and Tom Cullity Drive.
- **2.5km:** One marshal at the cross over intersection of Harmans Mill Road and Metricup Road (with Traffic Controllers).
- **5.25km:** One marshal at the intersection of Puzey Road and Yelverton Road, where the riders turn right under racing conditions (with Traffic Controllers).
- **11km:** One marshal at the intersection of Yelverton Road and Yelverton North Road, where riders turn left under racing conditions.
- **16.33km:** One marshal at the intersection of Yelverton North Road and Wildwood Road, where the riders turn left under neutral conditions.
- **18.94km:** One marshal at the intersection of Wildwood Road and Vasse-Yallingup Siding Road, where the riders turn right under neutral conditions.
- **22.75km:** One marshal at the intersection of Vasse-Yallingup Siding Road and Hayes Road, where the riders turn right under neutral conditions.
- **26.11km:** One marshal at the t-intersection of Hayes Road and Commonage Road, where the racing riders turn right onto Commonage Road (with Traffic Controllers).
- **29.39km:** One marshal at the intersection of Commonage Road and Biddle Road, where the racing riders turn left.
- **32.25km:** One marshal at the intersection of Biddle Road and Sheoak Drive, where the riders turn left under neutral conditions.
- **36.5km:** One marshal at the intersection of Sheoak Drive and Marrinup Drive, where the riders turn right under neutral conditions.
- **40.7km:** One marshal at the intersection of Marrinup Drive and Caves Road, where the riders turn left under neutral conditions.
- **43.86km:** One marshal at the intersection of Caves Road and Wildwood Road, where the riders turn left under racing conditions.
- **47.9km:** One marshal at the t-intersection of Wildwood Road and Commonage Road, where the riders race past under racing conditions (talk to drivers and make them wait if a team is approaching).
- **48.3km:** One marshal at the intersection of Wildwood Road and Thornton Road, where the riders race past under racing conditions (talk to drivers and make them wait if a team is approaching).
- **50.55km:** One marshal at the intersection of Wildwood Road and Abbeys Farm Road, where the riders turn right under racing conditions (with Traffic Controller).
- **54.28km:** One marshal at the intersection of Abbeys Farm Road and Puzey Road, where the riders turn left under racing conditions.
- **58.73km:** One marshal at the intersection of Puzey Road and Johnson Road, where the riders turn left under neutral conditions.

### 3.2.12. Site Inspections Plan

#### (Owed by the Event Director)

The Event Director, will oversee inspections of event village and course infrastructure on the following occasions:



- On the evening of the racing.
- Before the racing commences.
- During the event activities.
- Closing down at the end of the racing activities. A Rapid After-Action Review (RAAR) with key crew members is scheduled for Sunday evening.

**Implementation of site inspections**

The Event Director and Operations Manager will conduct daily site inspections and record inspection details in the Site Diary. Hydration Plan

**3.2.13. Permits, approvals and insurance**

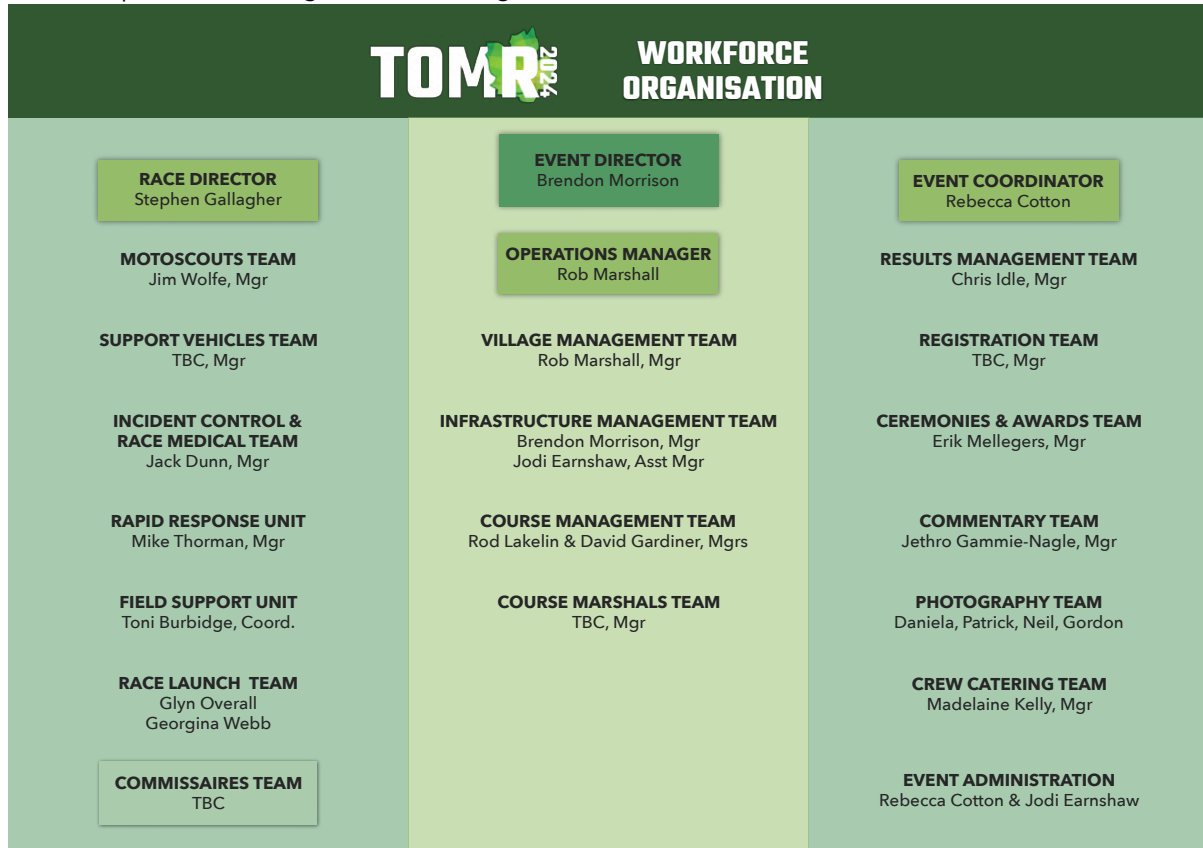
**(Owned by the Event Coordinator)**

The Event Coordinator will submit all the necessary documentation to the relevant local and state government agencies, and AusCycling, in order to obtain all necessary permits, approvals and insurances.

## 4. Human Resource Management Plan

### 4.1. Workforce Structure

In development (see diagram below for general structure)



### 4.2. Workforce Matrix

As of Version 1 of this ERMP, the 2024 Workforce Matrix was yet to be developed. The 2024 Matrix will be generated in the first week of August.

### 4.3. Work Instructions for Teams

As of Version 1 of this ERMP, the 2024 Work Instructions for Teams were yet to be developed. Each Work Instruction contains the following information:

- Objectives, Key Tasks & Timing
- Location
- Resources provided
- Resources to bring
- Risk Treatment Plans to activate
- Crew members
- Report to
- Other important contacts

## 4.4. Race Medical Plan (provisional)

Race Medical and Incident Control specialist services will be provided by Rescue Recovery 1 (RR1). The full race medical support will consist of Race Medical crews (RR1), Incident Controller (RR1), Event First Aid Stations at each race village (provided by event organiser or St John Ambulance), two Rapid Response Motoscouts with first aid training (provided by event organiser), and at least another two convoy vehicles/motoscouts with first aid qualifications (provided by event organiser). Where evacuation by ambulance is required, the RR1 Incident Controller will liaise directly with St John Ambulance to organise a transport ambulance to rendezvous with the RR1 race ambulance. Ideal Rapid Response time is under 10 minutes. Ideal RR1 response time is under 15 minutes.

*Please note: RR1's Senior Medics ('SEN MED') can insert intravenous cannulas (drips), administer pain relief medication, perform advanced airway management, give intravenous drug therapy for cardiac arrest patients and perform intravenous fluid replacement for trauma patients.*

### 4.4.1. Rescue Recovery 1 (RR1) Race Medical - Dates and Times

#### *Friday November 1st: Donnybrook 52km Grand Pursuit*

##### **Two RR1 Crews on Course + Incident Controller - 8:30am to 2:00pm (5 RR1 personnel)**

- Briefing with Incident Controller, RR1 Crews, Convoy Manager and Field Support Crew (including Rapid Response) at 8:30am in race village, Collins Street Donnybrook.
- One SNR MED/MED Crew at race launch area 9am until 2pm, ready to deploy as and where necessary.
- One MED/MED Crew at Kirup from 9am until 2pm, ready to deploy as and where necessary.

#### *Sat November 2nd: Balingup-Nannup-Greenbushes 91km Road Race*

##### **Three RR1 Crews on Course + Incident Controller - 7am to 1:30pm (7 RR1 personnel)**

- Briefing with Incident Controller, RR1 Crews, Convoy Manager and Field Support Crew (including Rapid Response) at 7am at Balingup Village Green
- One Follow Route MED/MED Crew travelling behind the 4<sup>th</sup> Division
- One Follow Route SNR MED/MED Crew travelling behind the 8<sup>th</sup> Division
- One Follow Route SNR MED/MED Crew to remain behind 12<sup>th</sup> Division.

#### *Sun November 3rd: Margaret River Chocolate Company 67km Grand Pursuit*

##### **Three RR1 Crews on Course + Incident Controller - 6am to 12pm (7 RR1 personnel)**

- Briefing with Incident Controller, RR1 Crews, Convoy Manager and Field Support Crew (including Rapid Response) at 6am in race village, Margaret River Chocolate Company.
- One MED/MED Crew positioned at the intersection of Biddle Road and Sheoak Road (just after the finish of the KOM Segment) ready to deploy swiftly forwards or backwards on course if required (roads are open). Once last team (and the PARA/EMT crew) has reached the intersection, go swiftly backwards on course for 9.5km and turn right at the corner of Hayes Road and Vasse-Yallingup Siding Road, then right onto Wildwood Road at 13.2km to relocate at the corner of Wildwood Road and Abbeys Farm Road, where the racing teams will be turning right at the bottom of the hill onto Abbeys Farm Road.
- One SNR MED/MED Crew positioned at the intersection of Yelverton North Road and Wildwood Road (just after the finish of the Sprint Segment) ready to deploy swiftly forwards or backwards on course if required (roads are open). Follow last team on course back to event village once it passes through the intersection.
- One SNR MED/MED Crew positioned at the intersection of Puzey Road and Johnson Road (just after the finish of GC Segment) ready to deploy swiftly backwards on course if required (roads

are open). Follow last team on course back to event village once it passes through the intersection.

*N.B: at time of writing, the intention is to have Talison Lithium Greenbushes and Margaret River Chocolate Company engage St John Ambulance Services to provide Event Village first aid.*

#### **4.4.2. Field Support Unit (FSU)**

- Field Support Unit Coordinator
- Field Support Unit Loggist
- Event First Aid Coordinator
- Event First Aid Support
- Rapid Response Moto 1
- Rapid Response Moto 2
- SAG Wagon Drivers x 2

#### ***St John Ambulance***

SJA ambulance will be used, in most cases, if riders require transport to hospital. Race Medical assets are not to leave the event to undertake transport to hospital unless the hospital is immediately accessible in relation to the course.

#### **4.4.3. On course incident protocol (response time > 30 mins)**

1. Incident Controller notified from course that an incident has occurred.
2. Incident Controller notifies RR1/Rapid Response Motos on event PTT radio ch 2.
3. Decision is made on deployment, based on location and reported nature of incident.
4. Rapid Response Motos deploy to site of incident\* AND/OR RR1 deploys forward to site of incident.
5. \* Rapid Response arrive on scene first, they hold the scene until RR1 arrives.
6. RR1 assesses/treats incident.
7. Incident Controller notifies Stephen, Race Director, of incident on 0448 765 156.
8. If necessary, St John Ambulance called to RR1 Ambulance for transport of rider to hospital. OR Shuttle bus is called to transport rider back to race village.
9. RR1 returns to position in race.
10. First Aid Coordinator ensures that Incident Report forms are completed.

## 4.5. Key event contacts

In development

Brendon Morrison EVENT DIRECTOR 0447 002 861 brendon@tourofmarginaretriver.com	Stephen Gallagher RACE DIRECTOR 0448 765 156 stephen@cyclingeventures.com	Rebecca Cotton EVENT COORDINATOR 0416 049 691 rebecca@tourofmarginaretriver.com
TBC CHIEF COMMISSAIRE 04XX XXX XXX X	Toni Burbidge FIELD SUPPORT COORDINATOR 0409101647 toni@burbidge.id.au	Chris Idle RESULTS MANAGER 0404 622 972 chris@idletiming.com.au
Rob Marshall OPERATIONS MANAGER 0417 009 268 robmarshall@westnet.com.au	Rod Lakelin COURSE MANAGER 0428 171 306 rodlakelin@bigpond.com	David Gardiner COURSE MANAGER 0417 978 394 davidjgardiner@hotmail.com
Erik Mellegers COMMENTARY & CEREMON MGR 0409 930 890 erik@crankncycles.com.au	Jodi Earnshaw MARSHAL MANAGER 0409 376 776 jodiearnshaw@yahoo.com.au	Glyn Overall RACE LAUNCHER 0437 725 555 goverall6045@gmail.com
Jim Wolfe CONVOY MANAGER & RAP RESP MOTO 0432 205 343	Mike Thorman RAPID RESPONSE MOTO 0419 043 128 mike.thorman@iinet.net.au	Georgina Webb RACE LAUNCHER 0402 537 696 georgina-webb@hotmail.com
TBC INCIDENT CONTROLLER 04XX XXX XXX CRO@rescuerecovery1.com	Jenny Forbes FIRST AID COORDINATOR 0422 929 589 Jennyforbes32@gmail.com	Daniela Tommasi LEAD PHOTOGRAPHER 0439 993 057 info@dtart.com.au
Tim Sabel REGISTRATION & AWARDS MGR 0409 723 793 tbc		

## 5. Communications Management Plan

### 5.1. Our strategic communications objectives

#### 1. Astound the eyes

To capture and transmit beautiful, exciting, and highly engaging images that convey the stories and portray the highlights of TOMR, and that can be used to great effect, not only by us, but by our sponsors and other target audiences.

#### 2. Inspire and grow our event community

To engage, inform and communicate with our current and potential TOMR riders, racers, spectators and workforce in ways that capture their attention, make them feel welcomed and valued, and keep them fully informed at all stages before, during and after the event.

#### 3. Network our news

To ensure that our TOMR audiences can easily access up-to-date, consistent information by integrating and aligning all our social media, website-based and email-based event communications.

#### 4. Increase global awareness of South West WA as a great cycling destination

To increase awareness of TOMR across Australia, position the South West as great cycling destination and drive visitation by cycling enthusiasts outside WA.

#### 6. Influence through our influencers, share the headlines from our headliners

To manage our professional riders and cycling personalities to greatest effect, engaging them to create appealing social media content that increases people's desire to come and participate in TOMR.

#### 7. Delight our sponsors and peak bodies

To delight our sponsors at every turn, continue to grow corporate and industry investment in TOMR and gain the strong support of cycling's peak bodies.

#### 8. Monitor, Measure and Report

To monitor, measure and report on our event progress, lessons learned, and successes.

