



WHO Mass Gathering (sports addendum) risk assessment COVID-19: key considerations



Event:	AIG WO 2021
Venue:	Carnoustie Golf Links
Date:	19th - 22nd August 21

The checklist below will enable organisers to review the key considerations for hosting an event, and so inform their risk assessment of COVID-19 on the event. This will help organisers to understand and manage any additional from CoVID-19. This should be reviewed regularly during planning and updated immediately prior to the handover to the operational phase especially in light of the rapidly evolving outbreak with reference to the updated guidance and situation reports on the WHO website. The COVID-19 risk assessment for the event must be coordinated and integrated with the host country's national COVID-19 risk assessment and should include input from the local public health authority, along with consulting WHO's updated technical guidance and ensuring that there is an up-to-date evaluation of the epidemiological situation.

Risk Assessment				
	Additional Risk of CoVID-19 to the mass gathering	Yes / No	Score	Comments
1	Will the event be held in a country that has documented active local transmission of COVID-19 (community spread)?	Yes	1	Current ban on mass gatherings (non-essential work, sporting events, and meeting those outwith those you live with). Less social movement restrictions anticipated at time event to be played.
2	Will the event be held in a single venue? (If event to be held in multiple venues/cities/countries, please answer No).	No	0	Event to be held at single venue, however it is an external / outdoor venue with strict controls
3	Will the event include international participants (athletes and spectators) from countries that have documented active local transmission of COVID-19 (community spread)?	Yes	1	Largely european, with some south african, australian, and US participants
4	Will the event include a significant number of participants (athletes or spectators) at higher risk of severe COVID-19 disease (e.g., people over 65 years of age or people with underlying health conditions)?	No	0	*Large demographic range expected however vaccination program has been rolled out to all persons over 65 and persons with underlying health conditions
5	Will the event include sports that are considered at higher risk of spread for COVID-19 (eg, contact sports)?	No	0	Enhanced social distancing measures to be applied in all areas of venue, including between competitors.
6	Will the event be held indoors?	No	0	Outdoor event
Total COVID-19 Risk Score			2 (Low)	

Overall Risk Rating	
Total COVID-19 Risk Score	2 (Low)
Total Mitigation Score (%)	95 (Very prepared to mitigate COVID-19 impacts)

Overall Risk Rating	Low
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* This toolkit is designed to ASSIST with determining levels of risk and appropriate mitigation measures that MAY be adopted for any mass gathering event. Any decision to proceed with an event MUST NOT compromise national or regional governance directives intended to protect against the spread of Covid-19.

Mitigation Measures Checklist					
Topic	Key consideration	Score Yes/Completed Maybe/In Progress No/Not Considered	Weighting	Total Score	Comments
Understanding of the overview of the current COVID-19 situation by MG event organizers	Have the relevant organizers and responsible staff been informed about the latest available guidance on the COVID-19 outbreak (official web resources available from WHO, CDC, ECDC, UN, local public health authorities)? And are the organizers and staff concerned committed to following the available guidance?	Yes / Completed	1	2	(https://www.who.int/publications-detail/key-planning-recommendations-for-mass-gatherings-in-the-context-of-the-current-covid-19-outbreak)
	Are organizers aware of global and local daily situation reports as provided by WHO or local public health authorities?	Yes / Completed	1	2	The R&A collaborates closely with WHO and maintains live ongoing monitoring of COVID-19 related situation reports and statistics. Management strategies for events are prepared, taking cognisance of WHO situation reports.
	Do the organizers and responsible staff understand the risks and transmission routes of COVID-19, the steps that event attendees can take to limit spread, the recognised best practices (including respiratory etiquette, hand hygiene, physical distancing, etc.), and the travel restrictions adopted by different countries that may affect the mass gathering?	Yes / Completed	1	2	Advanced guidance literature to be issued to all persons in advance of their attendance at the event.
Event emergency preparedness and response plans	Has a contingency medical response plan for COVID-19 been developed for this mass gathering sporting event?	Yes / Completed	3	6	Medical plan, incorporating Covid-19 specific contingency arrangements, in place. Subject to ongoing development in line with developing event plans (and reflecting WHO Covid-19 situation updates)
	Does the contingency medical response plan include information about how attendees should interact with the host country healthcare system (e.g. hotline/helpline telephone number, medical teams and first-aid points for the mass gathering, local health care system)?	Yes / Completed	3	6	Yes. Medical plan contains details of on site medical provision, mitigation, testing (PCR) and tracing.
	Is there an Emergency COVID-19 Outbreak Response Coordinator/Team in the organizing committee or other structure structure for the mass gathering with defined roles and responsibilities, coordinating the health preparedness and response planning for the outbreak?	Yes / Completed	2	4	Yes. A Covid-19 strategic working group has been established, under the direction of a dedicated COVID co-ordinator. Working group includes CMO and independent safety consultant, as well as professional in-house senior management representatives. Event arrangements include 2 x event Doctors and independent specialist H&S consultants working collaboratively with The R&A staff to implement and measure mitigation controls.
	Has the host country or organizer requested support from WHO and/or local public health authorities?	Yes / Completed	3	6	Ongoing collaboration with WHO and other similar authorities being maintained throughout global response to pandemic. Event plans developed using WHO best practice. Liaison with DCMS/ Public health england/ local services ongoing
	Have the organizers of the mass gathering event acquired the following supplies to help reduce the risk of transmission of COVID-19?				
	Personal protective equipment (e.g. masks, gloves, gowns) for onsite medical personnel	Yes / Completed	3	6	Full PPE available for health professionals and for others, as required by task/risk assessment. Contingency stock of PPE also available on site to be used in response to any suspected case or challenging situations that may arise.
	Hand sanitizer and alcohol rubs/gels, tissues, frequently replaced soap canisters and closed bins for safe disposal of hygienic materials (e.g. tissues, towels, sanitary products) in washrooms and changing rooms	Yes / Completed	3	6	Full inventory of equipment created. Assurance checks carried out in advance of event.
	Hand sanitizers and alcohol rubs for all entrances and throughout the venue	Yes / Completed	3	6	
	If a person feels unwell/ shows symptoms of an acute respiratory infection during the event:				
	Is there a procedure for athletes or spectators to clearly identify whom to contact and how to do so if they or other event participants feel unwell?	Yes / Completed	3	6	Advanced information provided to all competitors providing details of event Doctors who will remain on call 24/7
	Is there a protocol on whom meeting organizers should contact in the host country to report suspected cases and request testing and epidemiological investigations?	Yes / Completed	0	0	Testing and tracing on site. Liaison with PHE/ Local public health authority
	Are first-aid services or other medical services in-place and equipped to support patients with respiratory symptoms?	Yes / Completed	3	6	Private doctor/ambulance cover in place for the duration of the event. This will include coverage at golf course and at official accommodation facilities associated with event.
	Are there isolation rooms or mobile isolation units available onsite?	Yes / Completed	2	4	Yes. Dedicated facilities identified.
	Are there any designated medical facilities that manage patients with COVID-19 infection in the host country?	Yes / Completed	2	4	Yes. Under the direction of the NHS
	Are there transportation services with trained medical professionals available to transport critically ill patients with severe acute respiratory infections to a hospital or to evacuate them from the host country, if necessary?	Yes / Completed	3	6	Dedicated private Ambulance/Paramedics will be available on site throughout duration of the event.
Has a cleaning schedule been developed to ensure the venue is clean and hygienic - wiping surfaces and any equipment regularly with disinfectant is strongly recommended (before, during and after the event and between each round of competition)?	Yes / Completed	2	4	Cleaning schedule and plan developed for all on site facilities. Assurance checks carried out and recorded throughout event delivery.	
Are there established screening measures, including temperature checks in place for participants at the point of entry, venues, routes and on-site medical facilities (first-aid points)? (Please specify in Comments what these screening measures include)	Yes / Completed	1	2	Persons arrive through single/managed entry points. Persons screened in advance of arrival to ask if they have cough, fever or breathlessness - visual monitoring during times of arrival. All persons temperature taken (thermal cameras) at time of admittance, each day. All players/ caddies/ and persons requiring access to 'inner bubble' PCR tested.	
Is the host country conducting COVID-19 laboratory diagnostic tests? (If Yes, please specify in comments the type of COVID-19 diagnostic test used)	Yes / Completed	3	6	Event would not go ahead if testing not available. Country uses antigen/ PCR testing	
Does the host country have a national public health emergency preparedness and response plan that can address severe respiratory diseases, including COVID-19?	Yes / Completed	2	4	At present not overwhelmed. But if national emergency preparedness provisions became overwhelmed, a decision would be taken to cancel the event.	
Is there a preliminary agreement by the host country to provide care for any COVID-19 cases connected with the mass gathering?	Yes / Completed	3	6	Mass gathering is not being promoted - Persons would be cared for, but international and indeed any travel is not being encouraged currently.	
If the event is for a duration of 14 days or longer, does the medical response plan for the event include resources and protocols for managing all public health interventions that would be necessary and supporting the national public health authorities if participants are infected and become unwell at the event? (If the event is for less than 14 days, please score 0)	No / Not Considered	3	0	Not Applicable	
If the event is for less than 14 days, does the medical response plan include protocols for organizers to notify all participants of possible exposure to COVID-19 if the organizers are made aware of any suspected or confirmed cases that attended the event? (If the event is for 14 days or longer, please score 0)	Yes / Completed	3	6	Contact details will be obtained for all persons who attend on site, enabling follow up notifications in the event of any suspected cases of Covid-19 occurring.	
Working with partners and stakeholders	Is there an established mechanism for collaboration and coordination between the health and security sectors, which is considered as crucial?	Yes / Completed	2	4	Private provision will be necessary, as local health system very likely to be over-whelmed. Resources to be used as part of The R&A model have a proven excellent working relationship alongside statutory services.
	Are there agreed, clear and easily understood processes in place for reporting to external multi-sectoral stakeholders (including surveillance authorities, WHO, CDC, ECDC, etc.) and disseminating risk communication messages (Media)?	Yes / Completed	2	4	Multi-agency collaboration already underway as part of event planning processes. Regional Public Health Authority and PHE to be included within consultations.
Command, control, and coordination arrangements	Is there a decision-making authority/body and an agreed procedure to modify, restrict, postpone or cancel the mass gathering sporting event related to the evolving COVID-19 outbreak?	Yes / Completed	3	6	The R&A has a dedicated Strategic Management Group in place for Covid matters. This group reports to Senior Management of the organisation and interfaces directly with DCMS, local statutory services and health officials to ensure that appropriate COVID-19 controls are identified and implemented.
	Are there arrangements to activate a strategic health operations centre if there are suspected COVID-19 cases in connection with the sporting mass gathering?	Yes / Completed	2	4	Event specific contingency plans are based upon JESIP principles. This includes for multi-agency partnership working which include public health agencies for COVID-19 matters.

