



Executive Summary



This is a précis of the full document titled CAMS “Safety 1st Strategy”, which outlines the holistic safety framework, and its systems and processes, relevant to safety in motor sport.

Foreword

This executive summary provides an overview of the CAMS *Safety 1st Strategy* for stakeholders and interested parties who wish to obtain a ‘ground level’ understanding of the CAMS *Safety 1st Strategy*.

The CAMS *Safety 1st Strategy* details how the components of many areas of motor sport safety are applicable within CAMS, and how they are drawn together to complete the “jigsaw” of CAMS safety processes.

Further Reading

It is recommended that those reading this executive summary obtain a copy of the CAMS *Safety 1st Strategy* document, which will provide further detailed information to that outlined in this document.

The full *Safety 1st Strategy* document can be obtained by:

- accessing the website at www.cams.com.au
- sending an email to andrew.fisher@cams.com.au
- telephoning CAMS Occupational Health & Safety/Risk Management Coordinator on (03) 9593 7716.

Further information

Further information on the CAMS *Safety 1st Strategy* is available from:

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Introduction

Safety is a core element which will ensure that the Confederation of Australian Motor Sport (CAMS) is sustainable into the future. Moreover, it is the most important factor in ensuring all motor sport participants conduct their activities in the healthiest and safest way possible.

Thus, safety has a primary place within CAMS and its relationship with its key stakeholders.

CAMS strives to continuously improve its efficiencies and effectiveness in this area.

To assist in the achievement of this goal, CAMS has developed a strategy which recognises the unique environment in which motor sport takes place.

This strategy is known as “CAMS Safety 1st Strategy” and is aimed at enhancing and documenting CAMS approach to safety. It demonstrates for all CAMS staff, members and stakeholders that:

- CAMS puts its people’s safety first and foremost;
- many areas of the sport contribute significantly to the overall safety of motor sport;
- CAMS realises its statutory obligations to safety and takes them seriously;

- CAMS will strive to continually improve its existing safety record;
- CAMS not only says it puts safety above all else, but through the compilation of the *Safety 1st Strategy*, it also provides evidence of the fact.

The CAMS *Safety 1st Strategy* will assist CAMS and associated stakeholders to work towards a ‘Safety 1st’ culture, and provides a ‘tool box’ for stakeholders to apply and integrate safety into CAMS day-to-day activities.

In recognising the changing environment, CAMS will continue to review and modify its approach to safety commensurate with risk and the changing environment in which both CAMS and motor sport operate.

Fundamental, however, to achieving a ‘Safety 1st’ culture across CAMS is the recognition that safety is a responsibility shared by all participants in motor sport, regardless of their role. A high-priority goal of the *Safety 1st Strategy* is that CAMS stakeholders become active participants, not passive recipients, of safety services.

CAMS Existing Safety Framework

“These components, processes and systems have served CAMS well ...”

Motor sport has existed for many years through careful consideration of its rules and regulations by persons experienced in their given sporting discipline. Many of the regulations which relate to safety have involved components, processes and systems which have been duplicated between disciplines and have not addressed the issues of non-sporting-based safety requirements. Many of these requirements are now regulated by law, through the various Occupational Health and Safety Acts which apply throughout Australia.

Whilst the specific statutory provisions may vary across the jurisdictions, the common threads of ‘doing all things practicable’ universally underpin these laws. It is on this basis that CAMS has approached its ‘Safety 1st’ advance on a national basis. It is neither practical nor achievable for CAMS to approach this in any other way, given its activities transcend and operate across jurisdictional boundaries.

To achieve success and the necessary culture change, jurisdiction boundaries need to be seamless for the purpose of safety.

The components, processes and systems can be described as part of a ‘tool box’ used by CAMS to meet its ultimate goal. This goal is to ensure that motor sport is conducted in an environment which is – as far as reasonably practicable – safe, fair and socially responsible given the circumstances in which motor sport is undertaken.

These components, processes and systems have served CAMS well but, to ensure CAMS continuously improves efficiency and effectiveness in this area, a dynamic approach and ongoing change is required.

Fundamental Culture Change

“All participants in motor sport, regardless of their role, are active participants, not passive recipients of safety services ...”

Fundamental to achieving the *Safety 1st Strategy* – including the ever-present engagement of a formal risk management system and the subsequent culture change which will evolve – is the recognition that safety is a shared responsibility whereby all participants in motor sport, regardless of their role, are active participants, not passive recipients of safety services.

Changing the culture within the motor sport fraternity to being proactive with respect to safety-related matters is a long-term and, in some cases, a generational change process. A structured and incremental approach is the only way to achieve this change and for it to be embraced and accepted.

Key Priorities for Culture Change

“Acknowledge that everyone is responsible for their own and others’ safety ...”