### 5.2. Key messages to communicate

#### 5.2.1. Tailored messages for our priority audiences in 2024

##### Racers and teams

- There's no other road race in the country like TOMR.
- TOMR is the ultimate road cycling experience for teams in Australia.
- We're pioneering a brand new racing format...come join us on the front.

##### People's Ride Riders

- This is the most fun you can have on your road bike, being part of Australia's biggest road race, without having to race yourself.



## Corporate and Industry Sponsors

- TOMR connects you to the affluent road cycling market.

## Peak Bodies

- TOMR is helping to put WA on the international cycling map, and we're going to be a major force in keeping it there for years to come.

## Media

- Be there to cover the biggest road cycling race in the country. TOMR is a goldmine of newsworthy stories, compelling characters and stunning imagery. Cycling legends, international pros, Australia's up-and-coming stars, the best riders in the country...we've got them all at TOMR.

## Local Government Authorities

- When you host the biggest road cycling event in the country, you put yourself on the cyclo-tourism map and your community reaps the economic benefits.

### 5.2.2. Practical messages to help with participants with planning

- Registration fees and registration closing date.
- How to get here and where to stay.
- Professional and celebrity riders in the event.
- Full event schedule.
- Awards (TOMR medals, jerseys, trophies).
- Rules of racing.
- Rider insurance.

## 5.3. Target demographics

### 5.3.1. Road Racing Teams

Our primary target market is road racing teams at the elite, masters, mid and beginner levels. We provide them with an opportunity to compete against other teams from across the country on three highly safe and incredibly scenic courses. The typical TOMR competitor has historically been an upper-middle class 45-year-old white male with a reasonable disposable income. It is important to note, however, that the demographic profile of this target market is diversifying: 17% of our competitors in 2023 were women, which is significant for a road cycling race. We want to deliberately advocate for and promote the participation of women in TOMR 2024.

### 5.3.2. Road Riders

Our secondary target market is road riding enthusiasts: cyclists who enjoy participation riding, but who are not necessarily interested in or able to race. Australia's cycling participation rates have skyrocketed in the past decade, with Western Australia having the highest rates of cycle participation in the country. This is a market that TOMR can tap into through the People's Ride.

## 5.4. Sensitive issues

### 5.4.1. Managing our biggest threats to our values and good communications

Over the last eight years, Cycling Ventures has carefully built an inclusive, open, welcoming culture around all our events. We are determined to steward our culture into the future, and not allow it to

become commodified as “content” for profit in commercial media. This is a philosophical position that guides the way we communicate with all our target audiences. Our culture is built upon our values and principles, which are outlined below.

## **Our values**

### *The rider at the centre*

- The rider and their positive experience are paramount, and drive everything we do. We treat every individual rider with respect and ensure their wellbeing while they are with us, because we value their custom and want them to return to our events, year after year.

### *Inspiration to improve*

- We want to inspire every rider in our events to become the best rider they can be. We help to create achievable competitive experiences for our riders.

### *Everyone matters*

- We strive to take care of our people, from our riders and their support teams, to our contractors and volunteers. Everyone’s contribution is appreciated, and everyone matters to us.

## **Our professional principles**

### *Best quality events*

- Our events are the ultimate in project management. To ensure we achieve our event goals, we have developed the Cycling Ventures Event Project Management System, which will enable us to apply and uphold the international standard for project management.

### *Making racing as safe as possible*

- The safety and wellbeing of our riders, support teams, spectators, volunteers and staff are critically important. We ensure that every Cycling Ventures event complies with and exceeds Cycling Australia’s Risk Management Guidelines for Category 5 and 6 events, and the ISO 31000:2018 Standard for Risk Management.

### *Support for rider development*

- We actively support the development of all riders in regional WA, including juniors. We work to ensure our events are safe and welcoming for developing riders.

## **5.4.2. Threats to our values and good communications**

Being able to effectively and swiftly manage existing and emerging threats to our values and communications is critically important. A large proportion of our effort is invested into managing communications. We see the following threats as significant.

### **Managing negative commentary on social media**

We rely on Facebook quite heavily for our online communications. We like it because it is a great form of participative communication, which fits well with our culture, but we are also very aware that it comes with its own set of risks, particularly in the form of reputation-damaging posts by detractors. To manage those risks we have developed our own guideline for managing negative comments, which is outlined briefly below.

#### *Our guideline for managing negative comments on our social media:*

- In the first instance, we will leave the negative comment on our page and provide a public response that is positive and offers clarity, an alternative or a solution.
- If we are receiving widespread criticism, we will post a response in the same tone as above.

- If the comment is not truthful and could lead to the dissemination of damaging misinformation about TOMR, we will delete it (after careful consideration, because deleting people's posts can lead to an escalation in subsequent negative posts).
- We will contact the commenter privately to discuss the matter and, if successful in resolving it, ask them to consider removing the post.
- If they will not agree to remove the post and the negativity continues, we will try again to resolve the matter and, if successful, ask them again to consider removing the post.
- If the negativity continues, we will ban or block the commenter.
- We will continue to post positive, informative, education, and inspirational posts.

### **Managing media coverage of an accident or incident on course**

We need to ensure positive and transparent relationships with our embedded reporters and media, even in (especially in) the event of a serious accident or incident on course. Our embedded reporters have a job to do - we know they need to find the stories within the event, and this includes stories about accidents. However, we believe that, to demonstrate absolute respect for our riders, and to manage threats to our reputation as being one of the safest cycling events in the country, we need to proactively manage our media relations in this matter. To this end, we have developed a guideline for managing media coverage of a major accident or incident.

#### ***Our guideline for managing media coverage of an accident or incident on course***

- Brief all our embedded journalists and photographers about our dual commitment to transparency and respecting our riders and request that no images of seriously injured riders be distributed (especially if the rider is unconscious). As a rule, in the event of a serious accident, the rider should be up and walking and talking before any images are captured and/or transmitted.
- Always have a media statement 'model text' pre-prepared and readily accessible so we can quickly explain the details as far as possible to the traditional media.
- Post an information update immediately on Facebook and Instagram, providing accurate details of the accident or incident.
- If spectators post any contravening images of injured or unconscious riders to our Facebook or Instagram accounts, we will delete them.

### **Managing sponsor approval times**

Providing value to our sponsors is one of our company's strategic goals. We have several major and minor sponsors, and it is very important to us that we keep them satisfied and well informed. Included in this goal is adhering to any contractual or otherwise prescribed approval times. However, we are aware that sometimes there are holdups with sponsor approval times due to unforeseen circumstances. We want to be proactive here and work to mitigate any risks to delays in approvals for our media statements, publications and promotional materials (including jersey approvals). To this end, we will endeavour to maintain a two-week forward time buffer for all approvals on all media statements, publications and promotional materials.

## 5.5. Our audiences and messages framework

<b>Mission</b>	To draw amateur cyclists from across the country to the heart of the South West for a cycling experience that makes them feel like they are on the Pro Tour.						
<b>Taglines</b> <small>What makes us special</small>	<ul style="list-style-type: none"> <li>There's no other road race in the country like TOMR.</li> <li>TOMR is the ultimate road cycling experience for teams in Australia, in the ultimate locations.</li> <li>We're pioneering a brand new racing format...come join us on the front.</li> </ul>						
<b>Elevator speech</b> <small>Pick one two-sentence speech</small>	<ul style="list-style-type: none"> <li>The Tour of Margaret River is the ultimate experience for amateur cycling teams. Our unique Pro-Am format means that amateur cyclists can compete with riders from the Pro Tour across some of the most spectacular stages that Australia has to offer.</li> <li>Nowhere else can 700+ amateur road cyclists feel the excitement of racing with professionals, the camaraderie of competing in a team, and the pleasure of being in one of Australia's most scenically diverse and beautiful destinations.</li> </ul>						
<b>Audiences</b> <small>What interests them, considering their circumstances</small>	<b>Racers</b>	<b>Riders</b>	<b>Corporate &amp; Industry Sponsors</b>	<b>Peak Bodies</b>	<b>Spectators</b>	<b>Media</b>	<b>Local Gov. Authorities</b>
	Build your team and live the pro tour dream! Race in a team in a staged tour and measure yourself against some of the best teams in the country. Ride alongside pros and cycling legends in some of the most spectacular cycling locations in Australia.	If you're not up for racing and just love to ride. TOMR has it all. With three magnificent courses on offer, and with full support out on course, there is something for everyone. Join us for a weekend of adventure and cycling camaraderie in one of Australia's most spectacular cycling destinations.	Enhance your company's existing cycling programs by becoming a TOMR Team Sponsor and entering a team (or two).  Connect your company with an iconic, respected, high quality, healthy Western Australian event that gives you brand exposure across Australasia.	TOMR is Australia's biggest Pro Am staged teams road race, and it's growing from year to year. We helped to put WA cycling on the international map, and we're going to be a major force in keeping it there for years to come.	If you like watching the big tours on TV, you'll love being at the Tour of Margaret River. Every stage is set in a spectacular location, every location provides a carnival atmosphere, and there's nothing quite like being buzzed by 700+ speeding racers as they fly past you!	TOMR is a goldmine of newsworthy stories, compelling characters and stunning imagery. In every one of our competing teams, you'll find a story worth telling	Cycle events can bring significant economic benefits to the communities in which they are held. Safe and scenic cycling courses continue to bring cycling enthusiasts to rural communities throughout the year, providing consistent revenue streams to small businesses.
<b>Benefits, attributes, features</b> <small>Key messages about what we offer them</small>	<ul style="list-style-type: none"> <li>No need to be an elite team...if you can ride your road bikes over 25km per hour in a bunch, and have decent bunch riding skills, you're welcome on the Tour. Our event is inclusive, welcoming, safe, very well organised, fun and scenically spectacular.</li> <li>We offer you an experience that is a glimpse into life on a pro tour.</li> <li>We offer you courses that are very safe and incredibly scenic.</li> <li>You get to ride ahead of the racing teams and arrive at the finish lines in time to cheer 700+ racers across the line.</li> <li>When you support cycling through your workplace, you invest in your business for a healthy return in the form of increased productivity. TOMR gives your employees an exciting team goal to cap off a healthy and productive year of cycle training and commuting.</li> <li>Cycling is the new golf for professional networking, awareness promotion and fundraising. You can promote your business, educate and further relationships, all while promoting a healthy lifestyle.</li> <li>Our attention to detail, insistence on rider safety, and delivery of a top-quality rider experience gives us robust event sustainability. When other cycling events come and go, TOMR is here to stay.</li> <li>As a company with a vision to advance cycling, we are committed to providing cyclists of all abilities with the opportunity to compete against others of similar ability. And we are committed to advancing women's cycling and providing juniors with opportunities to develop their racing experience.</li> <li>Getting out and watching a bike race is an inspirational and totally immersive experience. Bring your friends and meet fellow cycling enthusiasts from across the country. Choose your favourite teams and follow their progress across three exciting stages.</li> <li>We have international cycling legends, we have professionals from the pro tour, and we have Australia's future cycling stars all at the one event. This is the largest Pro Am team stage race in the country...and it's all happening right on your doorstep.</li> <li>International cycling legends, professionals from the pro tour, and Australia's future cycling stars are all at the one event, riding with the best amateurs in the country. This is the largest Pro Am team stage race in the country. The visuals are stunning and the stories are compelling.</li> <li>Host a stage of the Tour of Margaret River and put your LGA in the spotlight as one of the best cycling destinations in Western Australia.</li> </ul>						

## 5.6. Operational communications schedule

ED: Event Director. RD: Race Director. EC: Event Coordinator. OM: Operations Manager.

1/2/3/4 Represents week number of the month. EDM - Electronic Direct Mail

N.B 'Event Weekend' refers to Thurs Oct 31<sup>st</sup> to Sunday Nov 3<sup>rd</sup>

REF	ACTION - CHANNEL - AUDIENCE - FREQUENCY	OWNER	PLAN				PRE-EVENT PREP & COORDINATION												DELIVER			CLOSE				
			JUN '23				JUL '24				AUG '24				SEPT '24				OCT '24				NOV '24			NOV '24
<b>1. MEETINGS</b>																										
1.1	CE executive team meetings - in-person/Zoom - ED/RD/EC - weekly + event	EC	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	Event Weekend	2	3	4
1.2	TOMR operations updates - in-person/phone - ED/EC/OM - fortnightly + even	EC					1		3		1		3		1		3		1		3		Event Weekend	2		4
1.3	Course Management meetings - in-person - RD/EC/OM/CMs - twice + event	EC													1				1				Event Weekend			
1.4	Race Medical & Field Support Unit planning meetings - Zoom - twice + event	EC													1				1				Event Weekend			
1.5	Race Network Communications meeting - Zoom - twice	RD															3		1				Event Weekend			
1.6	Pre-Race Briefing - in person Shelter/livestream - Team Managers & Competitors - once	RD																					Event Weekend			
1.7	Pre-Race Briefing - in person Shelter - Workforce - once	EC																					Event Weekend			
																							Event Weekend			
<b>2. SOCIAL MEDIA OUTREACH &amp; PROMOTIONS</b>																										
2.1	Build online community - Facebook and Insta - TOMR community - multi/week	ED	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	Event Weekend	2	3	4
2.2	Welcome teams & their sponsors - FB/Insta - TOMR social media community - daily	ED							3	3	1	2	3	4	1	2	3	4	1	2	3	4	Event Weekend			
2.3	Race information updates - FB/Insta - TOMR social media community - as needed	ED					1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	Event Weekend			
																							Event Weekend			
<b>3. NEWS</b>																										
3.1	TOMR Newsletter - EDM - all Cycling Eventures contacts - monthly		1				1				1				1				1				Event Weekend			
3.2	TOMR 'One Week to Go' Alert - EDM - all registered riders - once																				3		Event Weekend			
3.3	TOMR 'Notice of Race' Alert - EDM - all registered riders - once																				4		Event Weekend			
3.4	Media release - emailed to media list - general WA - once																				3		Event Weekend			
3.5	Local community information - local papers/newsletters - once each location																		1	2	3	4	Event Weekend			
																							Event Weekend			
<b>4. SATELLITE EVENTS</b>																										
4.1	Perth TOMR Information Evening - meeting - Team Managers - interested - once	RD																	1				Event Weekend			
																							Event Weekend			

## 6. Stakeholder Management Plan

### 6.1. Type and level of stakeholder engagement

We use a modified version of the IAP2 Public Participation Spectrum to help us decide the type and level of engagement we choose for each stakeholder.