KEY FOR COLOUR DETERMINATION OF OVERALL RISK

VERY LOW	Overall risk of transmission and further spread of COVID-19 in relation to the mass gathering is considered very low.
LOW	Overall risk of transmission and further spread of COVID-19 in relation to the mass gathering is considered low. Recommend checking whether mitigation measures can be strengthened.
MODERATE	Overall risk of transmission and further spread of COVID-19 in relation to the mass gathering is considered moderate. Recommend significant efforts to improve mitigation measures or reduce risk of transmission (decrease risk assessment score).
HIGH	Overall risk of transmission and further spread of COVID-19 in relation to the mass gathering is considered high. Recommend significant efforts to improve both mitigation measures and reduce risk of transmission (decrease risk assessment score).
VERY HIGH	Overall risk of transmission and further spread of COVID-19 in relation to the mass gathering is considered very high.

Risk Vs. Mitigation Matrix

Total Risk Assessment Score	Very Prepared to Mitigate COVID-19 Impacts (76-100)	Somewhat Prepared to Mitigate COVID-19 Impacts (51-75)	Somewhat Unprepared to Mitigate COVID-19 Impacts (26-50)	Very Unprepared to Mitigate COVID-19 Impacts (0-25)
0 - Negligible	Very low	Very low	Very low	Very low
1 - Very Low Risk	Very low	Very low	Low	Low
2 - Low Risk	Low	Low	Low	Moderate
3 - Moderate Risk (low-moderate)	Low	Moderate	Moderate	Moderate
4 - Moderate Risk (high-moderate)	Moderate	Moderate	High	Very High
5 - High Risk	High	High	Very High	Very High
6 - Very High Risk	Very High	Very High	Very High	Very High

