

ARMY SQUASH

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GUIDANCE FOR THE ASSURANCE OF SQUASH IN THE ARMY – THE ARMY SQUASH (AS) SPORT SAFETY MANAGEMENT PLAN (SSMP)

References:

- A. Army Sport Control Board Directive 2018/19.
- B. AGAI Volume 1 Chapter 5 Sport (updated March 2017).
- C. Guidance for the Assurance of Army Representative Sport¹ (through Army Sports Associations and Unions) dated 27 Apr 17.
- D. The Army Squash (AS) Charter dated April 2020 (Version 3).
- E. JSP 375 Pt.1 (V1.0 Jun 17) – Management of Health and Safety in Defence: Directive (Jun 17).
- F. JSP 660 – UKAFSB Guidance and Direction.
- G. Army Command Standing Order (ACSO) No. 3216 – The Army's Safety and Environmental Management System (Apr 19)
- H. England Squash Technical Information Sheet Number 12 – Guidelines for Safety on Squash Courts (Rev Sep 13).²
- I. England Squash Technical Information Sheet Number 13 – Safety Code for Players (Rev May 11).²

INTRODUCTION

1. Reference A provides direction for the conduct and delivery of sport in the Army. This includes the assurance, compliance and governance of sport in accordance with Reference B. Reference C provides further guidance and specifically tasks the Chairman of the Army Squash (AS) to:

- a. Ensure the delivery of the Squash, through the AS Committee, is in accordance with the policy and guidelines stipulated by England Squash³.
- b. Ensure that squash has an effective assurance mechanism to provide a safe environment.

¹ Representative level includes Corps and Army representation.

² [England "Squash Maintenance" webpage provides all the necessary health and safety guidance.](#)

³ England Squash is the National Governing Body (NGB) for squash.

SPORTS SAFETY MANAGEMENT PLAN (SSMP)

2. This document provides a framework SSMP for squash within the Army and identifies key roles and responsibilities for those personnel involved in the delivery, assurance and governance of squash, within their organisation. This is a supporting document to the AS Charter, at Reference D, which is the primary governance document for Army Squash.

UNIT LEVEL SQUASH

3. In common with other sports, the Chairman of AS is not accountable for the conduct of unit level squash, which remains a Chain of Command responsibility. This document will, however, provide guidance and direction to assist those who are responsible at unit level. AS will endeavour to ensure that any specific guidance on safety from the NGB is cascaded down through the AS structure to Corps and Units in order to assist them with meeting their responsibilities.

RISK ASSESSMENTS

4. All squash activity is to be risk assessed and, where necessary, recorded by the nominated / appointed person managing the activity. Appropriate control measures must be implemented before any activity takes place utilising Chapter 4 to Ref E as guidance (if required). A risk assessment considers what could cause harm to people, in order to assess whether enough precautions have been taken in order to prevent or reduce the likelihood of any harm occurring. Risk assessments need not be complicated, and provided a few simple steps are followed, are relatively straightforward to complete. A generic risk assessment for squash is at Annex A and must be completed / used for all Corps and Army level tournaments.

GENERAL PROVISIONS

5. The following provisions apply to all representative squash matches:

- a. One nominated person has overall responsibility as the OIC (this will normally be the Team Captain or Manager or the Tournament Referee).
- b. Wherever possible there should be at least one qualified emergency first aider at the venue. Where this is not possible then the OIC should be aware of the procedures for contact local assistance.⁴
- c. All fixtures and overseas visits are to be authorised by ACOS ASCB and the Chain of Command in accordance with Reference F.

CHAIRMAN'S SAFETY COMMITMENT

6. The Chairman of AS will, on an annual basis, account for safety performance, measured against JSP 815 (Defence Health, Safety and Environmental Protection – HS&EP) criteria. This will encapsulate all safety activities such as meetings and assurance visits, and forms the basis for the following safety commitments:

- a. To prevent fatalities and to minimise injury to personnel playing squash in authorised AS events.