Increasing impact on our decisions ⇒ ⇒ ⇒ ⇒ ⇒ ⇒ ⇒					
	INFORM	CONSULT	INVOLVE	COLLABORATE	AUTHORISE
HOW	Provide the stakeholder with balanced and objective information to assist them in understanding the event, the opportunities the event presents to them, and what to expect during the event.	Obtain feedback from the stakeholder on the event actions that we intend to implement.	Work directly with the stakeholder throughout the event planning and execution processes to ensure that their concerns and needs are consistently understood and considered.	Partner with the stakeholder in every aspect of the event management process, including the development of alternatives and the identification of preferred solutions (when issues arise).	The final decision making on an event course of action is in the hands of the stakeholder.
WHO	<ul style="list-style-type: none"> <li>▪ Event participants (racers, riders and spectators).</li> <li>▪ Event vendors and exhibitors</li> <li>▪ General local community members.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Residents and businesses in premises directly affected by road closures, changed traffic conditions or race village activities.</li> <li>▪ Donnybrook Hospital</li> <li>▪ Nannup Health Service</li> <li>▪ Bridgetown Hospital</li> <li>▪ Cyrenian House</li> <li>▪ Event volunteers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Residents and business owners who need to travel to and from work during racing (we work with them to plan their movements).</li> <li>▪ DBCA</li> <li>▪ WA Police</li> <li>▪ DFES</li> <li>▪ St John Ambulance</li> <li>▪ Event Team Managers</li> <li>▪ AusCycling</li> </ul>	<ul style="list-style-type: none"> <li>▪ Talison Lithium Greenbushes</li> <li>▪ Shire of Donnybrook-Balingup, Shire of Nannup, Shire of Birdgetown-Greenbushes, City of Busselton, in relation to the event villages and impacts of the event on the towns/localities/businesses.</li> <li>▪ Event Team Managers</li> <li>▪ Chief Commissaire (AusCycling)</li> </ul>	<ul style="list-style-type: none"> <li>▪ WA Police, DFES or other HMA or statutory authority in the case of a critical or catastrophic event.</li> </ul>



## 6.2. Stakeholder assessment and engagement actions

KEY									
Att.	Attitude	Inf.	Influence	E	Estimation of attitude and influence	C	Confidence in estimation		
++	Strongly favour	+	Weakly favour	O	Indifferent	-	Weakly oppose	--	Strongly oppose
✓	Fully confident	?	Reasonably confident	??	An informed guess	???	A wild guess		
H	High - has power of veto/could damage	M	Medium - we could achieve our goals with their opposition/non-participation, but not easily			L	Low - can do little to influence the event		

Stakeholder	Attitude		Influence		Stakeholder expectations of event	How they'd perceive event success	Actions to engage them
	E	C	E	C			
<b>Competitive teams, looking to win medals, jerseys and trophies</b>	++	✓	H	✓	<ul style="list-style-type: none"> <li>That they will be able to access all the information that is relevant and important to their racing campaign.</li> <li>That they will be able to understand the new, more complex awards and scoring format.</li> <li>That they will be kept well informed.</li> <li>That they will participate in an event that is well-organised, easy to 'navigate', safe, fair, and in alignment with the published regulations.</li> </ul>	Very positively	<b>INFORM:</b> <ul style="list-style-type: none"> <li>Website maintained with all relevant and up-to-date information.</li> <li>Email communications directly to registered Team Managers and Team Members.</li> <li>Facebook and Instagram communications to all participants.</li> <li>Race timing and results available immediately.</li> </ul>
<b>Riders looking for a positive, participative experience (but not aiming for the wins)</b>	++	✓	H	✓	<ul style="list-style-type: none"> <li>That they will be able to access all the information that is relevant to them.</li> <li>That they will be kept well informed in the lead up to the event.</li> <li>That they will be safe, supported, be looked after out on course, and get to see stunning scenery.</li> <li>That they will have a great social time in the race villages and social hubs.</li> </ul>	Very positively	<b>INFORM:</b> <ul style="list-style-type: none"> <li>Website maintained with all relevant and up-to-date event information.</li> <li>Email communications directly to registered riders.</li> <li>Facebook and Instagram communications to riders.</li> <li>Build the race villages so they are dynamic and provides for a great social experience.</li> </ul>
<b>Professional &amp; VIP racers and headline riders/ambassadors</b>	++	✓	H	✓	<ul style="list-style-type: none"> <li>That they will be promoted through our social media and traditional media.</li> <li>That they will be provided with some level of financial and/or in-kind support to travel and participate.</li> <li>That they will be kept well informed.</li> <li>That they will participate in an event that is well-organised, easy to 'navigate', safe, fair, and in alignment with published regulations.</li> <li>That they will be looked after when they are with us.</li> </ul>	Very positively	<b>INVOLVE:</b> <ul style="list-style-type: none"> <li>Email, message and telephone communications directly from our Executive team in the lead up to the event.</li> <li>Written agreements that detail expectations, obligations and reward/remuneration.</li> <li>Appoint a VIP liaison person from our crew to look after them during the event.</li> </ul>
<b>Sponsors &amp; partners</b>	++	✓	M	✓	<ul style="list-style-type: none"> <li>That they will be well represented as sponsors and partners.</li> <li>That we will meet every provision in our agreements with them.</li> <li>That we will manage event risk and reputation very well.</li> <li>That we will continue to deliver them media exposure and business promotion.</li> </ul>	Very positively	<b>INVOLVE:</b> <ul style="list-style-type: none"> <li>Regular telephone and email communications directly from the Event Executive team and/or Sponsor Manager (depending on phase and relationship).</li> <li>Appoint a VIP liaison from our crew to look after them during the event (if they are attending).</li> </ul>

Stakeholder	Attitude		Influence		Stakeholder expectations of event	How they'd perceive event success	Actions to engage them
	E	C	E	C			
<b>AusCycling</b>	++	✓	H	✓	<ul style="list-style-type: none"> <li>▪ That we will represent Western Australian cycling in an exemplary manner.</li> <li>▪ That we will meet every provision in any agreement with them.</li> <li>▪ That we will adhere to the regulations and policies of AusCycling.</li> <li>▪ That we will ensure that all riders have the correct AusCycling membership.</li> <li>▪ That we will submit our event documentation in a timely manner to allow for full and careful assessment prior to AusCycling providing our Certificate of Currency.</li> </ul>	Very positively	<p><b>INVOLVE:</b></p> <ul style="list-style-type: none"> <li>▪ Submit all necessary event sanction documentation to Head Office.</li> <li>▪ Work with AusCycling Marketing to promote the event.</li> </ul>
<b>Local Government Authorities</b>	++	✓	H	✓	<ul style="list-style-type: none"> <li>▪ That we will meet all requirements of their event application and approvals processes, and any grant acquittal requirements.</li> <li>▪ That we will respect and promote their towns, promote and fill their accommodation, involve them in every possible aspect of the event, listen to their ideas and concerns and be guided by their experience of running their own large events.</li> </ul>	Very positively	<p><b>COLLABORATE:</b></p> <ul style="list-style-type: none"> <li>▪ Establish planning partnerships with the Shire of Donnybrook-Balingup, Shire of Nannup, Shire of Bridgetown-Greenbushes, and City of Busselton.</li> </ul>
<b>FPC, DBCA, Police, DFES, Dept Health, St John Ambulance</b>	+ ○	✓	H	✓	<ul style="list-style-type: none"> <li>▪ That we will submit all necessary documentation to them, seek all necessary approvals and permits, and adhere to any conditions they place upon the event.</li> <li>▪ That we will keep them informed of any major developments in event planning or execution that may have implications for them.</li> <li>▪ That, in the event of an emergency, we will implement our protocols and follow any directions under their jurisdiction.</li> </ul>	Positively to indifferent	<p><b>INVOLVE:</b></p> <ul style="list-style-type: none"> <li>▪ Submit Event &amp; Risk Management Plan, and all other subsidiary plans, as required by the respective approvals processes.</li> <li>▪ Inform of number of participants.</li> </ul>
<b>Local residents and businesses (general)</b>	+++ ○- --	✓	L	✓	<ul style="list-style-type: none"> <li>▪ That we will, as event owners, respect their towns and the residents.</li> <li>▪ That we will keep them informed of the event, and explain the expected impacts on the towns.</li> <li>▪ That we will listen to them and take action if the event impacts them in negative ways.</li> <li>▪ That we will do everything in our power to influence rider behaviour so that riders do not break laws or behave indecently while in their towns or on the courses.</li> </ul>	Positively to indifferent	<p><b>INFORM:</b></p> <ul style="list-style-type: none"> <li>▪ Maintain email communication with interested residents, groups and business owners.</li> <li>▪ Provide a clear point of contact, and seek to return communications in the most timely manner possible.</li> <li>▪ Provide public notifications, in the local newspapers/newsletters, via letters (Australia Post), via signage on roads, via Community Facebook Pages and on event posters around towns.</li> </ul>
<b>Residents and businesses directly affected by event.</b>	+++ ○ - --	✓	M	✓	<ul style="list-style-type: none"> <li>▪ That we will keep them informed of the event, and explain the expected impacts on them.</li> <li>▪ That we will listen to them and take action if the event impacts them in a negative way.</li> <li>▪ That we will do everything in our power to influence rider behaviour so that riders do not break laws or behave indecently.</li> <li>▪ That we will acknowledge their cooperation and approval.</li> </ul>	Positively to indifferent	<p><b>CONSULT:</b></p> <ul style="list-style-type: none"> <li>▪ Maintain email and telephone communications.</li> <li>▪ Provide a clear point of contact, and seek to return communications in the most timely manner possible.</li> <li>▪ Provide written information about the event.</li> <li>▪ Provide a memento of thanks.</li> </ul>

Stakeholder	Attitude		Influence		Stakeholder expectations of event	How they'd perceive event success	Actions to engage them
	E	C	E	C			
<b>Event Team Managers (Workforce)</b>	++	✓	H	✓	<ul style="list-style-type: none"> <li>▪ That we will plan and organise the event to highest level possible, within our budget and other constraints.</li> <li>▪ That we will discuss their role with them and listen to their ideas and suggestions on how to best deliver the key objective for their team.</li> <li>▪ That they will be covered for personal accident and public liability whilst at the event.</li> <li>▪ That we will discuss remuneration and reward with them.</li> <li>▪ That we will provide them with the items, resources and team members they need to meet their objective, as written in their Work Instruction.</li> </ul>	Very positively	<p><b>COLLABORATE:</b></p> <ul style="list-style-type: none"> <li>▪ Maintain communications via the RideWA Facebook Group, and through team and individual emails.</li> <li>▪ Provide opportunities to meet face-to-face and via Zoom for event planning purposes.</li> <li>▪ Collaborate on the design of any assets that will be used by the Team Managers.</li> <li>▪ Procure all the items and resources necessary for the Team Managers to fulfil their roles.</li> <li>▪ Provide the Workforce Matrix and Work Instructions.</li> <li>▪ Provide a clear point of contact, and seek to return communications in the most timely manner possible.</li> </ul>
<b>Event Volunteers (Workforce)</b>	++	✓	H	✓	<ul style="list-style-type: none"> <li>▪ That they will have a good time at the event, even if they have a challenging or 'boring' role.</li> <li>▪ That they will know exactly what is expected of them, and that we will provide them with training if they are unsure of or inexperienced in the role we have given them.</li> <li>▪ That we will provide them with written instructions.</li> <li>▪ That they will be well looked after while they are at the event.</li> <li>▪ That they will be covered for personal accident and public liability whilst at the event.</li> <li>▪ That we will provide them with the items, resources and team mates they need to fulfil their roles, as written in their Work Instructions.</li> </ul>	Very positively	<p><b>CONSULT:</b></p> <ul style="list-style-type: none"> <li>▪ Maintain communications via the RideWA Facebook Group, and through team and individual emails.</li> <li>▪ Provide the Workforce Matrix and Work Instructions.</li> </ul>

## 7. Procurement Plan

The table below details all the goods, supplies, and services required to execute SEVEN Gravel Race to the highest expected quality. Each item is identified by its Work Breakdown Structure ([WBS](#)) reference number.

WBS REF	ITEM	RESPONSIBLE PERSON	PROCUREMENT METHOD	QUANTITY/DAYS REQUIRED	REQUIRED DELIVERY/ HIRE DATE	DELIVERY LOCATION	CHOSEN SUPPLIER	LATEST DATE TO ORDER	DATE ORDERED	STATUS @ latest EMP version
<b>A. COURSE</b>										
A6/7	Back pack blower	Rob Marshall	Hire	1 blower 1 week	Pick up before Oct 31 <sup>st</sup>	Pick up	Trade Hire Busselton	1 <sup>st</sup> Sept		
<b>B. ADMINISTRATION</b>										
B2	Traffic Management Plan & Services	Stephen Gallagher	Contractor	<ul style="list-style-type: none"> <li>▪ 1 TMP</li> <li>▪ Full event TM services 3 day3</li> </ul>	<ul style="list-style-type: none"> <li>▪ TMP 1<sup>st</sup> Aug</li> <li>▪ Event 1<sup>st</sup> - 3<sup>rd</sup> Nov</li> </ul>	TMP - email Stage 1-3	MB Traffic Management & Planning	1 <sup>st</sup> Aug	1st Jul	Delayed in devt.
<b>C. DESIGN, PRODUCTION &amp; PRINTING</b>										
C1	Event jerseys	Rebecca Cotton	Design artwork & order	60 winner's jerseys X People's Ride jerseys	25 <sup>th</sup> Oct	1/61 Clarke St South Bunbury	Pedal Mafia Society Cycling	1 <sup>st</sup> Sept	1 <sup>st</sup> Sept	-
C2	Workforce uniforms (t-shirts, hats)	Rebecca Cotton	Design artwork & order	TBC	25 <sup>th</sup> Oct	1/61 Clarke St South Bunbury	TBC	20 <sup>th</sup> Sept	13 <sup>th</sup> Sept	-
C3	Race medals & trophies	Rebecca Cotton	Order	12 Team Trophies 96 Gold Medals 84 Silver Medals 12 Bronze Medals	31 <sup>st</sup> Oct	1/61 Clarke St South Bunbury	Erik Mellegers	12 <sup>th</sup> Sept	12 <sup>th</sup> Sept	-
C4	Race bibs & plates People's Ride bibs & plates Transponders	Rebecca Cotton through Chris Idle	Design artwork & purchase	780 Team no. bibs 780 Div letter bibs 780 Number plates 100 Rider no. bibs 100 Rider no. plates 880 Transponders	25 <sup>th</sup> Oct	Idle Timing, Mt Melville	Race Result	12 <sup>th</sup> Sept	12 <sup>th</sup> Sept	-
C5	Event Posters for bike shops & towns	Rebecca Cotton	Design artwork & order printing	50 A2 posters	7 <sup>th</sup> Aug	Pick up Bunbury	The Print Shop, Bunbury	1 <sup>st</sup> Aug	-	-
C6	Flags & banners	Rebecca Cotton	Design artwork & order printing	TBC	25 <sup>th</sup> Oct	1/61 Clarke St South Bunbury	Nice Design	1 <sup>st</sup> Sept		
C7	New course signage	Rebecca Cotton	Design artwork & order printing	TBC	11 <sup>th</sup> Oct	1/61 Clarke St South Bunbury	EasySigns	14 <sup>th</sup> Sept	-	-