	Have the mass gathering organizers and staff undergone training and exercises on personal safety procedures and emergency mitigation measures (including those specifically listed in this checklist)?	Yes / Completed	2	4	Advanced guidance/training literature to be provided. On site refresher briefings to be delivered also.
Risk communication	Is there a risk communication strategy for the sporting mass gathering in regard to COVID-19?	Yes / Completed	3	6	Risk communication to participants prior to travel, and to all on site
	Is there a designated person(s) to lead media activities and tasked with managing all external communications with national and international government officials, the general public, and the media? (If yes, please identify the spokesperson in comments)	Yes / Completed	2	4	R&A Director of communications and Chief Medical Officer
	Has there been monitoring of national and international media and social media established for rumours to be able to counter them early? (Please explain in the comments what protocols are in place for counter messaging)	Yes / Completed	2	4	Comm's team monitor content pertaining to event. CMO and H&S Consultant monitoring for general COVID related content
	Has co-ordination been set up with major official media channels and social media sites such as Twitter, Facebook and Instagram so that messaging can be coordinated with, and assisted by, the platforms to provide targeted messaging from organisers (including messaging to counter fake news and rumours, and proactive messaging about the status of the mass gathering, including changes)?	Yes / Completed	2	4	All media contacts/channels managed by The R&A Comm's team. Significant network of contacts/resources in place
Public health awareness on COVID-19 before and during the event	Has public health advice on clinical features of COVID-19, preventive measures, especially respiratory etiquette, hand hygiene practices, and physical distancing, been shared with all staff involved in the event, athletes, the public, and personnel of all relevant stakeholders?	Yes / Completed	3	6	Yes. Further guidance material/briefings to be delivered prior to and at event.
	Has information on the at-risk populations been provided to all athletes, the public and others so they may make an informed decision on their attendance based on their personal risks?	Yes / Completed	3	6	Covered in advaced briefing material. Unlikely for any competitors to be in at-risk population
	Has public advice included information on the meaning of the following measures: quarantine, self-isolation and self-monitoring ?	Yes / Completed	2	4	Covered by UK Government public advice. The event provides an excellent platform and opportunity to help strengthen the public messaging aims, using talent as ambassadors.
Surge capacity	Are there any surge arrangements in place in the event of a public health emergency during the mass gathering - (i.e. suspected and confirmed cases of COVID-19)?				
	Do these surge arrangements include funding for mitigation measures?	Yes / Completed	3	6	Contingency arrangements include funding/financial provision to respond to matters that may arise
	Do these surge arrangements include stockpiles of equipment (e.g. personal protective equipment, etc.)	Yes / Completed	3	6	Contingency arrangements include PPE provisions
	Do these surge arrangements include training of extra staff?	Yes / Completed	2	4	Contingency arrangements will include the ability to train additional staff, on site, as may be required.
Specific mitigation measures	Do these surge arrangements include volunteers?	Yes / Completed	2	4	No. Contingency arrangements do not rely on volunteers - professional organisations contracted.
	Will there be daily health checks of athletes/competitors?	Yes / Completed	2	4	Daily health screening and temperature checks.
	Will the athletes be separated from other groups , such as officials, support staff and spectators, to limit transmission?	Yes / Completed	2	4	Event plans being developed with 'outer bubble' and 'inner bubble' to increase resilience - Accreditation to be used to distinguish
	Are there measures in place to limit the sharing of equipment, water bottles, towels, etc. ?	Yes / Completed	3	6	Shared equipment will be minimised and any such equipment will be cleaned/sanitised after each use.
	Will athletes be given closed containers to allow for the safe disposal or storing of all hygienic materials (e.g. tissues, towels, etc.)?	Yes / Completed	3	6	Yes
	Will the sporting event have designated seating for all spectators?	Yes / Completed	3	6	A number of grandstands will be built around the course. Assigned seating will be deployed in hospitality
	Does the designated seating provided allow for physical distancing between spectators (minimum of 1 metre)?	Yes / Completed	2	4	Where required, seating is distanced to limit number of contacts
	Have pre-travel health checks been performed on all athletes to ensure underlying co-morbidities, medications, allergies, etc. are documented?	Yes / Completed	2	4	Testing protocol will be applied at event. This includes arrangements for test prior to travelling to the event.
Sum of Mitigation Measures			210		
Total Mitigation Score (%)			95	(Very prepared to mitigate COVID-19 impacts)	

*Template based upon WHO/2019-nCoV/POE mass gathering_sports addendum_tool



The R&A
COVID-19 Event Specific Risk Assessment

Event:	AIG WO 2021
Venue:	Carnoustie Golf Links
Dates:	19th - 22nd August 21



Option not to be pursued for 2021.
Risk level unacceptably high, and prohibited by Government policy.