⁴ It should be noted that most representative fixtures will take place in a sports hall or squash club, many of which are likely to have on-site first aid support.

- b. To manage and update (as necessary) this AS SSMP.
- c. To comply with higher-level safety regulations from Defence (Reference G) and England Squash (References H and I).
- d. To supervise and control AS safety related activities.
- e. To investigate and learn from any incidents and accidents.

SAFETY ASSURANCE

7. Our commitment is to strive continually to improve our safety performance and to minimise the risk of an accident or injury as far as is reasonably practicable. There are two elements that enable AS to meet this intent:

a. Planning

(1) **Representative Fixtures.** Team Managers / Captains are responsible for planning and arranging formal representative fixtures whilst also ensuring that the appropriate safety measures are in place. All events are to be authorised through the event forecast submitted by the AMAA Secretary to the ASCB or the Chain of Command (normally the Commanding Officer).

(2) **Major Events.**⁵ The AS Secretary is responsible for planning the AS major events, in conjunction with the committee, and ensuring that appropriate safety measures are in place. Where there is a nominated Tournament Referee, they will be responsible for overall safety.

b. **Delivery and Execution.** Those responsible for the planning of events are responsible for the safe delivery. Where the match is played at a non-military establishment, the event organiser is to ensure that appropriate Health and Safety measures are discussed with the host and put in place. During the match the event organiser is responsible for managing and addressing any potential safety issues which should be addressed at the earliest opportunity.

8. AS will conduct 1st party sports safety assurance by completing a Self-Assessment Questionnaire on at least an annual basis, or as directed by the ASCB⁶. The Self-Assessment Questionnaire will be reviewed yearly by the AS Chairman.

NGB INSURANCE LIABILITY

9. The NGB provides public liability and professional indemnity insurance liability as part of the membership affiliation. Any additional (personal) insurance is the responsibility of clubs and individuals.

⁵ Major events include the Inter-Corps Championships, Army Individual Championships, Inter-Unit Championships and UKAF events when hosted by the Army.

⁶ This may also include spot checks on Corps Level Squash activities by the AS Secretary.

MANAGING RISK

10. AS will use the following five steps to assess risks prevalent whilst conducting on-duty squash activities:

- a. Identify the hazards.
- b. Decide who might be harmed and how.
- c. Evaluate the risks and decide whether existing control measures are adequate or whether more should be done.
- d. Record the findings.
- e. Review the assessment and revise it if necessary.

11. While the generic Risk to Life (RtL), for squash activities is LOW, there are 2 potentially HIGH risk areas; significant injury to a competitor and heart attack. These risks will be managed by ensuring that:

- a. All activities are fully risk assessed.
- b. Ensure all players are fit to play the game (physically fit and injury free).
- c. Appropriate medical provision is in place (on and/or off site). Note that England Squash advocates the availability of Automated External Defibrillators (known as AEDs or Defibrillators) within all Clubs and facilities although these may not always be available.⁷
- d. Referees, captains, managers and / or players should inspect the court prior to play to ensure that it does not present a hazard. Inspection of the playing surface reduces the possibility of that being the cause of the injury but does not remove it entirely.
- e. Referees control the game and ensure that dangerous play is not permitted.
- f. Players act within the rules (and spirit) of the game and do not cause injury to others or themselves due to reckless behaviour.
- g. It is recommended (but not mandatory) that players should wear squash glasses when playing at any time. Players are to wear squash glasses when playing in any double's competitions.

AS SAFETY MANAGEMENT RESPONSIBILITIES

12. **Chairman.** The Chairman AS is responsible for safety within Army Squash including the endorsement of the SSMP. Specifically, the Chairman is to:

- a. Ensure that all personnel involved in the organisation, management and participation of Army Squash sponsored events comply with the extant Defence and NGB guidance and, specifically, to this SSMP.
- b. Ensure a review of all dynamic risk assessments and post-accident reporting is undertaken at least annually.