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WBS REF	ITEM	RESPONSIBLE PERSON	PROCUREMENT METHOD	QUANTITY/DAYS REQUIRED	REQUIRED DELIVERY/ HIRE DATE	DELIVERY LOCATION	CHOSEN SUPPLIER	LATEST DATE TO ORDER	DATE ORDERED	STATUS @ latest EMP version
C8	Large format course maps	Rebecca Cotton	Design artwork & order printing	9 x A0	25 <sup>th</sup> Oct	1/61 Clarke St South Bunbury	EasySigns	1 <sup>st</sup> Oct		
C9	Race Book	Rebecca Cotton	Prepare & order printing	150 A4 booklets	25 <sup>th</sup> Oct	1/61 Clarke St South Bunbury	The Print Shop, Bunbury	7 <sup>th</sup> Oct	-	-
<b>D. WORKFORCE</b>										
D1	Crew registration platform	Rebecca Cotton	Commission set up	Aug 1- Oct 31	August 1 <sup>st</sup>	Online - TOMR website	Idle Timing/Race Result	20 <sup>th</sup> Jul	Done	Active
D2	Full workforce	Rebecca Cotton	Contractors & volunteer registrations	<a href="#">See HR Mgt</a>	See HR Mgt	See HR Mgt	See HR Mgt	-	-	-
D3	Workforce accommodation	Rebecca Cotton	Book venues	1-4 nights	31 <sup>st</sup> Oct - 4 <sup>th</sup> Nov	Busselton & Nannup	Busselton Jetty Chalets Luxury Guesthouse	1 <sup>st</sup> March	Various	Busselton booked
D7	Course Mgrs vehicles (utilities)	Rob Marshall	Hire	4 days	31 <sup>st</sup> Nov - 3 Nov	Pick up	Northside Rentals	-		Booked
D7	Cable ties and other registration/race pack items	Rebecca Cotton	Order & purchase	TBC	25 <sup>th</sup> Oct	1/61 Clarke St South Bunbury	Discount Cable Ties	1 <sup>st</sup> Sept	1 <sup>st</sup> Sept	
D7	First Aid kits and first aid post items (set up proper first aid post at Rec Centre)	Rebecca Cotton	Purchase	Restock and purchase additional kits and items as required	25 <sup>th</sup> Oct	Event HQ	Jenny Forbes & Nannup Pharmacy	1 <sup>st</sup> Sept		
D8	Workforce caterer	Rebecca Cotton	Book	2.5 days	1-3 Nov	-	Madelaine Kelly	-	-	Booked
D9	Radios, ear sets, sat phones and rapid dispatchers	Mike Thorman	Hire	4 days	Oct 31 - Nov 3	1/61 Clarke St South Bunbury	Renta2Way	1 <sup>st</sup> Sept	1 <sup>st</sup> Sept	Ordered
<b>D. RACE MANAGEMENT</b>										
E1	Results Management	Rebecca Cotton	Contract	<ul style="list-style-type: none"> <li>▪ Rider &amp; crew registration platforms</li> <li>▪ Preparation</li> <li>▪ 3 days event</li> </ul>	<ul style="list-style-type: none"> <li>▪ Online registration year round</li> <li>▪ Oct 31-Nov 3</li> </ul>	<ul style="list-style-type: none"> <li>▪ Online</li> <li>▪ On course</li> </ul>	Idle Timing (Chris Idle)	Booked	Booked	Ongoing
E3	Incident Control & Race Medical service	Rebecca Cotton	Contract	3 days + Thurs eve	Oct 31-Nov 3	On course	Rescue Recovery 1	Booked	Booked	Booked
E4 (B2)	Traffic Management Plan & Services	Stephen Gallagher	Contractor	<ul style="list-style-type: none"> <li>▪ 1 TMP</li> <li>▪ Full event TM services 3 days</li> </ul>	<ul style="list-style-type: none"> <li>▪ TMP 1<sup>st</sup> Aug</li> <li>▪ Event 1<sup>st</sup> - 3<sup>rd</sup> Nov</li> </ul>	TMP - email Stage 1-3	MB Traffic Management & Planning	1 <sup>st</sup> Aug	1st Jul	In devt.
F12	Event photographers	Rebecca Cotton	Contractors	3 days	Event 1 <sup>st</sup> - 3 <sup>rd</sup> Nov	On course	Daniela Tommasi Photo Patrick Boere Photo Neil McLagan Photo	1 <sup>st</sup> August	done	Engaged
F13	Livestream of race briefing	Stephen Gallagher	Contractors	1 evening	Thus Oct 31	Online	Jethro Nagle (The Press Room Podcast)	1 <sup>st</sup> Sept	-	-

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WBS REF	ITEM	RESPONSIBLE PERSON	PROCUREMENT METHOD	QUANTITY/DAYS REQUIRED	REQUIRED DELIVERY/ HIRE DATE	DELIVERY LOCATION	CHOSEN SUPPLIER	LATEST DATE TO ORDER	DATE ORDERED	STATUS @ latest EMP version
<b>G. VENUE MANAGEMENT</b>										
G2	Barricade fencing	Brendon Morrison	Hire	TBC	Oct 31 <sup>st</sup>	On course	South West Fence Hire	1 <sup>st</sup> Aug	-	Ordered
G3	Water trailers	Rob Marshall	Hire	1 x 1000 litres	Oct 31 <sup>st</sup>	Donnybrook Greenbushes Margaret River Chocolate Company	Trade Hire Busselton	1 <sup>st</sup> Mar		Booked
G3	Generators	Rob Marshall	Hire	1 x 80KVA silenced Genset, 1 x 45KVA silenced Genset	Oct 31 <sup>st</sup>		Trade Hire Busselton	1 <sup>st</sup> Sept		-
G3	Box trailer	Rob Marshall	Hire	1	Oct 31 <sup>st</sup>		Trade Hire Busselton	1 <sup>st</sup> Sept		-
G3	Distribution board (32 amp), 32amp 3-phase ext lead and 2 x power board outlets	Rob Marshall	Hire	1, 1, x 2	Oct 31 <sup>st</sup>		Trade Hire Busselton	1 <sup>st</sup> Sept		-
G3	Skip bins	Rob Marshall	Hire	2	Oct 31 <sup>st</sup>	Donnybrook Margaret River Chocolate Factory	TBC	1 <sup>st</sup> Sep		-
G5	Portable toilets	Rob Marshall	Hire	<ul style="list-style-type: none"> <li>▪ 6 toilets for Donnybrook</li> <li>▪ 6 toilets for Balingup start</li> <li>▪ 6 toilets for Greenbushes finish</li> <li>▪ 6 toilets for MRCC</li> </ul>	Oct 31 <sup>st</sup>	<ul style="list-style-type: none"> <li>▪ Donnybrook</li> <li>▪ Balingup</li> <li>▪ Greenbushes</li> <li>▪ MRCC</li> </ul>	<ul style="list-style-type: none"> <li>▪ Welcome Site</li> </ul>	1 <sup>st</sup> Sep		Booked
G5	Food vans (inc. coffee)	Rob Marshall	Book	TBC	Nov 1-3	Donnybrook Balingup MRCC	Various	1 <sup>st</sup> Sep	-	-
G5	Industry vendors/exhibitors	Brendon Morrison	Register	TBC	Fri Nov 1 <sup>st</sup>	Donnybrook	Various	1 <sup>st</sup> Sep	-	-
G7	Race Villages PA	Erik Mellegers	Contract	Nov 1-3	Nov 1-3	Donnybrook Balingup Greenbushes MRCC Shelter Brewing	Erik Mellegers	1 <sup>st</sup> Sep		
<b>H. SPONSOR, PARTNER &amp; VIP/AMBASSADOR MANAGEMENT</b>										
H2	Race hydration & nutrition supplier	Brendon Morrison	Contract/purchase	Nov 1-3	Oct 25		HIGH5 Sports Nutrition Australia			
H2	EKOI	Brendon Morrison								



## 8. Quality Management Plan

Since TOMR began in 2009 as an annual event, we have received very high ratings from our participants, on the following scales:

- Overall event experience
- Organisation of the event
- On-course support
- Course marking
- Scenic beauty experienced on course
- Distance and challenge level
- Social experience
- Likelihood of returning next year
- Likelihood of recommending to friends

Our lowest threshold for quality rankings on a single scale is 85% (4.3 out of 5 stars). At this point, we start getting concerned and look for significant improvements. Our preferred quality ranking is 90% (4.5 stars) and above. We tend to average a 92% quality ranking overall each year.

### 8.1. Quality objectives

Metric or Specification	Measure
Delivery to planned scope	Comparison of the delivered scope against the planned scope.
Delivery of procured items on time	Baseline schedule +/- change orders versus actual delivery dates.
Delivery of event on budget	Actual costs +/- change orders versus budget.
Adherence to CE event management methodology	Comparison of methodology versus actual event management practice across the entire event workforce.
Delivery of race incident and emergency response	Comparison of race medical plan protocol to actual response during the racing.
Rider-rated quality of event experience	Rider Survey measuring: Overall rider experience; Organisation of the event; Quality of on-course support; Quality of course marking; Scenic beauty of the course; Ride routes distance and challenge; Quality of the social experience; Likelihood of returning; Likelihood of recommending to friends (target at least 90% average rating).

### 8.2. Quality roles and responsibilities

Roles	Responsibilities
Event Director	Oversight of quality control during the planning and execution of the event.
Event Coordinator	Scheduling and management of quality control activities.
Team Managers	Comply with quality standards and participate in quality control activities.

### 8.3. Deliverables and processes subject to quality review

Deliverable or process that will be reviewed	Details of quality review
Risk Management: application of risk treatment plans	Part of the event audit and evaluation process

## 9. Time Management Plan

### 9.1. Activity Management Schedule

See the project scope and schedule as defined in [WBS and Gantt Chart](#).

### 9.2. Critical activity dependencies

There are hundreds of activity dependencies within the event management schedule. Those that are the most critical to running a safe event are detailed below.

Ref	Activity	Ref	Depends on	Dependency Type
A3	Publish course maps	A1/2	Design and endorsement of courses	Finish-to-start
A4	Development of Course Signage Plan			
D2	Recruit required event workforce	E1	Set up workforce registration platform	Finish-to-start
A7	Activate Course Signage Plan	A1/2	Design and endorse courses	Finish-to-start
		C7	Design and produce new course signage	Finish-to-start
		D2	Recruit required event workforce	Finish-to-start
C4	Race plates ordered and delivered	E1	Engage Results Manager	Finish-to-start
		E1	Set up online registration platform	Finish-to-start
B3	Submit EMP/RMP/TMP to Shires, DBCA, Police for endorse	B1	Prepare Event Management Plan and sub-plans	Finish-to-start
B5	AusCycling sanction and CofC	B1	Prepare Event Management Plan and sub-plans	Finish-to-start
		B4	Submit TMP to Shire, DBCA, Police for endorse	Finish-to-start
		B5	Submit EMP/RMP/TMP to AusCycling for sanction	Finish-to-start
E7	Activate Traffic Management	A1/2	Design & endorse courses	Finish-to-start
		B2	Commission Traffic Management Plan	Finish-to-start
		E4	Engage with Traffic Management contractor	Finish-to-start
		B3	Submit TMP to Shires, DBCA, Police for endorse	Finish-to-start
		B5	Submit TMP to AusCycling for sanction	Finish-to-start
E6	Launch race	A6	Course preparation and inspection	Finish-to-start
		A7	Activate Course Signage Plan	Finish-to-start
		B2	Traffic Management Plan endorsed	Finish-to-start
		B3/4	Approvals and permits obtained	Finish-to-start
		B5	AusCycling sanction and CofC	Finish-to-start
		D2	Recruit required event workforce	Finish-to-start
		E1	Engage Results Manager (regos & timing in place)	Finish-to-start
		C4	Race plates ordered and delivered	Finish-to-start
		E3	Engage Incident Control & Race Medical	Finish-to-start
		D5/6	Activate Workforce Matrix & Work Instructions	Start-to-start
H2	Engage and contract sponsors	H1	Develop and distribute Sponsorship Prospectus	Finish-to-start

## **10. Cost Management Plan**

The Event Coordinator is responsible for preparing the event budget and for managing and reporting on event costs throughout the year. At the weekly Executive Team meeting and fortnightly operations meeting, the EC presents and reviews the cost performance. The EC is responsible for accounting for cost deviations and presenting the Executive Team with options for getting the project back on budget. The Event Director has the authority to make changes to the project to bring it back within budget.

As the event has been repeated every year for the last fifteen years, the unit costs are well-known for almost all items detailed in the procurement plan. Cost increases have been significant over the last three years for traffic management and race medical services.

### **10.1. Event Budget**

The event budget is confidential.

## Section 3: Closeout

### Event Evaluation and Reporting

TOMR 2024 will be evaluated to determine if it was carried out successfully, made the intended impacts, and met all partner and sponsor requirements. By gathering significant insights for the event through the evaluation process, we can make improvements to future events.

The Final Event Report contains the following information:

#### **Attendance**

- Total (number, gender and region/country of origin)
- Competitors
- Spectators
- Crew & Officials

#### **Economic Impact**

- Calculated using Tourism WA's formula

#### **Marketing & Media Impact**

- Increase in EDM audience reported.
- Facebook and Instagram advertising and promotions campaign reach, impressions, visits and new followers reported.

#### **Rider feedback about event success - measures**

- Overall rider experience
- Organisation of the event
- Quality of on-course support
- Quality of course marking
- Scenic beauty of the course
- Ride routes distance and challenge
- Quality of the social experience
- Likelihood of returning
- Likelihood of recommending to friends

#### **Staging Experience: From the Crew and Stakeholders**

- Crew and Stakeholders participate in a debrief workshop using the Keep-Fix-Start methodology.

#### **Event issues to be addressed - summary**

- The evaluation is completed with a list of issues to be addressed in the coming year to improve the overall quality of the event.

# APPENDIX A: RISK REGISTER

EC: Event Coordinator	RD: Race Director	CC: Chief Commissaire	CM: Course Manager	IM: Infrastructure Manager	IC: Incident Controller	ConM: Convoy Manager
MED: Race Medical	OM: Operations Manager	TM: Team Managers	TMP: Traffic Mgt Provider	RM: Results Manager	CCM: Commentary & Ceremonies Manager	LM: Lead Motoscout
AC: AusCycling	RR: Rapid Response Manager	FSUC: Field Support Unit Coordinator				

RISK NO.	EVENT ACTIVITY	RESP MGR	RISK TYPE	RISK	CAUSES	CONSEQUENCES	CONTROLS	CONTROL RATING (I A E)	RESIDUAL RATING			RISK REGISTER REVIEW					
									Likelihood	Consequ	Rating	REVIEW PROCESS		REVIEW OUTCOMES			COMMENTS
												By Whom	Date	Actions	Respons.	Date	
SH.1a	Cyclists racing bicycles on the road in big groups (generally and in the month of November)	Race Director	Safety & Health	<b>HEALTH INCIDENT</b> <b>A cyclist has a serious health incident during or soon after a race (e.g. heart attack, stroke, asthma attack, dehydration, heat stress).</b>	<ul style="list-style-type: none"> <li>Underlying/pre-existing health condition that is exacerbated by the physical and emotional stresses of racing.</li> <li>The demands of the course (i.e. length, climbing, lack of experience or fitness), combined with excessive heat or weather conditions (Saturday's stage 2 is particularly challenging in 2020).</li> </ul>	Death or serious impairment, requiring significant race medical resources to manage, and the possibility that the race could be sued for damages.	<ul style="list-style-type: none"> <li>Riders must have AC licence. To get an AC licence, rider must declare they are medically and physically fit to participate in cycling events and disclose any pre-existing medical or other condition.</li> <li>MED and First Aiders within convoy and at finish line, with a list of riders with medical conditions and which division they are riding in. (Registration requires riders to state any medical conditions for our records).</li> <li>Course map and profile are provided months ahead of the event for participants so that they can train accordingly.</li> <li>Riders briefed to carry more hydration if the day is over 30 degrees, and more hydration stations provided on course by crew.</li> <li>AC Heat Policy in place for all stages.</li> <li>Support vehicles are available to pick up participants who are unable to complete a stage.</li> </ul>	Adequate	Likely	Moderate	<b>MEDIUM</b>	EC with IC	11/11/23	Continue with existing protocol of handing MED the list of riders with medical conditions.	EC	2024 event	
SH.1b	Cyclists racing bicycles on the road in big groups (generally and in the month of November)	Race Director	Safety & Health	<b>BIKE-ON-BIKE CRASH</b> <b>Collisions between racing cyclists and amongst the racing groups, independent of any external stimuli or distractions.</b>	<ul style="list-style-type: none"> <li>Unsafe cyclist behaviour: Cyclists riding too close and touching wheels, cyclists looking around and veering into other riders, cyclists losing</li> </ul>	Serious injury or death, requiring significant race medical resources to manage, and the possibility that the race would need to be postponed or a stage cancelled.	<ul style="list-style-type: none"> <li>Divisions restricted to 60 riders.</li> <li>Regulation in Race Book explains expectations of team behaviour.</li> <li>Groups distinguished by different lettered race patches on backs of jerseys.</li> </ul>	Adequate	Likely	Major	<b>HIGH but accepted</b>	RD & EC	11/11/23	Continue with the existing divisional format and Commissaire oversight of elite divisions.	RD	2024 event	We will implement additional awards that further discourage 'tanking' on the team time trial to make sure the divisions are as similar as possible in speed and ability.