Assigned to	Risk	Comments	(Unmitigated) Risk Analysis			A - As Planned (Mitigated) Risk Analysis			A+ - Modified As Planned (including spectators) (Mitigated) Risk Analysis			B - Behind Closed Doors (Mitigated) Risk Analysis			C - Cancellation (Mitigated) Risk Analysis			D - Postponed (Mitigated) Risk Analysis			Recommendations/Comments	
			Consequence	Likelihood	Rating	Consequence	Likelihood	Rating	Consequence	Likelihood	Rating	Consequence	Likelihood	Rating	Consequence	Likelihood	Rating	Consequence	Likelihood	Rating		
Pre-Event (Build/Golf Days)																						
Infrastructure	Compromised build/de-rig due to Covid-19	Risk that construction/de-rig operations are significantly compromised directly as a result of the Covid-19 virus being detected on site, or affecting contractor resource pool, generally.	Major	Almost Certain	High Risk				Minor	Unlikely	Low Risk											
Infrastructure	Incomplete or poor standard infrastructure delivery as an indirect result of Covid-19	Failure to deliver the planned event infrastructure to an acceptable standard due to direct impacts caused by Covid-19.	Major	Likely	High Risk				Minor	Unlikely	Low Risk											
Resourcing	Unavailability of labourforce	Risk that resource levels required to deliver event infrastructure are not available, either as a direct or indirect result of Covid-19 e.g. travel restrictions; or corporate governance measures.	Major	Likely	High Risk				Minor	Unlikely	Low Risk											
Resourcing	Supply chain failure (infrastructure and merchandise stock etc)	Risk that the equipment required to build event infrastructure and/or stock merchandise and catering outlets is not available due to supply chain issues within the UK and across Europe.	Major	Possible	Medium Risk				Minor	Unlikely	Low Risk										B: Ongoing engagement with supply chain to understand potential challenges to the R&A	
Infrastructure	Unavailability of R&A staff to oversee build	Risk that adequate number of R&A staff are not available to manage project, either through illness associated with Covid-19; travel restrictions; or corporate governance measures.	Major	Possible	Medium Risk				Minor	Unlikely	Low Risk										B: Adequate number of staff available to oversee site operations, as required	
Infrastructure	Government requisitioning kit	Risk that the UK government requires to mandate/requisition temporary infrastructure equipment from R&A suppliers in order to activate national resilience response to pandemic.	Moderate	Unlikely	Medium Risk				Minor	Rare	Low Risk										B: Substantial contingency resources have been established by Government, with significant unused capacity.	
Operations	Pre-event golf days (Marshals, Media, Patrons)	Risks associated with facilitating the spread of Covid-19 through continuation of group gatherings at Pre-event golf days for sponsors, media partners etc.	Minor	Rare	Low Risk				Minimal	Rare	Low Risk											
Broadcast	Insufficient TV infrastructure (towers, etc.)	Risk that the ability to deliver sufficient temporary infrastructure for TV broadcasting needs is compromised due to shortage of labourforce, infrastructure, or due to Government policy restrictions.	Major	Possible	Medium Risk				Moderate	Unlikely	Medium Risk											B: Multiple suppliers available to deliver broadcasters requirements
Broadcast	TV staff/contractors not travelling	Risk that appropriate TV broadcast staff and/or contractors will not/are not able to travel to event, either through choice, shielding protocols or imposed travel restrictions.	Major	Likely	High Risk				Moderate	Rare	Low Risk											
Broadcast	Broadcast compound not completed	Risk that disruption caused by Covid-19 impacts on the ability to complete the broadcast compound on time to enable at least a BCD option to be delivered.	Major	Possible	Medium Risk				Major	Unlikely	Medium Risk											
Resourcing	Marshals/volunteers unable/unwilling to attend	Risk that volunteer resource pool are not able/not willing to attend and support operational delivery of the event.	Major	Likely	High Risk				Minor	Possible	Medium Risk											
Resourcing	Contractors falling into administration	Risk that supply chain required to deliver the event is significantly affected due to failure of businesses.	Moderate	Possible	Medium Risk				Minor	Unlikely	Low Risk											
Reputation	Customer service reputation if communication to ticketholders/general public is delayed	Risk to The R&A and event stakeholder reputation through failure to maintain engagement and timely information updates to actual and prospective ticket-holders.	Moderate	Possible	Medium Risk				Moderate	Unlikely	Medium Risk											
Infrastructure	Unavailability of accommodation to serve event needs	Risk that the availability of accommodation in the local area is not sufficient, or of adequate standard to meet the needs of the event. Risk could be realised through a) failure of businesses during pandemic response; b) continuation of Government policy restrictions meaning temporary accommodation is unusable; or c) premises inability to meet standards/requirements for the event needs.	Major	Possible	Medium Risk				Major	Possible	Medium Risk											B: Ongoing review required as to status of hotels to accommodate staff & players.
Operations	Person on site presents with symptoms of COVID-19	Risk that person on site is either suspected or confirmed to be positive for Covid-19	Major	Possible	Medium Risk				Major	Unlikely	Medium Risk											B: Significant mitigation measures to be in place prior to event and throughout full event duration.
Media	Increased/uncontrolled media focus on event and governance arrangements resulting from Covid-19	Risk that the event becomes targeted and negatively impacted through an increased media focus resulting from Covid-19, e.g. unregistered media arriving at site and/or intentionally presenting a challenge to established operational controls.	Moderate	Likely	Medium Risk				Moderate	Unlikely	Medium Risk											
Operations	Activation of Operation London Bridge during period of pandemic response.	Risk that the need to activate OLB/OFB during the period of response to the pandemic will place an even greater strain on national resilience arrangements and multi-agency partners, presenting a further risk to the ability to deliver the event successfully.	Moderate	Possible	Medium Risk				Minimal	Possible	Low Risk											B: Protocols in place - minimal impact on event
Resourcing	Loss of / unavailability of key personnel	Risk that key personnel associated with the event are not able/not willing to attend the event due to the impacts of Covid-19, either through choice, shielding protocols or imposed travel restrictions.	Major	Possible	Medium Risk				Minimal	Possible	Low Risk											B: Contingency plans in place to maintain business continuity for all aspects of the business.
Reputation	Reputational risk to The R&A and stakeholders as a result of strategic decisions being made	Risk of reputational damage to The R&A and stakeholders as a result of decisions made relating to the continuity (or not) of the event.	Major	Possible	Medium Risk				Moderate	Rare	Low Risk											B: Careful monitoring of situation and public messaging maintained. Positive media engagement strategy being followed.
Infrastructure	Covid-19 virus being present on surfaces and/or perception of such	Risk that Covid-19 virus is present, or considered may be present on surfaces of temporary infrastructure put in place for the event.	Major	Possible	Medium Risk				Moderate	Rare	Low Risk											
Event Status																						
Finance/Governance	Financial losses (abortive costs)	Risk of significant abortive costs being encountered through contract agreements; material purchases; delay penalties etc.	Moderate	Possible	Medium Risk				Minor	Rare	Low Risk											B: Robust corporate governance measures implemented throughout response to Covid-19
Finance/Governance	Contractual commitments	Risk that future significant events/engagements/contract commitments could be compromised through consequences of Covid-19 significantly disrupting event plans.	Moderate	Possible	Medium Risk				Minor	Unlikely	Low Risk											B: Scheduling committee established early in crisis response and maintaining positive engagement/dialogue with stakeholders
Finance/Governance	Rescheduling	Failure to achieve a suitable window to reschedule the event, leading to cancellation	Major	Unlikely	Medium Risk				Minor	Unlikely	Low Risk											
Personnel / Resource																						
Operations	Event staff to Spectator transmission of COVID-19 virus	Risk of virus spreading from staff to spectator through poor operational practices.	Major	Possible	Medium Risk				Moderate	Rare	Low Risk											
Operations	Staff to Staff transmission of COVID-19 virus	Risk of virus spreading between staff members through poor operational practices at the event.	Major	Possible	Medium Risk				Moderate	Unlikely	Medium Risk											B: Robust protocols to be put in place to minimise potential occurrence and potential impact
Operations	Event attendee importation of COVID-19 virus after Event Bubble in place	Risk of Event attendees importing Covid-19 into event bubble during the course of the event (by breaching the constraints of the bio-protected bubble)	Major	Possible	Medium Risk				Moderate	Unlikely	Medium Risk											
Operations	Support staff importation of COVID-19 virus after Event Bubble in place	Risk of support staff (hotel staff, transport drivers etc) importing Covid-19 virus into 'bio-protected bubble' environment	Major	Possible	Medium Risk				Moderate	Unlikely	Medium Risk											
Traffic & Transport																						
Traffic & Transport	Reduced public confidence in public transport options	Risk that poor public confidence in public transport options puts additional strain on event operational requirements, e.g. need for additional private car parking provisions.	Moderate	Likely	Medium Risk				Minimal	Possible	Low Risk											
Traffic & Transport	Increased exposure to Covid-19 through staff transport arrangements	Event staff transport arrangements lead to increased COVID-19 exposure	Major	Possible	Medium Risk				Moderate	Unlikely	Medium Risk											B: Strict protocols and prescriptive requirements developed