⁷ Guidance on the use of AEDs can be found at: <https://www.englandsquash.com/get-involved/play/squash-maintenance>

13. **Event Organisers, Team Managers / Captains.** Event organisers, Team Managers / Captains are to:

- a. Ensure that a venue specific risk assessment has been completed.
- b. Brief all participants using the venue specific risk assessment alongside any additional hazards identified in the risk assessment.
- c. Ensure communications are available for contact with emergency services and first aid equipment is at hand commensurate with the activity being undertaken.

14. **Referees.** It is important that squash matches are controlled and managed by a qualified referee⁸ where possible. Unqualified referees are to be provided with guidance by the senior referee at the event to ensure that, as a minimum the safety rules are fully understood. Referee's duties, in relation to the safe delivery of sport are:

- a. **Court Assessment.** The referee is to ensure the court is fit for play by confirming that:
 - (1) The floor is clean and not slippery.
 - (2) Walls are dry and free from grease.
- b. **Player Assessment.** The referee is to ensure the player is able to safely participate in squash by assessing:
 - (1) The players physical condition (free from injury) and general fitness, where there is concern the player should be asked about fitness ability (PFA standard), fitness training history etc. If the referee is concerned the matter should be raised to the event organiser/team captain.
 - (2) Players' shoes and racket. The racket must be free from cracks / breaks, shoes must be squash specific and non-marking. Outdoor general training shoes will increase the risk of a player slipping on court and/or injuring an ankle.
 - (3) Ensure the player is hydrated and has the means of remaining hydrated throughout the match, this is particularly important in hot courts.
- c. **Player Safety.** The referee is to ensure that players are safe at all times and understand the key safety rules for squash, specifically:
 - (1) **Turning.** Where a player 'turns' and intends to play the ball, the referee is to immediately stop play (by shouting 'stop') and remind the player that a let is to be played in all instances where turning is necessary.
 - (2) **Interference.** Squash is a non-contact sport. Where a player blocks the opponent from access to the ball reasonable efforts are to be made to get past the player. Players making undue contact in these circumstances are to be controlled by the referee. Referees are to warn players followed by stopping play for continuous offenders.
 - (3) **Access to Front Wall.** Where an opponent is in the way of the swing or directly between the ball and the front wall the player is required to stop and ask for a let, players

⁸ The minimum standard for a referee is 'Club' - courses are run annually through the ASPT.

hitting the ball in a dangerous manner are to be warned followed by stopping play for continuous offenders.

Note: England Squash guidance for players and squash courts is available at References H and I. These should be printed before each event to ensure the most up to date information is available.⁹

15. Accident Incident Reporting. In the event of an accident/incident leading to injury of a participant in the activity, or a member of the public as a consequence of the activity, the event organiser is to ensure post-accident reporting is undertaken in accordance with Chapter 10 to Reference G, all reportable accidents, injuries and near misses (sporting or otherwise) are to be reported to the Army Incident Notification Cell (AINC) using Army Form 510. If an incident is reported to an activity OIC, then it is the OICs responsibility to generate the AF510. Otherwise, it is an individual's responsibility to ensure that an AF510 is completed when they return to their unit. In the case of serious injury, initial notification is to be made with AINC without delay using one of the means below:

- Telephone: 96770-3661 or (+44) 03067 703661
- Fax: 94393-6889 or (+44) 01264-886889
- MODNET: ASCen-AINC-Mailbox@mod.gov.uk

16. Copies of all Army Form 510s are to be forwarded to the AS Secretary where they will be retained. The forms will be used as part of the annual review.