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RISK NO.	EVENT ACTIVITY	RESP MGR	RISK TYPE	RISK	CAUSES	CONSEQUENCES	CONTROLS	CONTROL RATING (I A E)	RESIDUAL RATING			RISK REGISTER REVIEW					
									Likelihood	Consequ	Rating	REVIEW PROCESS		REVIEW OUTCOMES			COMMENTS
												By Whom	Date	Actions	Respons.	Date	
					balance when adjusting kit, etc. <ul style="list-style-type: none"> <li>Teams/groups taking advantage of, or contributing to, another team/group potentially creating a safety risk and/or affecting the outcome of the race</li> <li>In Grand Pursuits: individual riders or teams merge.</li> </ul>		<ul style="list-style-type: none"> <li>Teams grouped into divisions according to Stage 1 Grand Pursuit speed.</li> <li>Fastest divisions start first to reduce overtaking of entire pelotons by large groups</li> <li>Time gaps between teams launching in GPs and between divisions launch in road races.</li> <li>Course approved by Chief Commissaire and Race Director.</li> <li>Commissaires appointed to monitor and fine riders for unsafe and illegal behaviours.</li> <li>Riders' responsibility to be familiar with the rules of racing and TOMR Race Book.</li> <li>Provide briefing and instruction to riders on start line about safe riding techniques and rules.</li> <li>Ensure finishing straight is of an appropriate width and length in the likelihood of a bunch sprint.</li> <li>Ensure appropriate length of road beyond the finish line for rider stopping.</li> <li>Deliberate drafting not permitted in GPs. Officials on course to enforce rule: an approaching team must be making an effort to overtake and not just sitting on the back of another team.</li> </ul>										
SH.1c	Cyclists racing bicycles on the road in big groups (generally and in the month of November)	Race Director	Safety & Health	<b>HEAT ILLNESS</b> <b>A cyclist has a serious heat-related health episode/incident during or soon after a race.</b>	<ul style="list-style-type: none"> <li>Excessive heat over 31 degrees over more than one day of the event puts riders, crew and spectators into the 'heat stress zone'.</li> <li>Hot weather on any single day causing excessive sweating, stress on body, heat stress.</li> </ul>	Death or serious impairment, requiring significant race medical resources to manage, and potential damage to event reputation.	<ul style="list-style-type: none"> <li>Monitor Bureau of Meteorology (BOM) website and plan accordingly.</li> <li>Heat Mgt Plan in place.</li> <li>Consider delaying or cancelling a stage if temperatures over 41 degrees.</li> <li>Hold riders (divisions) in the shade prior to race launches.</li> <li>Erect extra shade structures in the event villages.</li> </ul>	Adequate	Possible	Moderate	LOW	RD	11/11/23	If 2024 event is a hot weekend: Promote (through team managers) the use of additional hydration supplements. Each follow car for each division will carry extra water. An extra hydration station can be installed on the GP courses.	EC	2024 event	



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RISK NO.	EVENT ACTIVITY	RESP MGR	RISK TYPE	RISK	CAUSES	CONSEQUENCES	CONTROLS	CONTROL RATING (I A E)	RESIDUAL RATING			RISK REGISTER REVIEW					
									Likelihood	Consequ	Rating	REVIEW PROCESS		REVIEW OUTCOMES			COMMENTS
												By Whom	Date	Actions	Respons.	Date	
					<ul style="list-style-type: none"> <li>Lack of hydration before and during the race.</li> <li>Underlying/pre-existing health condition.</li> </ul>		<ul style="list-style-type: none"> <li>MED and First Aiders within convoy and at finish line, with a list of riders with medical conditions and which division they are riding in.</li> </ul>										
SH.1d	Cyclists racing bicycles on the road in big groups	Course Manager	Safety & Health	<b>OBSTACLES Rider/s losing control of bike/s and crashing either alone or into each other.</b>	<ul style="list-style-type: none"> <li>Obstacles and hazards on course from trees and the road (e.g. honky nuts, branches, potholes).</li> <li>Signage or barricades along the course not properly placed.</li> </ul>	Serious injury or death, requiring the diversion of race medical resources prior to and after a stage.	<ul style="list-style-type: none"> <li>Request for road sweeping immediately prior to stages submitted to local shires.</li> <li>Course inspected in the lead up and on the morning of the stages to identify all hazards and obstacles and minimise where possible (e.g. sweep debris, indicate potholes etc.).</li> <li>Safety signage deployed (where possible) and markings to indicate the location of hazards on course that cannot be removed (e.g. large potholes that have not been filled will be marked with white road paint and a hazard warning sign placed 100 metres from the hazard).</li> <li>Pre-race briefing provided to team managers and riders to inform of hazards and obstacles.</li> <li>If warranted, race can be neutralised through areas of potential hazard that arise quickly during the course of racing. This is a further treatment that is the responsibility of the Race Director.</li> <li>Ensure event signage and barricades are positioned in accordance with site and signage plans and approved by the Race Director.</li> <li>Ensure signage and barricades on course are located off the side of the road, have no sharp protrusions, and are secured.</li> <li>Ensure finishing straight is of an appropriate width and length in the likelihood of a bunch sprint.</li> </ul>	Excellent	Unlikely	Critical	MEDIUM	CM with RD	11/11/23		RD	2024 event.	Once again, road sweeping of Gold Gully by the Shire of Nannup was excellent.

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RISK NO.	EVENT ACTIVITY	RESP MGR	RISK TYPE	RISK	CAUSES	CONSEQUENCES	CONTROLS	CONTROL RATING (I A E)	RESIDUAL RATING			RISK REGISTER REVIEW					
									Likelihood	Consequ	Rating	REVIEW PROCESS		REVIEW OUTCOMES			COMMENTS
												By Whom	Date	Actions	Respons.	Date	
SH.1e	Cyclists racing bicycles on the road in big groups	Race Director	Safety & Health	<b>ANIMALS Rider/s losing control of bike/s and crashing alone, into each other or into animals.</b>	<ul style="list-style-type: none"> <li>Dogs or other animals (particularly kangaroos, emu, sheep, or cattle) on the road, conflicting with riders, causing disruption to a racing peloton, rider distress and potential injury, especially if there is a car coming in the opposite direction at the time and the peloton can't swing out en masse to avoid collision.</li> </ul>	Serious injury or death, requiring the diversion of race medical resources prior to and after a stage.	<ul style="list-style-type: none"> <li>Seek approval to conduct event with local Shires so that Ranger services are aware.</li> <li>Advise Council Ranger (if relevant).</li> <li>Advise residents and farmers of event and request that dogs and farm animals be contained.</li> <li>Dogs sighted to be not on leads reported to Event Director.</li> <li>Lead vehicle to report animals on road to Chief Commissaire &amp; Race Director.</li> <li>RD &amp; CC to neutralise race, if necessary</li> </ul>	Adequate	Unlikely	Moderate	VERY LOW	RD	11/11/23	None required. No incidents with animals this year.	RD	2024 event	
SH.1f	Cyclists racing bicycles on the road in big groups	Race Director	Safety & Health	<b>VEHICLE-BIKE CRASH Rider/s losing control of bike/s and crashing into each other or into vehicles or obstacles on the road.</b>	<ul style="list-style-type: none"> <li>Unexpected adverse traffic conditions (which may vary during the event, but for example, a caravan accident on course) requiring riders to quickly modify their behaviour within a fast-moving peloton.</li> <li>Support vehicles attending an incident and blocking the road (even partially) present a crash risk to riders.</li> <li>Convoy motorbikes converging into riders because they have insufficient room to pass when maneuvering up the peloton.</li> <li>Convoy vehicles get caught within a bunch sprint as riders are sprinting for the finish</li> </ul>	Serious injury or death, requiring the diversion of race medical resources prior to and after a stage.	<ul style="list-style-type: none"> <li>Barricade all gravel access and egress roads along closed road sections and have marshals at main gravel intersections.</li> <li>Brief all TCs and marshals to ensure they understand that they cannot allow any vehicles onto the closed road sections.</li> <li>Plan with traffic management provider to be notified of any adverse conditions.</li> <li>Chief Commissaire and Race Director able to be contacted by mobile phone and radio.</li> <li>Modify the course distance (subject to modifications still meeting with approvals from relevant authorities) or neutralise the relevant section of the event.</li> <li>If conditions warrant, delay, postpone or cancel the event.</li> <li>All riders are briefed on the procedure if they suffer a puncture and require a spare wheel from the Support Vehicle. Procedure also detailed in the Race Book.</li> <li>Ensure that the Support Vehicle drivers have read the 'Lead and Follow Vehicle Procedures</li> </ul>	Adequate	Unlikely	Critical	MEDIUM	RD	11/11/23	Strengthen the visual impact of the barricades and place more marshals at key intersecting gravel roads.  Hold only one road race in 2024, which requires only one day with fully closed roads. .	RD	2024 event	Even though we barricaded all gravel access and egress roads in the 2023 event along the closed road sections, we still had 5 vehicles on course going in the wrong direction and our rapid response motoscouts were very busy.

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					line, causing riders to swerve from their line		<p>Checklist' and have been briefed on their role.</p> <ul style="list-style-type: none"> <li>Motorbike riders are briefed on their role and asked to select safe stretches of road and alert riders of their presence when intending to ride beside the peloton.</li> <li>Riders are briefed on remaining to the left when they are alerted by the motorbikes.</li> <li>All convoy vehicles are diverted away from the finishing straight using alternative roads, in accordance with the TMP and convoy pack maps. No convoy vehicle will be travelling along the finish straight at any time.</li> </ul>										
SH.1g	Cyclists racing bicycles on the road in big groups	Race Director	Safety & Health	<b>SPECTATOR-CAUSED CRASH Rider/s losing control of bike/s and crashing into each other or into spectators.</b>	<ul style="list-style-type: none"> <li>Spectators or members of the public who are standing along the route encroach into the path of the riders, particularly on the finish straights.</li> </ul>	Injury to riders or spectators, disruption to finish sprints and results, and the diversion of race medical resources.	<ul style="list-style-type: none"> <li>Barrier fencing provided in areas of increased spectators before and after the finish line (at least 75m before and 50m after).</li> <li>Designated pedestrian crossing points to be manned by event staff briefed in crossing procedure.</li> <li>Directional signage leading to crossing points.</li> <li>Event commentator advises spectators of approaching riders.</li> <li>Avoid distributing sponsor advertising material that could impede riders e.g. clapping hands.</li> </ul>	Excellent	Unlikely	Major	LOW	RD	11/11/23	Nothing additional required.	RD	2024 event	
SH.1h	Cyclists racing bicycles on the road in big groups	Race Director	Safety & Health	<b>MECHANICAL Rider/s losing control of bike/s and crashing either alone or into each other.</b>	<ul style="list-style-type: none"> <li>Mechanical failure of bike during racing (could be due to poor maintenance but at this level, more likely to be bad luck).</li> </ul>	Injury to rider/s and the diversion of race medical resources.	<ul style="list-style-type: none"> <li>Race Book, Tour Facebook page and Tour website advises participants that it is their responsibility to ensure that their bike is kept in good working order.</li> <li>Official TOMR Mechanics Partner appointed and providing services during the event. Vault Cycle Services.</li> </ul>	Adequate	Possible	Moderate	LOW	ED	11/11/23	Continue with Vault Cycle Services as mechanics partner (Richard was very busy during the entire event).	ED	Appoint Vault in September 2024 and promote.	No issues reported, but several riders experienced mechanical failure (which is why we have an event mechanic). No action required.
SH.1i	Cyclists racing bicycles on the road in big groups.	Chief Commissaire	Safety & Health	<b>PPE Riders poorly protected from injury.</b>	<ul style="list-style-type: none"> <li>Riders using sub-standard or illegal equipment (e.g non-</li> </ul>	Unnecessary injury (e.g. rider crashing because of tri-bars) or unnecessarily more serious injury (e.g.	<ul style="list-style-type: none"> <li>Riders responsibility to be aware of the rules of competition (available on State Federation and CA websites and TOMR Race Book)</li> </ul>	Excellent	Rare	Minor	VERY LOW	CC	11/11/23	None required	RD	2024 event	

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					standard helmets, tri-bars).	non-standard helmet resulting in head/brain injury).	<ul style="list-style-type: none"> <li>Rules enforced by Commissaires.</li> <li>Bike and helmet checks conducted by Commissaires.</li> </ul>										
SH.1j	Cyclists racing bicycles on the road in big groups.	Race Director	Safety & Health	<b>RULES BREACH Riders breaching rules of racing and/or official/marshal instructions.</b>	<ul style="list-style-type: none"> <li>Riders not being made aware of rules or racing by team managers.</li> <li>Lack of rider briefing during event.</li> <li>International riders who have difficulty understanding English.</li> </ul>	Injury (potentially serious if riders do not stay to the left of the white line on open roads) Disqualification of riders, jeopardising team results.	<ul style="list-style-type: none"> <li>Rules of racing detailed on website and in Race Book.</li> <li>Team managers must sign to say they have read the Race Book.</li> <li>Team managers responsibilities clearly communicated.</li> <li>Commissaire warn, fine or disqualify on-compliant riders.</li> <li>CC and RD stop racing in cases of dangerous ongoing infringements.</li> </ul>	Adequate	Unlikely	Moderate	VERY LOW	RD	11/11/23	Continue with controls at 2024 event.	ED	2024 event	
SH.1k	Cyclists racing bicycles on the road in big groups.	Race Director	Safety & Health	<b>WRONG WAY Riders go wrong way on course and get lost, and cause others following them to also get lost.</b>	<ul style="list-style-type: none"> <li>Rider not seeing and/or not following directional signage.</li> <li>Directional signage being removed from course by troublemakers prior to race.</li> <li>Directional signage not being adequately sized or positioned on course.</li> </ul>	Confusion at the finish line (when a rider isn't registered as finished), riders being left stranded on course, longer race times and a draw on convoy resources in searching.	<ul style="list-style-type: none"> <li>Event course made available to all riders pre-race through the Race Book, GPX files and through maps posted to Facebook and website.</li> <li>Provide concise pre-race briefing and directional signage and marshals to be appointed to areas of potential ambiguity.</li> <li>Ensure lead vehicle driver is aware of the course.</li> <li>Event finishers are checked against starting list.</li> <li>All riders are briefed on handing their numbers in to the Commissaire if they abandon the event.</li> <li>Ensure that the drivers of the Support vehicles are briefed on remaining behind the last rider in the Division and to pick up any participants (or advise of their location) who are unable to complete the event.</li> <li>Support vehicles in communication contact with RD and ED.</li> </ul>	Excellent	Unlikely	Minor	VERY LOW	RD & EC	11/11/23	Continue with protocols for 2024 event.	ED	2024 event	Nobody got lost in 2023
SH.2a	Setting up and dismantling of course infrastructure by event crew.	Infrastructure Manager	Safety & Health	<b>VEHICLE-CREW CRASH Vehicles colliding with crew on course whilst they are setting up or</b>	<ul style="list-style-type: none"> <li>Vehicles travelling on the course whilst set up and pack down is taking place.</li> </ul>	Serious injury or death, requiring the diversion of race medical resources prior to and after a stage.	<ul style="list-style-type: none"> <li>Crew provided with shadow vehicle with flashing light to protect personnel while installing notification signage in lead up.</li> <li>Crew wear fluorescent vests.</li> </ul>	Adequate	Rare	Critical	LOW	IM & CM with RD	11/11/23	Controls worked very well and will be applied again at 20234event.	IM	At 2024 event.	