Assigned to	Risk	Comments	Unmitigated Risk Analysis			COVID-19 specific additional control/mitigation measures to be adopted <i>(Also refer to list of tactical control options)</i>	A - As Planned (Mitigated) Risk Analysis			A+ - Modified As Planned (including spectators) (Mitigated) Risk Analysis			B - Behind Closed Doors (Mitigated) Risk Analysis			C - Cancellation (Mitigated) Risk Analysis			D- Postponed (Mitigated) Risk Analysis			Recommendations/ Comments		
			Consequence	Likelihood	Rating		Consequence	Likelihood	Rating	Consequence	Likelihood	Rating	Consequence	Likelihood	Rating	Consequence	Likelihood	Rating	Consequence	Likelihood	Rating			
Spectator Attendance																								
Operations	Person attending the event is carrying the Covid-19 virus	Risk that the Covid-19 virus could be imported to the event, with the potential for uncontrolled spread to others present on site.	Major	Likely	High Risk	(1.1) & (1.2) & (2.1) & (4.1) & (4.2) & (4.3) & (4.7) & (4.8) & (4.9) & (6.1) & (6.2) & (7.1) & (7.2) & (8.1) & (8.2) & (8.6) & (9.1) & (9.2) & (10.2) & (11.1) & (11.2) & (11.3)				Moderate	Unlikely	Medium Risk								B: Strict protocols and pre-entry checks developed				
Operations	Event attendees being ignorant to the symptoms of Covid-19	Risk that persons associated with the event are ignorant to the symptoms (and required mitigations) of Covid-19 and travel to the event while potentially having the virus.	Severe	Possible	High Risk	(1.1) & (1.2) & (4.1) & (4.3) & (9.2) & (11.1) & (11.2) & (11.3)				Moderate	Rare	Low Risk									B: Pre-attendance communications package prepared for issue to all invited attendees			
Infrastructure	Inadequate provision of on site welfare provisions	Risk that a lack of adequate welfare provisions, including toilets/washing stations/hand gels/COVID-19 advisory signage & surveillance monitoring staff etc. may lead to an increased risk of virus spread.	Major	Possible	Medium Risk	(1.3) & (3.9) & (3.11)				Moderate	Rare	Low Risk												
Operations	Spectator or event staff member deliberately attends the event while knowingly infected with Covid-19 virus	Risk that an individual intentionally travels to the event while knowingly is confirmed as having the Covid-19 virus.	Major	Possible	Medium Risk	(1.1) & (1.2) & (2.1) & (4.1) & (4.2) & (4.3) & (4.7) & (4.8) & (4.9) & (6.1) & (6.2) & (7.1) & (7.2) & (8.1) & (8.2) & (8.6) & (9.1) & (9.2) & (10.2) & (11.1) & (11.2) & (11.3)				Moderate	Rare	Low Risk												
Traffic & Transport	Reduced public transport options, (International/National/Regional travel)	Risk that a significant reduction in public transport options affects the ability for competitors, staff and spectators to attend the event.	Major	Almost Certain	High Risk	(2.2) & (5.4) & (5.5) & Ongoing monitoring and collaboration with Government policy advisers to support/promote controlled return to safe operations				Moderate	Likely	Medium Risk											B: Issue to be kept under close review	
Operations	Inadequate pro-active Covid-19 surveillance arrangements	Risk that surveillance procedures implemented at the event are not adequate to monitor and detect for signs/symptoms of COVID-19 and enable early interception.	Major	Possible	Medium Risk	(1.1) & (1.2) & (2.1) & (4.1) & (4.2) & (4.3) & (4.7) & (4.8) & (4.9) & (6.1) & (6.2) & (7.1) & (7.2) & (8.1) & (8.2) & (8.6) & (9.1) & (9.2) & (10.2) & (11.1) & (11.2) & (11.3)				Major	Unlikely	Medium Risk										B: Resource commitment agreed and arrangements in place to audit that arrangements remain effective in implementation		
Operations	Inadequate Medical facilities to respond to suspected Covid-19 cases on site	Risk of inadequate medical resources being available at event to appropriately deal with suspected COVID-19 cases presenting at the venue.	Major	Likely	High Risk	(6.2) & Detailed and bespoke Event Medical Plan to be put in place under direction of LET CMO				Moderate	Rare	Low Risk											B: Resource commitment agreed and documented as MANDATORY requirement for all events	
Operations	Spectator to Spectator transmission of COVID-19 virus	Risk of virus spreading between spectators as a result of event arrangements	Major	Likely	High Risk	Daily health check for all spectators attending to ensure they have no symptoms before coming to the event & COVID signage around site to promote good practices				Minimal	Rare	Low Risk												
Operations	Contract tracing	Risk of an inability to trace persons who may have been in close contact with person(s) either suspected or confirmed as carrying COVID-19 and having attended the event.	Major	Likely	High Risk	(2.1) & (4.7) & (4.9) & (6.5) & (8.2) & (8.6)				Minor	Unlikely	Low Risk												
Operations	Crowd Demographics	Risk that crowd demographic contains an increased number of persons considered to be most vulnerable to the effects of Covid-19, e.g. persons with underlying health conditions and the elderly.	Major	Almost Certain	High Risk	Vaccine program rolled out & reminders for persons with underlying health conditions to consider not coming to the event.				Minimal	Rare	Low Risk												
Operations	Crowd Density / Peak Attendance	Risk that crowd density/peak spectator attendance numbers exceed expectations and adversely compromises social space allowances, increasing risk of COVID-19 spread.	Major	Almost Certain	High Risk	Set number of tickets sold and persons can not access site without a ticket				Minimal	Rare	Low Risk												
Operations	Lack of Public Health Authority resources to intervene in suspected Covid-19 cases	Risk of a lack of regional public health resources to support early intervention and diagnosis, leading to extended adverse impact on the event (and reputation)	Major	Likely	High Risk	(2.2) & (6.3) & Ongoing monitoring and collaboration with Government policy advisers to support/promote controlled return to safe operations				Moderate	Unlikely	Medium Risk												B: Significant residual capacity remains in Covid-19 specific capacity arranged by PHE/NHS - ongoing situation monitored by The R&A.
Finance/Governance	Financial refunds (spectators)	Risk that spectators seeking refunds, or alternative resolutions, demand action prior to the final strategy for the event being determined.	Moderate	Possible	Medium Risk	Robust corporate governance protocols ongoing throughout response to C-19 crisis response				Minimal	Rare	Low Risk												B: Public communications strategy in place. Situation under control
Media / Broadcast / Communication																								
Media	Reputational attack on the R&A and partners by competitor or staff member	Risk of a disgruntled competitor or member of staff disagreeing with adopted continuation strategy and makes a public attack on The R&A / event in the media	Moderate	Possible	Medium Risk	Communications maintained with competitors and other key stakeholders throughout developing response to the C-19 Crisis. Advanced briefing content to be provided to all relevant stakeholders on mitigation measures to be implemented at R&A events				Moderate	Possible	Medium Risk												B: Information and engagement with Players and staff is ongoing and will remain so throughout delivery
Broadcast	Risk to TV broadcast continuity	Risk that the continuity of broadcast operations may be significantly impacted due to non-availability of broadcast staff.	Major	Possible	Medium Risk	(1.3) & (9.3) & ETP / CTV planning to use all UK based staff for event to mitigate risks. Additional 'stand-by' resources planned for also				Minimal	Unlikely	Low Risk												B: Business continuity and contingency plans in place by ETP/CTV
Host Venue																								
Operations	Host venue 'contamination'	Risk that access to the host venues (or individual areas within) become restricted due to areas of 'lock-down/isolation as a result of direct or indirect impacts from Covid-19.	Major	Possible	Medium Risk	(1.2) & (1.4) & (1.5) & (7.2) & (7.8) & (7.12) & (7.16) & (7.18) & (10.1) & (10.2)				Moderate	Rare	Low Risk												
Operations	Host venue staff importing COVID-19 virus	Risk of host venue staff, (including catering teams, hospitality staff and greenkeepers etc) importing Covid-19 into 'bio-protected bubble' environment	Major	Possible	Medium Risk	(1.2) & (1.4) & (1.5) & (7.2) & (7.8) & (7.12) & (7.16) & (7.18) & (10.1) & (10.2)				Moderate	Possible	Medium Risk												
Operations	COVID-19 incidence rates in host region	Risk of heightened exposure to COVID-19 virus by continuing with the event in a region with a high incidence rate, or rapidly increasing number of confirmed cases.	Major	Possible	Medium Risk	Live monitoring of Covid-19 prevalence rates ongoing on a Global, National & Regional basis under direction of CMO and ESO				Minor	Possible	Medium Risk												B: The R&A operational plans recognise this ongoing dynamic situation/risk - safeguards built in to operational plans
Miscellaneous																								
Operations	Event disruption due to regional/national governance restrictions	Risk of disruption to the delivery of the event as a result of regional governance decisions, including restrictions imposed on competitor and spectator attendance	Major	Almost Certain	High Risk	Ongoing monitoring and collaboration with Government policy advisers to support/promote controlled return to safe operations				Major	Possible	Medium Risk												B: ongoing collaboration with Government agencies to be maintained, with clear demonstration of operational plans being implemented by the R&A
Infrastructure	Shared accommodation leading to spread of virus and/or multiple quarantine	Risk of mandatory isolation imposed on multiple persons as a result of shared accommodation/common areas in hotel etc.	Major	Possible	Medium Risk	(1.6) & (3.1) & (3.4) & (3.6) & (3.10) & (3.12) & (4.3) & (4.4) & (4.7) & (4.9) & (7.16)				Minor	Unlikely	Low Risk												
Operations	Lack of engagement with Regional/National Public Health authorities	Risk that any lack of engagement with appropriate agencies could lead to incorrect assumptions and/or ignorance to COVID-19 mitigation measures.	Moderate	Likely	Medium Risk	(2.2) & (6.3) & Ongoing monitoring and collaboration with Government policy advisers to support/promote controlled return to safe operations				Moderate	Rare	Low Risk												B: Collaboration established with DCMS and local stakeholders. Remains ongoing
Operations	Lack of event attendees maintaining the appropriate mitigation measures	Risk of the spread of Covid-19 within the 'bio-protected bubble' through failure to maintain appropriate risk mitigation practices	Major	Possible	Medium Risk	(1.1) & (1.2) & (1.4) & (1.5) & (4.1) & (4.3) & (4.8) & (6.1) & (7.1) & (7.2) & (11.1) & (11.2)				Moderate	Possible	Medium Risk												
Operations	High-traffic touch points spreading COVID-19	Risk of Covid-19 and other virus spread through high-traffic touch-points (Pin flags; door handles; Starter area at 1st Tee, golf carts.....)	Major	Possible	Medium Risk	(1.5) & (7.1) & (7.8) & (7.12) & (7.13)				Moderate	Rare	Low Risk												
Operations	Burden on regional health agencies	Risk of the event placing an additional burden on the resource availability/capability of regional health agencies (testing, medical support etc)	Severe	Possible	High Risk	(6.2) & (6.3)				Major	Unlikely	Medium Risk												
Operations	Contact tracing adopted by regional health authorities does not recognise enhanced controls in place	Risk that contact tracing policies adopted by regional health authorities do not recognise the enhanced controls in place at the event and jeopardise the continuity of the event through forced withdrawals of suspected 'contacts' of any positive cases	Major	Unlikely	Medium Risk	(6.2) & (6.3) & (8.6)				Moderate	Unlikely	Medium Risk												
Operations	Event attendee quarantining within the host region	Risk of an event attendee being required to quarantine in host region for a period of time, due to inability to return home in a safe and controlled manner	Moderate	Possible	Medium Risk	(4.4) & (7.16)				Minor	Unlikely	Low Risk												
Infrastructure	Environment/terrain/venue selection	Risk of increased potential for respiratory droplet contamination resulting from levels of exertion by event attendees, e.g. due to terrain/altitude etc.	Moderate	Possible	Medium Risk	Venue has staged The Womens British Open previously and is well known to competitors. Venue has gone through a careful re-evaluation process re Covid-19. Social distancing policies to be maintained across entire venue. Dedicated medical team on site with heightened health monitoring programme for competitors				Minor	Rare	Low Risk												B: Operational controls in place