17. Individual Competitors. All individuals participating in Army Squash have a responsibility for their own personal safety, together with that of their fellow competitors and the general public. Although all reasonable steps will be taken by event organisers and team managers to mitigate any associated risk there will always be a residual risk of injury. Individuals are therefore to comply with the following:

- a. **Personal Fitness and Medical Conditions.** Personnel with pre-existing injuries or medical conditions that may impact on their ability to take part in the training or match must declare that condition to the event organiser or their team captain.
- b. **Personal Equipment.** All equipment and clothing worn or used by personnel playing squash must be in good condition and fit for its purpose.

18. Ensuring that Army Squash is carried out safely is a significant responsibility. AS requires all personnel involved in the playing and administration of squash to play their part in delivering a safe environment; both on and off court. Ultimately, safety is not about prohibiting enjoyment of the game but about enhancing it. The direction contained within this SSMP is to be adhered to with immediate effect by all those involved with Army Squash. Corps representatives are to ensure it is cascaded down through the Chain of Command to their units and individual players.

{signed electronically}

R J Green
Lt Col
Chairman AS

⁹ <https://www.englandsquash.com/get-involved/play/squash-maintenance>

Distribution:


AS Committee
AS Website (as pdf)
Corps Squash Chairman / Secretaries
AS Admin Officer – for file

Copy to:

ASCB – Director
ASCB – Sport Safety Assurance Officer
Secretary UKAF Sports Board – for UKAF Squash Rackets Association

Annex A. Generic Risk Assessment for Army Squash.

GENERIC RISK ASSESSMENT FOR ARMY SQUASH

<p>Key Guidance This section provides a quick overview of some of the key concepts in Army risk assessment. Refer to Notes section for further information. The first line of the risk assessment table, below, shows an illustrative example.</p> <p>Hazard is anything that may cause harm, e.g. working at height on a ladder.</p> <p>Risk is the chance that someone or something could be harmed by the hazard, measured by combining (multiplying) the likelihood of it happening with its impact (severity). For example, there may be a 'possible' likelihood that someone that is not competent could fall from a ladder (3 rating – see right) combined with a 'moderate' impact of multiple injuries (2 rating), which creates a score of 6 (low risk). However, the risk should be reduced to as low as reasonably practicable (ALARP) through the implementation of control measures, such as ensuring that only trained people climb the ladder.</p> <p>Dynamic Risk Assessment compliments generic and specific risk assessment. Regardless of completing this AF 5010, it is beholden on the person creating the risk to continue to monitor the activity and the control measures. Any changes to the activity (including the environmental conditions) or the control measures, must be addressed via the mechanism of a dynamic risk assessment such that risks remain ALARP.</p> <p>Note however that persons undergoing training cannot be deemed competent until their capability is properly assessed.</p>	Likelihood (L)*	Multipled by	Impact (I)**	Equals			
	1 – Remote / Rare		1 – Minor				
	2 – Unlikely		2 – Moderate				
	3 – Possible		3 – Major				
	4 – Probable		4 – Severe				
	5 – Highly Probable (Almost Certain)		5 – Critical				
	<i>Note: impact number is unlikely to change with control measures</i>						
<p>5 Step Process  Step 1 – Identify the hazards Step 2 – Decide who might be harmed and how Step 3 – Evaluate the risks and decide on precautions (control measures) Step 4 – Record your significant findings and include in Ex / Coord instructions as necessary. Implement control measures Step 5 – Review your risk assessment and update as necessary</p>							

Dept / Sub-Unit / Unit / Formation:	Army Sport Control Board	Assessor (No, Rank, Name):	563783 Lt Col Campey
Activity (SSW) / Exercise (SST):	Wiltshire Squash League – Home Fixtures (Safe System of Work)	Assessor's signature:	<original signed>
Generic or Specific Risk Assessment:	Generic	Assessment Date:	20 Mar 20
Relevant Publications / Pamphlets / Procedures:		Review Date for GRA (Step 5):	1 Apr 21