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				<b>dismantling course infrastructure.</b>	<ul style="list-style-type: none"> <li>Drivers not paying attention or seeing the crew on course.</li> </ul>		<ul style="list-style-type: none"> <li>Warning signage in place during installation and dismantling.</li> <li>No event traffic allowed to move through start/finish areas during installation and dismantling. Road closed barriers to remain in place until all activity is finished.</li> <li>All event personnel instructed on the Incident (Emergency) Protocols, and have the protocols documented on the reverse of their id tags.</li> </ul>										
SH.2b	Setting up and dismantling of course infrastructure by event crew.	Infrastructure Manager	Safety & Health	<b>MANUAL HANDLING Crew safety and health not adequately protected in relation to manual handling.</b>	<ul style="list-style-type: none"> <li>Crew not practicing safe lifting technique.</li> <li>Infrastructure too heavy to be lifted by single crew member.</li> <li>Infrastructure of too large a size to be moved easily by one crew member.</li> </ul>	Serious or minor injury, resulting in one or more crew members requiring medical treatment, and a loss of workforce capacity.	<ul style="list-style-type: none"> <li>Crew instructed on safe manual handling technique.</li> <li>Appropriate number of crew used to lift equipment over 15kg.</li> <li>Trolleys or wheeled cases used to transport heavy equipment where practicable.</li> <li>Forklifts and other mechanical lifting equipment used wherever possible.</li> <li>Lighter barricades used in the vicinity of the main start/finish straights.</li> </ul>	Adequate	Rare	Moderate	VERY LOW	IM & CM with RD	11/11/23		IM	At 2024 event	
SH.3a	Event participants parking and walking to and from event villages.	Operations Manager	Safety & Health	<b>VEHICLE-PEDESTRIAN CRASH Collisions between vehicles and pedestrians</b>	<ul style="list-style-type: none"> <li>Busy and congested event parking areas with lots of vehicular and pedestrian movements and people unloading and loading bikes and other event gear.</li> </ul>	Minor or serious injury to people and/or damage to property. Emergency medical treatment required.	<ul style="list-style-type: none"> <li>Race Book and pre-event emails instruct event participants where to park.</li> <li>Parking Plans updated for 2024 and implemented for all race villages.</li> <li>Parking directional signage on display at approaches to towns and through the towns.</li> <li>Parking attendants in place to direct traffic and monitor parking areas.</li> <li>Have pedestrian walkways from the parking areas clearly signed and barricaded.</li> <li>Ensure that no event traffic, other than convoy vehicles, can access the start/finish areas by barricading</li> </ul>	Adequate	Rare	Moderate	VERY LOW	OM	11/11/23		OM	2024 event	Balingup and Greenbushes villages can handle significant car numbers and we have managed them before with no problems. Donnybrook and Margaret River Chocolate Company parking plans are new in 2024.

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							off the access points and manning with marshals. <ul style="list-style-type: none"> <li>Major road crossings to be manned by event marshals in fluorescent vests.</li> </ul>										
SH.4	Public vehicles traveling on the same roads at the same time as the race.	Race Director	Safety & Health	<b>VEHICLE-BIKE CRASH Collisions between vehicles and cyclists</b>	<ul style="list-style-type: none"> <li>Poor visibility from vehicles to cyclists due to dappled light and winding, hilly roads.</li> <li>Cyclists veering across white line and into oncoming traffic.</li> </ul>	Serious injury or death to cyclists and/or drivers, requiring significant race medical resources to manage, the possibility that a stage will have to be cancelled and potential damage to event reputation.	<ul style="list-style-type: none"> <li>Sections of the courses that are open to general traffic are selected with the goal of minimising the impact of traffic e.g. low traffic volumes roads, good visibility, wide roads, predominantly left hand turns etc.</li> <li>Consultation with event stakeholders including Police, the relevant road authority and the Chief Commissaire during event planning process.</li> <li>Traffic Mgt Plan prepared by accredited traffic control operator.</li> <li>Approved TMP to be implemented in full.</li> <li>Event notification signs placed on routes for at least two weeks leading up to event to inform regular road traffic of upcoming event and changes to road conditions.</li> <li>Event notifications placed in local papers and on online community noticeboards to inform local residents of forthcoming event and changes to road conditions.</li> <li>Event warning signs displayed during the event.</li> <li>Race convoy structure fully implemented and maintained throughout each stage. Signed lead motoscout and follow vehicles provide a warning to approaching traffic and protection for riders.</li> <li>All major gravel road intersection along closed racing routes to be barricaded and have a marshal in</li> </ul>	Excellent	Unlikely	Catastrophic	MEDIUM	RD	11/11/23	Must strengthen the visual impact of the barricades and place more marshals at key intersecting gravel roads along Balingup-Nannup Road and Brockman Highway in particular.	RD	2024 event	Even though we barricaded all gravel access and egress roads in the 2023 event along the closed road sections, we still had 5 vehicles on course going in the wrong direction.

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							place to stop any vehicles that may attempt to enter the closed road. <ul style="list-style-type: none"> <li>Provide briefing and instruction to event participants on road conditions and safe racing requirements.</li> </ul>										
SH.5	Convoy and Commissaires' vehicles travelling on route with cyclists.	Convoy Manager	Safety & Health	<b>CONVOY-BIKE CRASH Convoy vehicles colliding with riders.</b>	<ul style="list-style-type: none"> <li>Event convoy vehicles "rack up" and move out onto the course from the assembly point near the start/finish area. This area is closed to other vehicles but is busy with riders moving into position on the starting grid.</li> <li>Each division of 60 riders is cocooned by a lead and support vehicle, and commissaire's vehicles move between divisions. With 1000+ cyclists, the divisions often split and merge, leaving convoy vehicles to navigate through a lot of cyclists, and having to watch front and rear vigilantly. This presents the risk of collision if a cyclist behaves erratically or if a driver is distracted.</li> <li>Convoy support vehicle drivers not knowing, understanding or complying with event rules and requirements</li> </ul>	Serious injury or death to cyclists and/or drivers, requiring significant race medical resources to manage, the possible loss of a convoy vehicle, the possibility that a stage will have to be cancelled and potential damage to event reputation.	<ul style="list-style-type: none"> <li>Ensure that all support vehicle drivers have received their Convoy Pack and completed the 'Lead and Support Vehicle Procedures Checklist'.</li> <li>Barricade the "channel" from the convoy assembly point onto the start area to reduce the chance of riders or spectators using this channel to walk or ride onto the start area.</li> <li>Fit all support vehicles with flashing amber lights and signage.</li> <li>All convoy vehicle drivers briefed prior to event and instructed to remain a sufficient distance (4-10 car lengths) ahead of and behind riders, to adhere to road rules unless under the direction of the Police, and under no circumstances feed riders or service bikes from moving vehicles.</li> <li>Convoy vehicles under the direction of the Race Director via radio and mobile phone contact (boosted).</li> </ul>	Adequate	Rare	Catastrophic	LOW	ConM with RD	11/11/23	Continue with convoy management processes.	EC	Convoy mgt planning will start in Jul 2024 and continue until event in Nov.	Convoy was managed very well. No issues to report.
SH.6	Course marshaling	Event Coordinator	Safety & Health	<b>REMOTE MARSHALS Remote marshals left out on course after race is completed.</b>	<ul style="list-style-type: none"> <li>Marshals dropped to remote points on course without their own vehicle and not picked up by SAG wagon - either because</li> </ul>	<p>Marshal potentially at risk of exposure if weather conditions are harsh, resulting in injury.</p> <p>Marshal could become very unhappy and not return to</p>	<ul style="list-style-type: none"> <li>Marshals ideally take their own vehicles to remote points.</li> <li>For those marshals dropped to their remote point by the forward vehicle, names, phone numbers</li> </ul>	Excellent	Rare	Minor	VERY LOW	EC	11/11/23	Continue with process for 2023, worked well.	EC	2024 event	



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					SAG is full or because SAG driver doesn't realise or remember to stop and pick up marshal.	duties the following day, resulting in a loss of workforce capacity.	and locations will be given specifically to SAG wagon driver. <ul style="list-style-type: none"> <li>All marshals required to check in with Event Coordinator when returned from locations.</li> <li>All event marshals to be contactable by mobile phone or radio.</li> </ul>										
SH.7	Race medical coverage and services	Event Coordinator	Safety & Health	<b>MEDICAL INADEQUATE</b> <b>Race medical services seriously delayed or rendered inadequate at any given time during the event.</b>	<ul style="list-style-type: none"> <li>Limited budget to purchase race medical services.</li> <li>Multiple incidents or mass casualty incident during any given stage using up entire medical coverage with no auxiliary capacity.</li> <li>Poor race communications.</li> <li>Poor incident management protocols.</li> <li>Lack of knowledge by Race Medical Services of routes.</li> <li>Lack of alternative access roads onto the course for Race Medical Services</li> <li>Inability to pass riders on course makes it difficult for emergency vehicles to access an incident.</li> </ul>	<p>Medical response delayed meaning that serious injuries may not receive timely treatment.</p> <p>Race has to be stopped due to lack of medical coverage.</p>	<ul style="list-style-type: none"> <li>Appropriate number of race medical crew, first aid officers and first aid kits in place for each stage, in proportion to riders, supporters/spectators and event personnel.</li> <li>Medical/First Aid Officers in contact by smartphone and radio.</li> <li>Incident (Emergency) Protocols approved by race medical provider and in place, with all necessary event crew having been briefed prior to racing beginning.</li> <li>Local hospital and rescue helicopter service made aware of the event.</li> <li>Event marshals briefed on procedure if emergency vehicles need to access site.</li> <li>Emergency services made aware of the event and road closure schedules.</li> <li>Routine emergency services routes identified.</li> <li>Alternate Emergency Service vehicle access identified in Traffic Management Plan.</li> <li>Adequate communication system in place to alert event staff and participants of emergency vehicle access.</li> <li>Procedure in place to remove/restore barriers for emergency vehicle access.</li> </ul>	Adequate	Rare	Critical	LOW	EC	11/11/23		EC	2024 event	

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SH.8	Crew undertaking various tasks outdoors over three days.	Event Coordinator	Safety & Health	<b>CREW OUTSIDE Crew experiencing sunburn, sunstroke, heat stroke, exhaustion or dehydration.</b>	<ul style="list-style-type: none"> <li>Inadequate sun protection, hydration and rest breaks.</li> <li>Long days working outdoors for crew who may not be used to it.</li> <li>Inadequate nutrition during the day.</li> </ul>	<p>Crew could become too unwell to continue working and may require medical assistance.</p> <p>Loss of workforce capacity at any given time.</p>	<ul style="list-style-type: none"> <li>AC Heat Policy in place.</li> <li>Provide UV protection, hats and shaded areas for all crew, regardless of roles and locations, an provide throughout event villages for spectators and competitors.</li> <li>Crew given adequate sunscreen, potable water, hat and advise to wear sunglasses.</li> <li>Riders and event crew briefed on sun protection.</li> <li>Ensure food is available for all crew undertaking event duties exceeding 3 hours.</li> <li>Ensure that crew have reasonable shifts and are relieved regularly if they are standing in exposed areas (e.g. marshals).</li> <li>Build rests into every crew role, and reflect these clearly in the workforce matrices and work instructions.</li> <li>Check up on crew members throughout the day and provide any hydration, nutrition and relief required.</li> </ul>	Excellent	Possible	Minor	VERY LOW	ED	11/11/23	No issues reported at 2023 event	ED	2024 event	
SH.9a	Race commentary and timing operations.	Operations Manager	Safety & Health	<b>ELECTRICAL Electrical injury</b>	<ul style="list-style-type: none"> <li>Electrical cords, switches and wires from the PA and timing systems could become damaged due to high use and heavy traffic.</li> </ul>	<p>Short term loss of workforce.</p> <p>System malfunctions.</p> <p>Race results not recorded.</p> <p>Potentially injury, ongoing impairment or death.</p>	<ul style="list-style-type: none"> <li>All outlets to be considered live unless disproved.</li> <li>Live points to be isolated and lockout tagged and standard checks undertaken before making equipment live.</li> <li>No equipment to be used that appears badly maintained.</li> <li>All leads on the ground to be protected by matting.</li> <li>All portable electrical equipment already tested and tagged and current in accordance with AS 3760.</li> <li>Power cords to be removed from the live supply prior to location, relocation or extraction.</li> </ul>	Excellent	Rare	Catastrophic	LOW	OM	11/11/23	No additional actions required	OM		