The R&A
COVID-19 Tactical Options Register

Event:	AIG WO 2021
Venue:	Carnoustie Golf Links
Dates:	19th - 22nd August 21



No	Tactical Options	Deadline date	Comments	Assigned To
1. Pre-Event (Build, Golf Days etc)				
1.1	Write to all contractors/suppliers in advance of their attendance at site to ensure that their staff are aware of Covid-19 systems and that they do not present on site if they have symptoms or are suspected to be at higher risk of infection		Use standard template document on stipulations/requirements to be issued to third-parties	
1.2	Establish enhanced site management protocols to ensure that appropriate monitoring/screening of site personnel is in place		Testing and site access protocols, including restricted access/thermoscan/contact tracing etc to be carried out for all	
1.3	Engage with contractors & suppliers to ensure that appropriate business continuity measures are in place to deliver required infrastructure and labour for event		Prepare advanced questionnaire/survey to be completed by all	
1.4	Enhanced site welfare/cleaning arrangements to combat the risk of Covid-19 spread		Develop checklist/completion log in overall Event Log	
1.5	Arrange deep clean/disinfection of all public facilities prior to use to reassure public confidence			
1.6	Increase spacial provisions for working compounds, offices and entertaining facilities to promote appropriate social distancing			
1.7	Current attendance being planned is an average of ??? individuals on Championship Days.			
1.8	Final attendance numbers to be driven by a combination of factors including government policy and operational ability to deliver.			
1.9	Considering an open refund policy for international spectators to help with reduced transmission from abroad as well as operational planning			
1.1	Expanded (double size) Customer Service team in place to take calls and answer emails should attendees wish to make contact with general spectator queries, including ticketing, parking, COVID-19 protocols and on-site policies.			
1.11	R&A COVID-19 policy (customer focussed policy) to be written and published on event websites/in other formats for attendees to read.			
1.12	Event specific Covid-19 Risk Assessment completed, using World Health Organisation criteria for sporting events and mass gatherings, and using more detailed event specific criteria based upon practical experiences at previous events.			
1.13	Covid-19 Risk Assessment kept under dynamic review throughout all stages of event planning and delivery Covid-19 specific working groups and management hierarchy established, including participation from key stakeholders associated with public health policy and legal frameworks, (including DCMS, PHE, ScotGov, HPS etc.)			
1.14	Covid-19 Risk Assessment provided to workers at the venue			
1.15	Event specific Incident Response Plans include protocols for responding to possible COVID-19 incidents (confirmed and suspected +ve cases)			
1.16	Incident Response Plan dovetails closely to event specific Medical Plan and other operational plans to ensure appropriate alignment and structured responses are applied			
1.17	Adequate supply of contingency PPE stock retained on site at each event, in addition to pre-determined resource levels required to effect cleaning, sanitising etc. of all facilities			
1.18	Event arrangements includes for isolation rooms at host venues and also for any residential accommodation that may be required by someone attending the event and requiring to be isolated			
1.19	Event specific Event Safety Management Plans, Incident Response Plans, Covid-19 Operational Plan and Medical Plan put in place			
1.20.	All contractors and suppliers required to evidence COVID-19 mitigation protocols in their H&S documentation submissions			
1.21	Live Event Log to be maintained for all significant occurrences on site, to evidence application of protocols and real-time occurrences, in practice			