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)
Ref	Activity / element (Step 1a)	Hazards identified (Step 1b)	Who or what might be harmed and how? e.g. • Military personnel - fatality • Civ staff / contractors - injury • General public - injury • Environment - spill (Step 2)	Existing control measures (Step 3a)	Assessment with existing controls			Is residual risk acceptable in the context of risk appetite for the activity? (Yes / No) – Refer to Risk Score Calculation above <i>If Yes, move to column (n). If No, identify additional controls (Step 3e)</i>	Reasonable additional controls that can be implemented to reduce risk to ALARP (Step 3f)	Reassessment with additional control measures			List required action(s) to instigate controls (Step 3j)
					L* (1 to 5) (Step 3b)	I** (1 to 5) (Step 3c)	Score*** (L x I) (Step 3d)			L (1 to 5) (Step 3g)	I (1 to 5) (Step 3h)	Score (L x I) (Step 3i)	
	EXAMPLE: Driving to / from training area	Driver fatigue / distraction causes RTA	<ul style="list-style-type: none"> Multiple injuries / fatality to military personnel Multiple injuries / fatality in the general public Equipment damage Spill of fuel / lubricants (assumed low environmental impact) 	<ul style="list-style-type: none"> Designated, trained drivers Compliance with JSP800 Spill kits 	2	5	10	No	<ul style="list-style-type: none"> Minimise night driving by incorporating overnight stop or relief driver Require breaks every 2 hours 	1	5	5	<ul style="list-style-type: none"> Officer in charge of road move to incorporate all controls into task instruction and brief Exercise Conducting Officer (ECO). ECO to brief personnel.
1	Playing Squash	Impact injury by racket, ball or opponent whilst in play	Injury to military personnel	<ul style="list-style-type: none"> Compliance with rules enforced by match referee Risk highlighted in mandatory safety brief at start of event Players of similar level of ability on court Protective Equipment (goggles) 	2	3	6	Yes	Not required	N/A	N/A	N/A	<ul style="list-style-type: none"> Event Organiser to ensure risk assessment is printed off and on display. Event Organiser to ensure all controls are incorporated throughout the event. Organisers/Team Captains will apply the England Squash

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)
Ref	Activity / element (Step 1a)	Hazards identified (Step 1b)	Who or what might be harmed and how? e.g. • Military personnel - fatality • Civ staff / contractors - injury • General public - injury • Environment - spill (Step 2)	Existing control measures (Step 3a)	Assessment with existing controls			Is residual risk acceptable in the context of risk appetite for the activity? (Yes / No) – Refer to Risk Score Calculation above <i>If Yes, move to column (n). If No, identify additional controls (Step 3e)</i>	Reasonable additional controls that can be implemented to reduce risk to ALARP (Step 3f)	Reassessment with additional control measures			List required action(s) to instigate controls (Step 3j)
					L* (1 to 5) (Step 3b)	I** (1 to 5) (Step 3c)	Score*** (L x I) (Step 3d)			L (1 to 5) (Step 3g)	I (1 to 5) (Step 3h)	Score (L x I) (Step 3i)	
													Rackets (ESR) playing safety regulations and brief accordingly at the start of each Tournament or Fixture. <ul style="list-style-type: none"> • Event Organiser to include dynamic risk assessments are carried out throughout the duration of the event. • AS Sec to ensure Safety Brief carried out and safety plan included in Admin Instruction. • First aid box to be made available at the game. • Seats for spectators available outside the court. • Courts will have been serviced and cleaned each day. • Captains to brief players that they may wear protective clothing in line with ESR guidelines. • Ice to be made available for impact injuries • Players check kit especially grips, soles of shoes and any protective clothing • Injuries are dealt with via emergency services 999 call. • Ambulance normally arrives within 10 mins. First aid until ambulance arrives. • Spectators view from outside the court. • No one accesses the court during play, other than the players. • Players to wear correct clothing and equipment.
2		Self-inflicted injury through accidental falling, tripping.	Injury to military personnel	<ul style="list-style-type: none"> • Risk highlighted in mandatory safety brief at start of event 	2	2	4	Yes	Not required	N/A	N/A	N/A	<ul style="list-style-type: none"> • Event Organiser to ensure risk assessment is printed off and on display. • Event Organiser to ensure all controls are incorporated throughout the event. • Event Organiser to include dynamic risk assessments are carried out throughout the duration of the event. • AS Sec to ensure Safety Brief carried out and safety plan included in Admin Instruction