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SH.9b	Race commentary and timing operations.	Operations Manager	Safety & Health	<b>FALLS</b> <b>Trips and falls</b>	<ul style="list-style-type: none"> <li>Multiple electrical leads are used around the event village.</li> </ul>	Moderate or serious injury Diversion of race medical to non-racing needs.	<ul style="list-style-type: none"> <li>All leads laid on the ground to be protected with matting.</li> <li>Leads to be located in areas away from pedestrian traffic (wherever possible).</li> </ul>	Adequate	Unlikely	Minor	VERY LOW	OM	11/11/23	No additional actions required	OM		
SH.10	Installation and maintenance of the remote inflatable finish arch – use of generator to keep it inflated.	Infra-structure Manager	Safety & Health	<b>ARCH</b> <b>Arch deflates and/or falls onto or before riders.</b>	<ul style="list-style-type: none"> <li>Generator fails.</li> <li>Arch not secured properly.</li> </ul>	Rider crashes and injuries. Results of race undermined at finish line.	<ul style="list-style-type: none"> <li>Generator already tested and tagged and current in accordance with AS 3760.</li> <li>Generator to be protected by suitable barriers.</li> <li>No spare fuel to be stored in the proximity of the generator.</li> <li>Arch to be tied high and securely to trees or poles.</li> </ul>					IM	11/11/23	No additional actions required	IM	2024 event	
SH.11	Mass gathering events	Event Coordinator	Safety & Health	<b>COVID 19 (&amp; Other highly communicable diseases)</b> <b>Exposure to and transmission of Covid-19 coronavirus.</b>	<ul style="list-style-type: none"> <li>Event participants not maintaining (or able to maintain) physical distancing.</li> <li>Lack of proper hygiene practices and/or cleaning at the event.</li> <li>Crew not properly trained and therefore not able to ensure proper practices.</li> <li>Inadequate response planning.</li> </ul>	Infected participants could transmit Covid-19 to others. Participants could become very ill or die. Serious reputational damage if an outbreak is traced back to the event, particularly if an investigation reveals that protocols and practices were inadequate.	<ul style="list-style-type: none"> <li>Physical distancing: sensible physical distancing for crew, participants and spectators; management of waiting areas, particularly for registration and merchandise.</li> <li>Hygiene: hygiene protocols and practices; supply of cleaning and sanitiser products; cleaning of toilets.</li> <li>Crew training and education: crew training; records of training; additional education; signage; guidance material.</li> <li>Response planning: records of crew and participants; cleaning procedures; referrals to relevant authorities; regular review of procedures</li> </ul>	Excellent	Rare	Critical	LOW	ED	11/11/23	Continue at 2024 event	ED	2024 event	No problems with 2023 event
SH.12	Large gathering of event participants in small country towns.	Operations Manager	Safety & Health	<b>WASTE</b> <b>Waste management amenities and facilities (toilets, bins) inadequate and poorly maintained.</b>	<ul style="list-style-type: none"> <li>Participant numbers higher than anticipated.</li> <li>Calculations for toilet and bins incorrect or not properly undertaken.</li> <li>Other activities in the towns on the same days</li> </ul>	Participants and members of the public complain about the lack of adequate amenities, causing reputational damage. Proper hygiene protocols, practices and supplies may not be provided, causing concern about Covid-19 transmission.	<ul style="list-style-type: none"> <li>Participant numbers calculated towards the 'higher side'.</li> <li>Bins and toilets required calculated using a proper formula.</li> <li>Additional bins and portable toilets supplied as per the formula.</li> <li>Bins and toilets monitored, cleaned, emptied and restocked during the event.</li> </ul>	Adequate	Unlikely	Minor	VERY LOW	OM	11/11/22		OM	2024 event	Organise with Shires in two weeks leading up to event

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					adding to the demand on waste management.	Overfilled bins creating a 'bad look' for the event villages.												
EC.1	Cyclists racing bicycles on the roads in big groups. AND Large groups of people gathered in event villages.	Event Coordinator	Environment & Climate	<b>WET Wet conditions on the roads and in the villages presenting safety hazards for riders and participants.</b>	<ul style="list-style-type: none"> <li>Heavy rainfall creating large puddles on roads, slippery road surfaces, difficulty maintaining clear vision etc.</li> <li>Heavy rainfall creating large puddles in the event village.</li> </ul>	Serious injury and a drain on race medical resources.	<ul style="list-style-type: none"> <li>Monitor Bureau of Meteorology (BOM) website in the lead up to the event and plan accordingly.</li> <li>Provide adequate shelter for competitors and officials within the event village.</li> <li>Provide instruction to event participants about safe riding techniques in adverse weather conditions on the start line.</li> <li>Securely cover all electrical equipment.</li> <li>Inspect courses early in the morning before each stage.</li> <li>Communication strategy to notify the competitors and public of any impacts on event program.</li> <li>Cancellation contingency for heavy rainfall (stage or event).</li> </ul>	Adequate	Unlikely	Minor	LOW	EC	11/11/23			EC		
EC.2	Installation, monitoring and maintenance of event infrastructure.	Infrastructure Manager	Environment & Climate  Also Production & Infrastructure	<b>INFRASTRUCTURE FAULT Event infrastructure breaks, falls, moves.</b>	<ul style="list-style-type: none"> <li>High, gusting winds.</li> <li>Infrastructure not properly installed/secured/tied down.</li> <li>Vehicles running into infrastructure.</li> </ul>	<p>Injury to event crew or participants if infrastructure falls onto/hits people.</p> <p>Disruption of racing if infrastructure becomes an obstacle on course.</p> <p>Disruption of results if infrastructure damages timing equipment.</p>	<ul style="list-style-type: none"> <li>Monitor Bureau of Meteorology (BOM) website and plan accordingly.</li> <li>All event village and course infrastructure correctly weighted and secured.</li> <li>If high winds are forecast, do not erect the inflatable arch over the finish line and collapse all umbrellas in the event village.</li> <li>All signage affixed to objects likely to shift from wind effect must be secured or weighted appropriately.</li> <li>Barricade off the start, finish and launch areas so that no non-event vehicles can enter and exit without being guided in by event staff.</li> <li>Develop contingency plan for dismantling infrastructure that may be unsafe.</li> </ul>	Adequate	Possible	Minor	VERY LOW	IM & CM with ED	11/11/23			IM		

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							<ul style="list-style-type: none"> <li>Provide instruction to event participants about safe riding techniques in high winds.</li> <li>Communication strategy to notify the public of any impacts on event program.</li> <li>If conditions warrant it, delay, postpone or cancel the stage.</li> </ul>										
EC.3	Event held within forested, bushfire prone area of WA.	Event Coordinator	Environment & Climate	<b>SMOKE &amp; FIRE</b> <b>Riders and crew experiencing smoke inhalation and at risk of excessive heat exposure and burns, and race seriously impacted.</b>	<ul style="list-style-type: none"> <li>Prescribed burn in area coinciding with a stage.</li> <li>Bushfire outbreak during event weekend, or even during a stage.</li> </ul>	Rider or crew injury on course. Stage delayed or cancelled. Entire race cancelled (if widespread bushfire).	<ul style="list-style-type: none"> <li>Inform DBCA months ahead of time about proposed stages and routes.</li> <li>If prescribed burn is planned near a course and DBCA cannot or will not reschedule, consider an alternative route.</li> <li>Bush fire contingency plan developed for event in consultation with DFES, DBCA, VBFB and Police.</li> <li>Consultation with the DFES, DBCA, VBFB and Police in case of potential impacting fire.</li> <li>MED officers on site at the event will have asthma inhalers.</li> <li>In case of bushfire outbreak, if conditions warrant it, modify the course distance (subject to modifications meeting the approval from relevant authorities), or delay, postpone, or cancel the event.</li> </ul>	Adequate	Unlikely	Moderate	VERY LOW	EC	11/11/23	Communications between IM and DBCA and VBFB worked very well in 2023.	EC	Routes sent to DBAC in August for 2024 event.	No bushfire in 2023.
EC.4	Race commentary and music at event villages.	Operations Manager	Environment & Climate	<b>COMPLAINTS</b> <b>Public complaints about event.</b>	Noise from commentators' microphones and music from speakers.	Public complaints resulting in reputational damage and issues with certain members, groups or businesses in the towns.	<ul style="list-style-type: none"> <li>Notification of event provided to local traders and residents (door knocks and letterbox drops where necessary).</li> <li>Speakers directed away from residential areas.</li> <li>No PA communication before 7am or after 7pm.</li> </ul>	Adequate	Unlikely	Minor	VERY LOW	OM	11/11/23		OM		
PI.1	Deliveries to event villages	Operations Manager	Production & Infrastructure	<b>PROPERTY DAMAGE</b> <b>Land and/or public and/or private property at event villages damaged.</b>	Vehicles delivering infrastructure and supplies running into property or damaging property	Costs to event of repairing and/or replacing damaged property, and possible fines from local shires. Damage to public reputation of event.	<ul style="list-style-type: none"> <li>Conduct thorough site inspection prior to activity and identify any potential hazards in risk assessment.</li> </ul>	Adequate	Unlikely	Minor	VERY LOW	OM	11/11/23		IM		

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					ground surfaces (especially park lawns). <ul style="list-style-type: none"> <li>Installation activities of crew.</li> </ul>	Injury to crew, participants or suppliers.	<ul style="list-style-type: none"> <li>Supervise contractors and suppliers during bump in and out.</li> <li>Brief Contractors as they come on site.</li> <li>Fence off areas where possible.</li> <li>Choose hard surfaces for parking areas where possible.</li> <li>Assess suitability of grassed parking areas after or during wet weather.</li> </ul>										
PI.2	Management of traffic, rider and pedestrian movements.	Race Director	Production & Infrastructure	<b>WAYFINDING ISSUES</b> <b>Event participants (on bikes, on foot or in vehicles) in the wrong place at the wrong time or lost. Confusion about routes and directions.</b>	<ul style="list-style-type: none"> <li>Directional and safety signage obscured and/or difficult to read and understand.</li> <li>Directional and safety signage damaged and/or stolen from location.</li> </ul>	<p>Accidents on course due to riders and vehicles travelling in the wrong direction or on closed roads.</p> <p>Drain on race medical resources.</p> <p>Inconvenience and participant frustration and anger, resulting in reputational damage.</p>	<ul style="list-style-type: none"> <li>Traffic Management Plan and signage plan approved by local Shires, Main Roads and Police.</li> <li>Copy of plans provided to event set up personnel and available at Event HQ</li> <li>Adequate informational and safety signage prepared and deployed to satisfy operational needs and identified hazards.</li> <li>Safety signage to be an appropriate size and clarity and positioned to be easily read from 30 metres away.</li> <li>All directional and parking signage to be erected in a location with clear visibility for at least 30 metres, approaching traffic and/or event patrons.</li> <li>Variable Message Boards to be used at either end of Balingup-Nannup Road and Brockman Highway to inform traffic of event (Stage2 -closed roads).</li> <li>Widespread public information campaign to let residents know about event and changes to road conditions, particularly road closures.</li> <li>Pre-event course inspection to check all signage conducted by forward vehicle 1 and 2.</li> <li>Traffic controllers and event marshals to be in location at the</li> </ul>	Adequate	Unlikely	Minor	VERY LOW	11/11/23	EC	Continue with protocols	RD		

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							start of road closed sections to assist the traffic coordinators. <ul style="list-style-type: none"> <li>Theft or damage of deployed signage to be reported immediately to the Event Coordinator.</li> </ul>										
PI.3	Timing (results management)	Results Manager	Production & Infrastructure	<b>RESULTS</b> <b>Race results disrupted and inconclusive.</b>	<ul style="list-style-type: none"> <li>Faulty RFID timing chips.</li> <li>RFID timing chips not affixed to bikes properly by riders.</li> <li>Malfunction in or damage to equipment and technology of Results Manager.</li> <li>Timing boxes malfunctioning due to high ambient temperatures on course.</li> </ul>	Significant dissatisfaction for competitors. Unable to allocate awards properly. Likely damage to the reputation of the event.	<ul style="list-style-type: none"> <li>Instructions on how to affix RFID chips to bikes clearly described in Race Book.</li> <li>Each RFID chip in team packs is tested to ensure it is 'live' when team managers collect packs at registration.</li> <li>Test timing system prior to event day.</li> <li>Ensure power supply in place for timing equipment and laptop computer.</li> <li>Ensure that back up stopwatches are in place.</li> <li>Ensure that all riders have a seat post number plate affixed under their saddle.</li> <li>Ensure video is operational on finish line to film riders crossing the line.</li> <li>Place all timing boxes under shade (on course).</li> </ul>	Excellent	Unlikely	Moderate	VERY LOW	RM	11/11/23		RM		Excellent service by Idle Timing once again. We learned that the timing boxes are susceptible high ambient temperatures out on course. In 2024 we will ensure they are placed under shade for the segment starts and finishes so there are no malfunctions and missed times.
PI.4	Infrastructure installation and management.	Event Coordinator	Production & Infrastructure	<b>SET UP PRESSURES</b> <b>Hazards not identified and risks not mitigated properly during the set-up phase.</b>	<ul style="list-style-type: none"> <li>Inadequate bump in time built into the event schedule.</li> <li>Infrastructure/supply deliveries running late.</li> </ul>	Rushed installations and set-ups. Infrastructure installations not properly checked at event villages.	<ul style="list-style-type: none"> <li>Prepare workforce matrices and work instructions that include time "buffer zones" for event set up, and allocate tasks and responsibilities to specific crew members.</li> <li>Commence registration and administration set up on Monday prior to the event.</li> <li>Commence infrastructure set up on Wednesday afternoon, prior to the event.</li> <li>Call all suppliers two days before deliveries to ensure all is on track.</li> </ul>	Excellent	Unlikely	Minor	VERY LOW	EC	11/11/23		EC		



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PI.5	Traffic Management	Race Director	Production & Infrastructure	<b>TRAFFIC MGT PROVIDER</b> <b>Traffic management provider late to implement road closures or traffic controls.</b>	<ul style="list-style-type: none"> <li>Incorrect information provided to provider.</li> <li>Errors in the Traffic Management Plan/Guidance schemes that weren't picked up.</li> <li>Unavoidable circumstances, such as an accident on the road on the way to the route, which prevents the TCS from arriving on time.</li> </ul>	<p>Stage start delayed.</p> <p>Extra event marshals must be quickly redeployed to assist in a stage start, risking the coverage of later intersections.</p> <p>Riders may still be on a closed road section when it must be opened, presenting the risk of injury.</p>	<ul style="list-style-type: none"> <li>Schedule of road closures and reopening agreed upon by key stakeholders and signed off in Traffic Management Plan.</li> <li>Contingency plan for managing the race if a delayed start is unavoidable developed with the TMP and local police.</li> <li>Race Director to call traffic management principal on the morning of each stage to check that they are running to schedule.</li> <li>Traffic controllers to enforce total road closures and isolation of car parks for peloton and race progress.</li> <li>If a delay in race start is unavoidable, implement contingency plan.</li> </ul>	Excellent	Unlikely	Moderate	VERY LOW	RD	11/11/23		RD	TMP commenced July for Nov event	
PI.6	Event signage management.	Course Manager	Production & Infrastructure	<b>SIGNAGE LOST/STOLEN</b> <b>Event signage and devices being lost or stolen from courses.</b>	<ul style="list-style-type: none"> <li>Signage and devices not collected immediately after the race.</li> </ul>	<p>Costs of replacement.</p> <p>May not have enough signage for the subsequent stages.</p>	<ul style="list-style-type: none"> <li>Sweep vehicle from remote infrastructure crew assigned to collect signage.</li> <li>Audit of event signage conducted at the conclusion of the event.</li> <li>Post event course inspection conducted for forgotten infrastructure.</li> <li>Theft or damage of deployed signage to be reported immediately to the Event Coordinator.</li> </ul>	Excellent	Rare	Minor	VERY LOW	RD & CM	11/11/23		CM		
PI.7	TOMR Convoy operation	Convoy Manager	Production & Infrastructure	<b>CONVOY COMPROMISED</b> <b>Disruption to our convoy 'cocoon' structure.</b>	<ul style="list-style-type: none"> <li>Convoy vehicle breaks down prior to stage start.</li> <li>Convoy vehicle runs out of fuel during a stage.</li> <li>Convoy vehicle breaks down or crashes during a stage.</li> <li>Motoscouts or vehicles required to respond to hazards and/or incidents on road and</li> </ul>	<p>Safety of riders diminished during the stage.</p> <p>Convoy Manager may have to find another vehicle to replace.</p> <p>A replacement vehicle may not be sourced, resulting in a less than effective convoy cocoon.</p>	<ul style="list-style-type: none"> <li>Ensure all vehicles are serviced and prepared for operation.</li> <li>Ensure all vehicles have sufficient fuel for the duration of the event.</li> <li>Ensure all vehicles are in communication with the CM and RD.</li> <li>Identify back up convoy vehicles and ensure that they are ready to be rapidly deployed from the start area.</li> </ul>	Excellent	Rare	Minor	VERY LOW	ConM with RD	11/11/23	Convoy management preparation to commence in July 2024 for Nov event.	RD	July 2024 onwards	Brilliant convoy! Still having some issues with cars on closed roads, but our convoy handled them very swiftly and skilfully.