No	Tactical Options	Deadline date	Comments	Assigned To
1.22	Covid Officer monitoring/audit reports to be formally recorded to demonstrate effectiveness (or otherwise) of protocols being applied			
1.23	Daily Covid-19 co-ordination meetings to be held each day of the event to ensure ongoing dynamic review of applied mitigation measures, and effectiveness thereof			
1.24	Established direct contact with regional public health agencies to pro-actively share and agree event specific risk assessments and extent of Covid-19 related operational plans/procedures required to be implemented			
1.25	Event specific Medical Operations Plan to be developed, and to include resource provision for dealing with suspected or confirmed Covid cases			
1.26	Public Health Consultant engaged by The R&A to work in support of the R&A Chief Medical Officer and the established medical hierarchy for each event.			
1.27	Consideration of medical checks (thermal) further away from main entrance in order to reduce contacts.			
1.28	Medevent, private medical supplier, to provide medical plan, operational delivery and resource to support CMO and on-site medical team.			
1.29	R&A CMO to implement a plan to manage a positive case within the venue including diagnosis, self-isolation, testing and transport safely off site			
1.30.	Security strategy and resourcing deployment recognises the need to ensure robust protection of venue perimeter, and to protect event personnel from any unauthorised persons attending.			
1.31	CCTV coverage plans across the venue ties in with point above, but specific focus to venue perimeter.			
1.32	Weekly calls with G4S on plans relating to access to the venue and access within the venue.			
1.33	G4S Training and Briefing elements to include plans for working at sporting events during a pandemic. Learning from current experiences of behind closer door football events in Scotland and England.			
1.34	Exploring the options to bag search further away from venue footprint to make entry to the venue as efficient as possible.			
1.35	Additional resource being considered across the venue if plans have to change to accommodate for social distancing.			
1.36	Covid specific signage plan developed for the event, to include use of educational and directional content.			
1.37	Covid signage to be easily distinguishable from event wayfinding and corporate branded signage			
1.38	All forms of communication media, including on-site TV/digital screen broadcasts to be used to display Covid safety signage			
1.39	Wayfinding signage to be enhanced by deployment of personnel in key areas to ensure smooth flow of crowds and to enact crowd safety management plans, where necessary.			
1.40.	All persons to be permitted access to the venue will be directed towards an information page on protocols that will be applied on site. This will be linked to issuing of accreditation passes.			
1.41	Documentation issued to all contractors/suppliers in advance of their attendance at site to ensure that staff are aware of Covid-19 protocols and that they do not present on site if they have symptoms or are suspected to be at higher risk of infection			
1.42	Covid-19 educational content included within mandatory site induction content.			
1.43	Requirement for -ve Covid test to have been completed (2 x weekly) prior to being permitted to gain access to site during the build phase			
1.44	Site access accreditation linked to daily health screening requirement and evidence of -ve test. Live system which requires accreditation to be electronically scanned upon each entry to site during the build phase.			
1.45	Robust arrangements in place to maintain physical distancing between contractors, and to limit size of essential 'buddy groups' for tasks that require close working. Full details available to support track & trace requirements.			
1.46	Covid Officers present on site in addition to Site Management Team and Contractors' supervisory staff. Ongoing monitoring of compliance.			
1.47	All site accommodation and welfare provisions planned and maintained with covid security in mind			
1.48	Established enhanced site management protocols to ensure that appropriate monitoring/screening of site personnel is in place throughout all stages of the event (build/event/de-rig).			
1.49	Pre-engagement with contractors & suppliers to ensure that appropriate business continuity measures are in place to deliver required infrastructure and labour for event.			

No	Tactical Options	Deadline date	Comments	Assigned To
1.50.	On-site personnel limited to essential staff only, with appropriate 'stand-by' crews planned for any contingency deployments required.			
2. Event Status				
2.1	Limit number of persons on site to essentials only (Players/Caddies/Officials/Broadcast/Event Staff/Host Venue Staff)			
2.2	Develop an incremental 'scaling up' plan for attendance numbers to align with Government imposed restrictions and mitigation measures			
2.3	Deployment of an on-site laboratory for up to 3,500 RT-PCR tests during event week to be conducted by Cignpost			
2.4	Those 'core' individuals (players, caddies, essential support staff, R&A officials) to be RT-PCR tested during event week			
2.5	Collaboration with the Ladies European Tour to test select players/caddies at the previous event prior to travelling to The AIG Women's Open			
2.6	Exit testing capability to be undertaken on site prior to departure from region			
2.7	Adoption of central government Covid Status Certification scheme for general admission ticket holders			
2.8	On-site Lateral flow testing for select individuals not considered 'core to the event (television, media, contractors)			
2.9	Back-up plan being explored for entry process if Covid Status Certification Scheme is not realised in time			
3. Infrastructure				
3.1	Operate with reduced operational capacities for event infrastructure to promote increased social spacing - public reassurance		Operational capacities to be published on doorway of each enclosed area	
3.2	Downscale event infrastructure			
3.3	Increase number of waste-bins to promote 'catch-it, kill-it, bin-it' messaging		Increase signage around venue to promote messaging	
3.4	Increase spacial provisions for working compounds, offices and entertaining facilities to promote appropriate social distancing			
3.5	Increase locker room provisions where possible - consider use of temporary structures or multiple host venue facilities			
3.6	Discourage use of on-site locker room facilities, instead encourage return to private hotel room etc			
3.7	Arrange for controlled occupancy use of locker room and ensure enhanced clean-down/sanitisation arrangements after each use			
3.8	Where possible, allocate personal use communication equipment (radios etc) or, ensure a robust sanitisation process is available after each use		Radios to be personal issue, with provision for regular cleaning each day	
3.9	Increase size/specification of Player toilet provision (no portaloos) and ensure that arrangements are in place for sanitisation after each use			
3.10	Avoid the need for significant shared accommodation facilities for staff and volunteers etc - promote remote briefings and collection/delivery of pre-packed lunches etc			
3.11	Increase the number of hand-wash/hand sanitiser stations at venue - pre-entry and once inside			
3.12	Promote single hotel facility(ies) for all players and staff associated with the event and implement controls to minimise risk of Covid-19 transmission e.g. sanitisation before use; enhanced cleaning regimes (evidence recorded); room service only (no use of common areas)		Use standard template document on stipulations/requirements to be issued to third-parties	
4. Personnel/Resources				
4.1	Conduct advanced health screening of Players and key staff			
4.2	Carry out advanced reviews/surveys of travel history of event attendees		Include within health surveillance survey	
4.3	Provide Covid-19 guidance content to all staff and competitors as part of accreditation/registration processes			