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)
Ref	Activity / element (Step 1a)	Hazards identified (Step 1b)	Who or what might be harmed and how? e.g. • Military personnel - fatality • Civ staff / contractors - injury • General public - injury • Environment - spill (Step 2)	Existing control measures (Step 3a)	Assessment with existing controls			Is residual risk acceptable in the context of risk appetite for the activity? (Yes / No) – Refer to Risk Score Calculation above <i>If Yes, move to column (n). If No, identify additional controls (Step 3e)</i>	Reasonable additional controls that can be implemented to reduce risk to ALARP (Step 3f)	Reassessment with additional control measures			List required action(s) to instigate controls (Step 3j)
					L* (1 to 5) (Step 3b)	I** (1 to 5) (Step 3c)	Score*** (L x I) (Step 3d)			L (1 to 5) (Step 3g)	I (1 to 5) (Step 3h)	Score (L x I) (Step 3i)	
3	State of Squash Court / Complex	Uneven/damaged floor resulting in injury to players.	Injury to military personnel	<ul style="list-style-type: none"> Head Referee to carry out dynamic RA of all court conditions prior to and during competition/activity. Match referees to look for damage during the competition when scoring. Players to report and floor damage during matches/warm up periods when on court. These points to be raised at mandatory safety briefing prior to event/activity. 	1	2	2	Yes	Not required	N/A	N/A	N/A	<ul style="list-style-type: none"> Event Organiser to ensure risk assessment is printed off and on display. Event Organiser to ensure all controls are incorporated throughout the event. Event Organiser to include dynamic risk assessments are carried out throughout the duration of the event. Head referee is to ensure correct lighting in the Courts, dry surface, clean, exit signs clearly marked, fire escapes appropriately marked, warning of slipping and regulations in case of fire. AS Sec to ensure Safety Brief carried out and safety plan included in Admin Instruction. All risks associated with being in a building from stairs, lighting, fire and hazards and all should be aware of the AGSC RA
4		Uneven/damaged walls, resulting in injury to players.	Injury to military personnel and/or spectators Potential for ball to leave court at an awkward angle due to dent/damage in wall	<ul style="list-style-type: none"> Head Referee to carry out dynamic RA of all court conditions prior to and during competition/activity. Match referees to look for damage during the competition when scoring. Players to report and wall damage during matches/warm up periods when on court. These points to be raised at mandatory safety briefing prior to event/activity. Spectators not to lean over rear wall viewing gallery. 	1	2	2	Yes	Not required	N/A	N/A	N/A	<ul style="list-style-type: none"> Event Organiser to ensure risk assessment is printed off and on display. Event Organiser to ensure all controls are incorporated throughout the event. Event Organiser to include dynamic risk assessments are carried out throughout the duration of the event. AS Sec to ensure Safety Brief carried out and safety plan included in Admin Instruction
5		Trip and General Safety Hazards in local environs	Injury to military personnel and/or spectators	<ul style="list-style-type: none"> Awareness to be raised of off court risks at mandatory safety briefing prior to event/activity. Adherence of local leisure centre safety procedures. 	1	2	2	Yes	Not required	N/A	N/A	N/A	<ul style="list-style-type: none"> Event Organiser to ensure risk assessment is printed off and on display. Event Organiser to ensure all controls are incorporated throughout the event. Event Organiser to include dynamic risk assessments are carried out throughout the duration of the event. AS Sec to ensure Safety Brief carried out and safety plan