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					are removed from operation.		<ul style="list-style-type: none"> <li>Vehicles all equipped with sets of triangle signs which shall be displayed in the event of breakdowns.</li> <li>Allocate two motoscouts to the rapid response function.</li> </ul>										
PI.8	Event village management	Operations Manager	Production & Infrastructure	<b>POWER LOSS</b> <b>Insufficient power access to meet the demands of the event</b>	<ul style="list-style-type: none"> <li>Partial or total power failure in the power grid.</li> <li>Power failure of a generator.</li> <li>High drain on localised power supply due to several appliances being powered, leading to temporary fuse/tripping issues or brown outs.</li> </ul>	<p>Commentary rendered ineffective.</p> <p>Electronic results management rendered ineffective.</p> <p>Event stalls that require power may be affected.</p> <p>Fridges and freezers may be affected.</p>	<ul style="list-style-type: none"> <li>Confirm location and the number of power supply outlets for event site/s.</li> <li>Obtain requirements from contractors, stall holders and staff.</li> <li>Provide details of requirements to local council.</li> <li>Provide portable generators in event villages.</li> <li>Ensure that the appropriate length extension cords and surge-protected powerboards are available and used where required.</li> </ul>	Adequate	Unlikely	Minor	VERY LOW	OM	11/11/23		OM		
PI.9	Race communications	Event Coord	Production & Infrastructure	<b>COMMUNICATIONS BREAKDOWN</b> <b>Breakdown/s in communications within the race convoy, between the race convoy and the command centre or between remote crew and command centre.</b>	<ul style="list-style-type: none"> <li>Radio or mobile phone "black spots" on course.</li> <li>Failure of mobile phones or radios in convoy vehicles (e.g. batteries run down, phones lost en route).</li> <li>Convoy drivers not knowing how to operate their communications devices.</li> <li>Insufficient radios for key event crew and officials.</li> </ul>	<p>Inadequate or no response during an incident or emergency.</p> <p>Exacerbated injury due to delays in response of a lack of response.</p>	<ul style="list-style-type: none"> <li>Test the strength of radio and phone networks along all routes prior to event.</li> <li>Radio requirements calculated and provided to radio supplier in advance.</li> <li>Ensure we have dedicated radio channels for Incident Control and Convoy, at the very least.</li> <li>Spare batteries and headsets and ear pieces for motos ordered.</li> <li>Signal relays in place to ensure signal coverage.</li> <li>Correct smartphone/radio communication protocols explained to all users at briefing.</li> <li>Establish responsibilities and chain of command.</li> <li>List of radio allocations managed by IC.</li> <li>Event radios made available to marshals, emergency services</li> </ul>	Excellent	Possible	Major	MEDIUM	EC with IC	11/11/23		ED	<p>Drive through comms check August.</p> <p>Order radios and sat phones in September</p>	

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							contacts, first aid and other key external stakeholders. <ul style="list-style-type: none"> <li>Ensure that at least one satellite phone is travelling in the convoy, and that marshals at blackspots have satellite phones.</li> <li>Ensure the Race Comms &amp; Incident Controller have a satellite phone.</li> </ul>										
PI.10	Holding event in and between towns	Event Coordinator	Production & Infrastructure	<b>REPUTATION DAMAGE - LOCAL</b> <b>Damage to the reputation of the event in towns in which it is held</b>	<ul style="list-style-type: none"> <li>Residents/public unhappy with the impact of the event on the town or road network.</li> <li>Complaints made to local shires and/or posted on social media platforms.</li> <li>Poor behaviour of event participants.</li> </ul>	Towns not keen to host us in future years. Sponsors become reluctant to support and event that does not enjoy community support.	<ul style="list-style-type: none"> <li>Notification of event to be provided to residents prior to event (4 months prior for road closures).</li> <li>Advance notification of road closures and special event dates related by signage placed in advance of event.</li> <li>Event notification signage to be erected at least two (2) weeks prior to event.</li> <li>Details of event and road closure given to local media prior to the event.</li> <li>Riders are prohibited from urinating in public areas, littering and using foul language.</li> <li>Race Book details the penalties for offenders.</li> <li>Ensure adequate amenities and waste bins are in place.</li> <li>Riders are required to wear a helmet, at all times, when riding on the road and offenders will face penalties.</li> </ul>	Excellent	Possible	Minor	VERY LOW	EC	11/11/23	Public notification for 2024 event to commence in August	EC	August 24 onwards	Once again, we were able to pilot in/out all residents on who required it.
PI.11	Use of public roads	Race Director	Production & Infrastructure	<b>ROAD DAMAGE</b> <b>Roads used for the event rendered unrideable, dangerous or low quality.</b>	<ul style="list-style-type: none"> <li>Road works on course during the event.</li> <li>Road works on course in the lead up to the event leaving loose gravel or other debris or obstacles on surface.</li> </ul>	Potential rider accident and injury. Rider dissatisfaction with quality of route, damaging event reputation.	<ul style="list-style-type: none"> <li>Local councils and Main Roads WA consulted during planning process to ensure no clashes of scheduled roadworks with the event.</li> <li>Course inspection conducted prior to event.</li> <li>Impact of any ongoing road works assessed in relation to event.</li> <li>Riders briefed on potential hazards or obstacles.</li> </ul>	Adequate	Unlikely	Moderate	VERY LOW	RD	11/11/23	Send ERMP and routes to Main Roads ASAP in 2024.	ED	August 2024.	

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							<ul style="list-style-type: none"> <li>Support vehicles advised of potential hazards or obstacles.</li> <li>Safety or warning signage deployed where required.</li> <li>If conditions warrant it, modify the course distance (subject to modifications meeting the approval from relevant authorities) or postpone or cancel the event.</li> </ul>										
PI.12	Event parking	Operations Manager	Production & Infrastructure	<b>OVERCROWDED PARKING</b> <b>Overcrowding of available parking in host towns.</b>	<ul style="list-style-type: none"> <li>Lack of available parking for event participants.</li> <li>Event participants not using the allocated event parking areas and filling up the inner-town parking spots.</li> </ul>	Annoyed residents and business owners who make complaints about the event. Reputational damage.	<ul style="list-style-type: none"> <li>Designated parking provided for event officials and VIPs.</li> <li>Parking plan developed for event sites.</li> <li>Parking signage and parking marshals to direct event vehicles to dedicated event parking areas.</li> <li>Separate car parking for spectators with overflow areas agreed.</li> <li>Separate parking for heavy vehicles and contractors.</li> <li>Advance warning signage and cones indicates closure of parking bays for event.</li> <li>Cone off the main streets in front of businesses between 7am and 9am and remove cones once the race has started, so that customers can park conveniently.</li> <li>Illegally parked cars reported to council.</li> </ul>	Adequate	Unlikely	Minor	VERY LOW	OM	11/11/22		EC	Sept 2024	
F.1	Event cost management	Financial	Event Coordinator	<b>BUDGET FAIL</b> <b>Budget blow out</b>	<ul style="list-style-type: none"> <li>Increases in event costs.</li> <li>Inadequate cost estimation in planning phase.</li> <li>Unmonitored event expenditure.</li> </ul>	Budget restrictions may require a lower quality offering, resulting in unsatisfied competitors, and damage to our reputation and future competitor numbers.	<ul style="list-style-type: none"> <li>Regular budget review at planning meetings.</li> <li>Regular budget review at planning meetings.</li> <li>Quotes requested prior to ordering</li> <li>Confirmed costings received in writing.</li> </ul>	Adequate	Unlikely	Minor	VERY LOW	EC	11/11/23	None	EC	Ongoing	
F.2	Sponsor and cost management	Event Coordinator	Financial	<b>SPONSOR FAIL</b> <b>Sponsor does not fulfil financial obligations.</b>	<ul style="list-style-type: none"> <li>Sponsor may have cashflow problems</li> <li>Event Organiser fails to meet contractual obligations for</li> </ul>	Loss of expected revenue. Damage to the reputation of the event. Not having expected products for competitions.	<ul style="list-style-type: none"> <li>Develop sponsor agreement letter signed by both parties.</li> <li>Maintain regular contact with sponsors in planning stages to check that all is going according to</li> </ul>	Adequate	Possible	Moderate	LOW	EC	11/11/23	Commence negotiations with sponsors in August for 2023 event.	EC	August 2024	No issues in 2023

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									Likelihood	Consequ	Rating	REVIEW PROCESS		REVIEW OUTCOMES			COMMENTS
												By Whom	Date	Actions	Respons.	Date	
					sponsors, causing the sponsor to withdraw financial support.		the agreement, to identify issues early and make contingencies and modify the agreement if necessary. <ul style="list-style-type: none"> <li>Never "pull out the contract" and demand a sponsor adheres to it, because the relationship will be broken, with no future options. Instead, look for ways to move forward with the sponsor, unless they have done something that demonstrates a failure of alignment of values.</li> </ul>										
F.3	Event insurance	Event Coordinator	Financial	<b>INSURANCE</b> Event does not have appropriate or adequate insurance cover.	<ul style="list-style-type: none"> <li>Failure of diligence and vigilance when securing insurance.</li> <li>Failure to ensure that every rider has the correct race licence at registration, thus voiding the event insurance.</li> </ul>	Legal/financial implications and damage to reputation	<ul style="list-style-type: none"> <li>Event Approvals attained from relevant authorities e.g. police, local council, main roads department.</li> <li>Event sanctioned by AusCycling.</li> <li>Certificate of currency obtained from AusCycling.</li> <li>All competitors are licensed members of AC and licenses are checked prior to participation being authorized.</li> <li>Officials, convoy drivers, and event organising committee are all current members of AC.</li> <li>Business Liability insurance updated and up to date</li> </ul>	Excellent	Unlikely	Minor	VERY LOW	EC	11/11/23		EC	August 2024	No issues.
F.4	Contractor insurance	Event Coordinator	Financial	<b>CONTRACTORS</b> Event Contractors do not have appropriate insurance cover.	<ul style="list-style-type: none"> <li>Event Coordinator failed to ensure.</li> </ul>	Legal/financial implications and damage to reputation	<ul style="list-style-type: none"> <li>Company holds Business Liability insurance to cover personal accidents/property damage of paid crew.</li> <li>All contractors to have acceptable levels of effective public liability and Workcover insurance in place and on record.</li> <li>All contractors employing sub-contractors are responsible for ensuring that their sub-contractors have relevant insurance and OHS documentation in place.</li> </ul>	Adequate	Rare	Minor	VERY LOW	EC	11/11/23		EC	As engaged for 2024 event.	

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RISK NO.	EVENT ACTIVITY	RESP MGR	RISK TYPE	RISK	CAUSES	CONSEQUENCES	CONTROLS	CONTROL RATING (I A E)	RESIDUAL RATING			RISK REGISTER REVIEW					
									Likelihood	Consequ	Rating	REVIEW PROCESS		REVIEW OUTCOMES			COMMENTS
												By Whom	Date	Actions	Respons.	Date	
HR.1	Workforce management	Event Coordinator	Human Resources	<b>PERFORMANCE FAIL</b> <b>Event tasks not undertaken or completely properly.</b>	<ul style="list-style-type: none"> <li>Inadequate numbers of volunteers or event staff allocated to the event.</li> <li>Volunteers and event staff unaware of event responsibilities or do not have sufficient training or experience.</li> <li>Volunteers or paid crew unable to attend event at last minute.</li> </ul>	Reduction in workforce capacity. Increased pressure on event crew.	<ul style="list-style-type: none"> <li>Identify workforce requirements against the event management plan actions.</li> <li>Volunteers and event staff assigned to positions based on skill and experience.</li> <li>Volunteers and event staff supervised by Directors and Managers.</li> <li>Establish roles and responsibilities for event staff and volunteer positions, building in "reserve" volunteers where appropriate.</li> <li>Volunteers engaged throughout event planning process via the TOMR Crew Facebook group, email, and planning sessions.</li> <li>Create workforce matrices and work instructions for every role.</li> <li>Assign personnel to each role, and "reserve" volunteers.</li> <li>Distribute event documentation (e.g. ERMP, run sheets, site maps etc.) to all personnel.</li> <li>Volunteers asked to confirm their attendance the day before the event.</li> <li>Briefing and instruction provided on roles and responsibilities.</li> <li>Volunteers not to be engaged in high risk work.</li> <li>Volunteers not to be rostered for excessive hours.</li> </ul>	Excellent	Rare	Minor	VERY LOW	EC	11/11/23	Human resource allocation to start in July 2024.	EC	July 2024	We will need more marshals in 2024
P.1	Participation by teams	Event Coordinator	Participation	<b>PARTICIPATION</b> <b>Decline in team numbers to less than 80</b>	<ul style="list-style-type: none"> <li>Riders cannot afford the price of registration</li> <li>Another event at the same time takes precedence</li> </ul>	May not have enough teams entered to make the event financially viable. Event may not be as dynamic as in previous years, affecting reputation.	<ul style="list-style-type: none"> <li>Contact all previous team managers via email prior to registration opening to promote the event, invite them to enter early and provide incentives for entry.</li> <li>Continue promoting the event throughout the year, particularly strengthening our approach of sharing rider stories and personalising the event.</li> </ul>	Adequate	Possible	Moderate	LOW	EC	11/11/23				

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RISK NO.	EVENT ACTIVITY	RESP MGR	RISK TYPE	RISK	CAUSES	CONSEQUENCES	CONTROLS	CONTROL RATING (I A E)	RESIDUAL RATING			RISK REGISTER REVIEW					
									Likelihood	Consequ	Rating	REVIEW PROCESS		REVIEW OUTCOMES			COMMENTS
												By Whom	Date	Actions	Respons.	Date	
							<ul style="list-style-type: none"> <li>Share promotions across our other events and RideWA.</li> <li>Engage our TOMR community in having a say in how the event is run, format, activities etc.</li> </ul>										