No	Tactical Options	Deadline date	Comments	Assigned To
4.4	Limit the use of shared accommodation for event staff		Operational protocols to be implemented for all. This includes social distancing and no shared rooms etc.	
4.5	No handshaking or interaction between players under 2 metres, where possible		Include within player briefing material/policies	
4.6	Arrange Starter protocols to minimise close contact, including enabling Players to collect their own score-cards etc and not have tees/pencils in open boxes.			
4.7	Minimise number of volunteer staff/operations. Consider use of digital scoring devices/techniques etc where possible			
4.8	Deploy advanced health screening operatives to monitor persons, pre-entry - consider use of thermal monitoring (hand scanners or cameras)		Details outlined in SOP for controlling access to sites	
4.9	Limit the attendance of persons on site to exclude Partners and guests of Players, Player Managers, Manufacturers etc			
5. Traffic & Transport				
5.1	Deep clean interior of event vehicles (courtesy cars & P&R buses) prior to use		Cleansing to be evidenced by checklist/photograph	
5.2	Operate reduced occupancy on transport provisions to promote increased social spacing			
5.3	Direct courtesy car users to sit in rear of cars (away from drivers) - increased social spacing			
5.4	Promote Park & Walk as an alternative to Park & Ride			
5.5	Promote use of private/hired vehicles instead of Courtesy Car operation			
5.6	If Courtesy Car operation used, ensure for Players only and ensure clean-down after each journey (Player sit in back and potential screen drivers for Covid-19)		Use of courtesy cars limited to persons accredited to be within 'inner bubble'	
5.7	Sanitise evacuation buses upon deployment and arrange stock of face-masks/face shields for Player comfort in event of use of evac' bus			
5.8	Arrange for cleaning/sanitising products for buggies etc to be used after each occupant			
5.9	The use of personal transport to be encouraged, where possible.			
5.10	Ongoing liaison with transport stakeholders maintained throughout planning and delivery phases to ensure appropriate approach to covid-security within operational plans.			
5.11	Contingency plans included within operational plans for use of P&R and railway network assets.			
6. Safety, Security Contingency				
6.1	Erect advisory signage to promote good hygiene practices: -Transport hubs; - Venue entrances; - Within venue		Refer to signage schedule	
6.2	Provide enhanced medical facilities for responding to suspected or confirmed Covid-19 cases		Details set out in event specific Medical Plan	
6.3	Establish direct contact with regional public health agencies to share event risk assessment and Covid-19 related operational plans			
6.4	Promote high visibility accreditation to minimise close contacts			
6.5	Consider the need for increased security staff provision to prevent non-authorized persons from coming onto site		Covid related risk to be identified in event security plan	
6.6	Ensure a comprehensive audit trail of all risk mitigation measures is maintained, including ongoing and repetitive actions		Refer to Risk register and event log	
7. Operations				
7.1	Enhance number of hand-wash/hand-gel stations: - Transport hubs - At entrances; - Around the venue (toilets/public concessions/medical facilities/targeted stations)		Provisions to match BCD event format needs	
7.2	Adopt a compulsory hand-sanitising policy for all: - Prior to accessing event transport provisions; - Prior to entering venue (at ticket check)			
7.3	Adopt a no autograph/selfie policy		Incorporated within players briefings	
7.4	Manage tee times to positively influence crowd density around the venue		BCD event format eliminates this risk	
7.5	Adopt a 2-Tee start to influence crowd density/social spacing		BCD format addresses this risk	
7.6	Set reduced operational crowd capacity to manage density/social spacing		BCD format addresses this risk	
7.7	Ensure increased stand-off distances between Players and spectators at tee/green transition points etc		BCD format addresses this risk	

No	Tactical Options	Deadline date	Comments	Assigned To
7.8	Enhance cleaning regime/resources e.g.: - Regular sanitisation of all surfaces; - Full-time toilet attendants			
7.9	Implement advanced visual screening at all transport hubs and venue entrances		SOP for controlling access to site	
7.10	Adopt a no-contact ticket scanning policy		Accreditation to align with social distancing requirements	
7.11	Adopt an e-transactions only policy		BCD format negates the need for person to person transactions	
7.12	Enhance cleaning arrangements for crockery/cutlery - and promote to improve customer confidence			
7.13	Caddies to hand-gel after each hole - pin-flag as common touch-point			
7.14	Utilise disposable crockery/cutlery/plastic containers		Not required for BCD model	
7.15	Provide cleaning wipes and impose mandatory 'wipe-down' policy for all shared equipment, including radios, quiet please boards etc.			
7.16	Engage with official hotels and accommodation providers contracted by the event to ensure that appropriate cleaning and hygiene practices are applied in respect of combating spread of the virus		Refer to stipulations/requirements for contractors and other third parties	
7.17	Implement arrangements to clean pin-flag etc after each game has played through (demonstrates appropriate messaging to others).		Addressed by Caddies hand-gel policy and Player 'no touch' policy	
7.18	Arrange catering options across site to avoid self-service buffet style and promote pre-packaged 'grab & go' options		Catering plan in place to minimise risk for those on site in BCD format	
7.19	Consider use of sealed overall bags for overnight golf bag storage (sealed and opened only by Caddies)		Not considered necessary	
7.20	Ensure appropriate social distancing measures are observed at practice facilities. Where possible, utilise additional practice areas at host venue to promote social distancing		Social distancing policies will be applied across entire event footprint	
7.21	Arrange bottled water and other similar on-course supplies to minimise need for contact/multiple persons touching.			
7.22	Physiotherapy treatments to be limited to non-contact guidance and contact treatments should only be for treatment of injuries		Addressed in event Medical Plan	
7.23	Consider one Tee start (minimise numbers on course) against ability to get full play completed (daylight hours etc)		BCD format negates the need for reduced playing field/other format adjustments	
7.24	Promote/permit score recording processes which enable non-contact e.g. designated data inputer processing verbal scores relayed by Players (perspex screen separation)		Competition protocols adjusted to promote social distancing in all areas of event	
7.25	Caddies to retain Caddie bibs for duration of week and deposited into sealed container at end of week (Order contingency stock for misplaced bibs)		Appropriate process/protocol to be implemented	
7.26	Consider remote weather forecasting service -build in additional/increased time allowances for contingency response scenarios as a result of less accurate modelling/data		Remote weather forecasting included within BCD model - additional time provision in contingency plans to account for reduced accuracy	
8. Spectator Attendance				
8.1	Prevent overseas ticket holders from high risk areas/restricted countries from attending the event		Accounted for within BCD model	
8.2	Deliver advisory public messaging on symptoms and 'do not attend message': - Write to ticket holders (e-mail/letter) - Social media outlets; - Regional radio/news - At each venue		Messaging to focus on DO NOT ATTEND for general public	
8.3	Allocate designated areas on site (with reduced occupancy/increased spacing) for those considered to be more vulnerable to effects of Covid-19		BCD format eliminates need to accommodate higher risk persons on site	
8.4	Increase segregated parking provisions/separate transport arrangements for people considered to be ore vulnerable to the effects of Covid-19		BCD format eliminates need to accommodate higher risk persons on site	
8.5	Distribute free tissues for event attendees		Messaging to address 'Catch-it, Kill-it, Bin-it'	
8.6	Ensure arrangements are in place to support contact tracing for all attendees at the event, and any designated areas of the site		Addressed within SOP for controlling access to site	
9. Media Broadcast & Comms.				
9.1	Use talent as ambassadors to promote positive steps being taken at event RE Covid-19		Messaging to promote government messaging strategy/risk mitigation	
9.2	Advanced public marketing campaign to promote positive measures RE Covid-19		Messaging to promote government messaging strategy/risk mitigation	
9.3	Engage with broadcast partners to ensure that appropriate business continuity measures are in place to maintain an appropriate broadcast operation for the event		ETP/CTV has developed enhanced business continuity/resilience processes	
9.4	Increase spacial provisions for working compounds, offices and entertaining facilities to promote appropriate social distancing		Social distancing policies will be applied across entire event footprint	
10. Host Venue				
10.1	Arrange for deep-clean of host venue prior to event commencement (and promote for public reassurance)		To be incorporated into cleansing/sanitisation schedule	
10.2	Arrange for host venue to issue Covid-19 related guidance material to all members and invited guests		Attendees to be limited under BCD format. ET guidance/requirements to be extended to all appropriate individuals from host venue.	
11. Miscellaneous				
11.1	Deploy pre-attendance educational briefings to all			

No	Tactical Options	Deadline date	Comments	Assigned To
11.2	Deploy advanced health screening questionnaires to all prior to attendance			
11.3	Deploy advanced testing for relevant persons prior to arrival at site - Implement robust process to demonstrate testing has been successfully completed			