The key priorities of the culture process change that will be pursued through the *Safety 1st Strategy* are:

- Senior Management accepting responsibility for setting direction and accountability;
- establishment of clear goals to provide direction in the key areas of implementation;
- universal recognition that a formal risk management system is an integral part of good management practice;
- acknowledge that everyone is responsible for their own and others’ safety;
- raising awareness of the impact of legal and sporting requirements on officials and other stakeholders;
- appropriate communication/promotion of safety in order that it becomes part of normal company interactions, and
- a structured and targeted campaign focusing on identified risk and/or activities.

Communicating the Safety 1st Strategy

Initial briefings to management and senior advisory groups such as Commissions, Committees and Panels have been scheduled to empower their leadership and assist implementation of the strategy. Ongoing briefings to all personnel will assist understanding and commitment to the strategy.

The preparation of material and contents to be used in communications, using the services of a writer proficient in turning technical information into lay terms, will continue to be progressed.

As part of the communication strategy, a ‘Safety 1st’ logo has been created to provide an identifiable tool that can be used in a positive and enthusiastic manner by participants, officials, organisers, CAMS members and staff.

A move from prescriptive policy and detail-based documentation to generic and issue-specific announcements through a variety of media and processes will underpin the rollout of this strategy.

Following are some of the primary key result areas that will be undertaken through the *Safety 1st Strategy*.

Safety 1st Key Result Areas

The primary key result areas that will be undertaken through the *Safety 1st Strategy* include:

Hazard Identification and Risk Assessment

“It is imperative that a systematic approach is required to continually improve the Hazard Identification and Risk Assessment processes ...”

The identification of hazards and the assessment of risks are fundamental to OH&S performance management. The *Safety 1st Strategy* requires risk assessments to form the basis for decision-making and prioritisation of resources in all hazardous operations and work activities.

Risk assessments will be performed to support legislative compliance (for all relevant legislation), which will be assessed through an independent due diligence audit on a continual basis.

It is imperative that a systematic approach is required to continually improve the Hazard Identification and Risk Assessment processes and to communicate such an approach.

Additional multiple concurrent strategies will be initiated including:

- a CAMS ‘Safety 1st’ document hierarchy to establish a multi-layered communications strategy for safety-related issues. The hierarchy includes:
 - › ‘Safety 1st’ newsletters to provide tips and helpful advice and newsworthy items;
 - › ‘Safety 1st’ alerts to provide more urgent advice, and
- › ‘Safety 1st’ case studies that examine certain scenarios and to be used as either general educational or training tools.
- development of the CAMS website to provide an avenue for CAMS to communicate. The website area will be committed to risk management and safety issues within motor sport held under the sanction of CAMS which organisers, competitors and officials will be encouraged to visit;
- CAMS Magazine articles;
- pro-active support through the Committees and Commissions structure;
- development and dissemination of a range of ‘tools’ to be applied;
- Help Desk support for staff, members or key stakeholders;
- inductions and safety briefings;
- near-miss and incident reporting systems;
- investigations and inquiries to examine incident causation and improvement opportunities, and
- routine physical inspections.

Risk Management Controls

“A further example of the holistic approach which is taken by CAMS towards safety in motor sport ...”

The principal aim of the *Safety 1st Strategy* is to reduce exposure through a continuous improvement philosophy and application of risk controls. Risk management controls are characterised according to plant (equipment such as competitors’ cars, tools, equipment and spares), systems (how things are done) and culture (people’s actions or behaviours).

Taken alone, each control is individually necessary but not sufficient to achieve a sustained performance improvement. This is a further example of the holistic approach which is taken by CAMS towards safety in motor sport.

Taking into consideration resource restrictions which exist in the volunteer-based environment of CAMS-sanctioned motor sport, a single system is required that:

- demonstrates that each event has a management system which meets the requirements of AS/NZS 4801 *Occupational Health and Management Systems - Specification with guidance for use* and AS/NZS 4804 2001 *Occupational Health and Management Systems - General guidelines on principles, systems and supporting techniques*. The ‘Safety 1st’ checklist will provide the principal tool to support these requirements;
- applies the knowledge CAMS and its members have learned, through a series of ongoing workshops and projects;
- can be responsibly applied to all events, and
- takes into consideration the manner in which events are organised and ensures that the level of documentation is commensurate with the status of the event.

Continuous Improvement

“A major mechanism is the establishment of a risk register ...”

Recognition of good safety performance and intervention to correct poor performance will be

paramount and take priority over other business performance measures.

Risk Register

A major mechanism to assist with communication and consultation, analysis and improvement on all risks, hazards and trends associated with motor sport is the establishment and maintenance of a risk register.

The risks/hazards are identified using the CAMS Targeted Risk Assessment (TRA) form.

The TRA form is embedded with the seven main elements of a risk management process which conforms to AS/NZS4360:2004 *Risk Management*.

The risk register also enables CAMS to facilitate the generic risk assessment for the Safe Event Package (an integrated process which provides

a ‘system in a document’ to be followed by organisers of lower order/risk events in order to manage typical risks which have been identified at these events through the application of a structured risk management process [AS/NZ 4360:2004 *Risk Management*] based on experience at these events).

The risk register also provides a reference point for organisers/members to access via the CAMS website. Organisers are able to view the identified risks and controls from the different disciplines of motor sport which allows for continual improvement.

Planning

Safety plans will be based on the outcomes of legal and Board requirements, formal risk assessments, audits, performance indicators, analysis of incidents and hazard/near-miss reports, results of

investigations and other relevant data available.

Planning priorities and resource allocation will be set in accordance with the assessed risk.

Measurement

Ultimate measurement of the success, or otherwise, of the CAMS *Safety 1st Strategy* will be in the reduction in injuries at motor sport events held under CAMS sanction.

However an overall reduction in the number of, and severity of, injuries to persons included in non-competition areas at motor sport events will demonstrate a measurable positive outcome of the *Safety 1st Strategy*.

Reporting

Reports will be analysed to ensure recognition of hazards or intervention to correct anomalies in the system is acted upon in a timely way.

Increases in such reports over time should not be treated as a bad outcome and targets for reduction will not be set.

Systems in the Future

Specific ‘Safety 1st’ Standard Operating Procedures are being progressively developed, implemented and audited to meet the statutory and moral obligations of CAMS and its members.

Changes to existing processes will include:

- redefining expectations, benefits and responsibility of personal conduct, meeting control, budgeting reporting and introducing a common decision making process for all National Commissions, Committee and Working Group Chairman and members;
- establishing, where appropriate, in consultation with relevant group leaders, reachable and

definitive goals along with agreed performance indicators;

- establishing goals for state-based staff in respect to the implementation of safety processes within their relevant area of responsibility;
- establishing, and distributing on a wide scale, a protocol to deal with major critical incidents such as those occasions where a death may result from an incident at a motor sport event;
- streamlining, and simplification where possible, of Sporting and Technical Regulations throughout all levels and disciplines of motor sport;

- a staged introduction of safety programs and tools for the use by participants at all levels of motor sport, and
- use of risk management principles in the development of business processes

including safety management to meet – as far as is practicable – the standards of AS/NZS4801:2004 *Occupational Health and Management Systems - Specification with guidance for use*.

Culture Change into the Future

“Success in a Safety 1st Culture will be evident by people putting safety above all else ...”

The ultimate aim of the *Safety 1st Strategy* is to remove the barriers to people performing their chosen task and doing it with the knowledge that health and safety is the first priority. Whilst systems and equipment are there to support people to carry out safe work practices, a ‘Safety 1st’ culture recognises that systems and equipment alone will not work if people do not understand and adopt their use in response to the hazards present.

Success in a ‘Safety 1st’ culture will be evident by people putting safety above all else in their activities outside CAMS as well as ‘on-the-job’, and having a belief in the preventability of incidents through the adoption of a common step-by-step process.

CAMS will measure the extent to which the ‘Safety 1st’ culture is improving and continually look for and implement ways to support ongoing culture and behaviour change.

Safe Person Approach

“The safe person approach will provide all CAMS members with a dynamic risk management process ...”

Motor sport operations can, by their very nature, be dynamic, hazardous and unpredictable. To reduce risks where possible, CAMS has embarked on the challenge of introducing the Safe Person Approach. This is based on dynamic risk assessment process including consideration of likelihood and consequences. It encourages persons to identify hazards during operations and when faced with these hazards utilise a dynamic risk management process with confidence and act accordingly.

The aim of the “Safe Person Approach” is to reinforce the theory that when a person is ‘in the theatre of operations’ and a hazard is identified, it is still possible to follow a risk management process to mitigate that risk. This may be either a quick mental risk assessment using a structured approach (supported by an aide memoire card) or when required it may be documented in the Targeted Risk Assessment Form (eg, in a static environment following a complex incident).

Safety is Everybody’s Responsibility

Performance Options

The *Safety 1st Strategy* concludes with 20 Critical Performance Objectives.

Each objective will be achieved through the realisation of a number of goals and performance indicators set specifically for that objective.

Further information

The CAMS *Safety 1st Strategy* consolidates CAMS approach to safety and risk management and supersedes previous documentation in this regard.

We again invite you to read the full version of the CAMS *Safety 1st Strategy*.

Please see details at the beginning of this document relating to obtaining a copy.



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