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)
Ref	Activity / element (Step 1a)	Hazards identified (Step 1b)	Who or what might be harmed and how? e.g. <ul style="list-style-type: none">• Military personnel - fatality• Civ staff / contractors - injury• General public - injury• Environment - spill (Step 2)	Existing control measures (Step 3a)	Assessment with existing controls			Is residual risk acceptable in the context of risk appetite for the activity? (Yes / No) – Refer to Risk Score Calculation above <i>If Yes, move to column (n). If No, identify additional controls</i> (Step 3e)	Reasonable additional controls that can be implemented to reduce risk to ALARP (Step 3f)	Reassessment with additional control measures			List required action(s) to instigate controls (Step 3j)
					L* (1 to 5) (Step 3b)	I** (1 to 5) (Step 3c)	Score*** (L x I) (Step 3d)			L (1 to 5) (Step 3g)	I (1 to 5) (Step 3h)	Score (L x I) (Step 3i)	
													included in Admin Instruction

Authorising Officer / Warrant Officer (at unit level)	No, Rank, Name	Post	Date	Signature
Existing and additional controls agreed				
Where risk elevated up the CoC, CO to confirm additional controls implemented				

NOTES

There are usually up to 8 – 10 players at each Army fixture and League matches throughout the season. The other main squash events usually take place at the Aldershot Garrison Sports Centre (AGSC) or at a recognised civilian club; both of which will have their own Risk Assessments. The total numbers involved over the season is approximately 420. A Tournament Coordinator will be appointed to run major competitions and each match has a marker / referee who will oversee all aspects of the match.

Risk = Likelihood x Impact

Likelihood		Definition
5	Highly Probable (Almost Certain)	Is expected to occur in most circumstances
4	Probable	Will probably occur at some time, or in most circumstances
3	Possible	Fairly likely to occur at some time, or some circumstances
2	Unlikely	Is unlikely to occur, but could occur at sometime
1	Remote / Rare	May only occur in exceptional circumstances

Impact		Definition (Health Safety and Environment)
5	Critical	<ul style="list-style-type: none"> Multiple fatalities or permanent, life changing injuries. Permanent loss or damage beyond remediation of an important and publicly high-profile natural resource, area or species. Multiple incidents causing a major environmental impact.
4	Severe	<ul style="list-style-type: none"> A single death or multiple life-threatening injuries. Severe damage over a wide area and/or on a prolonged basis to a natural resource, including controlled waters, or geography requiring multi-year remediation. Single incident causing a major environmental effect or multiple incidents causing significant effect.
3	Major	<ul style="list-style-type: none"> Single life changing injury or multiple injuries which have a short-term impact on normal way of or quality of life. Moderate damage to an extended area and/or area with moderate environmental sensitivity (scarce/ valuable) requiring months of remediation. Single incident causing significant environmental impact.
2	Moderate	<ul style="list-style-type: none"> Multiple injuries requiring first aid. Moderate damage to an area, and that can be remedied internally. Multiple incidents causing minor environmental effect.
1	Minor	<ul style="list-style-type: none"> An Injury requiring first aid Limited short-term damage to an area of low environmental significance/ sensitivity Incidents causing minor environmental impacts

Risk Score Calculation						
		Likelihood				
		1	2	3	4	5
I m p a c t	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5

Risk Management		
Risk Rating	Authorisation	How Risk should be managed
1 – 3 (Low)	OC	<u>Review periodically</u> to ensure conditions have not changed and working within ALARP and risk appetite.
4 – 9 (Low)	CO	
10 – 12 (Medium)	OF5 / 1* Bde HQ	<u>Good risk mitigations</u> to ensure that the impact remains ALARP and tolerable. Re-assess frequently to ensure conditions remain the same.
15 – 16 (Medium to High)	2* Div HQ	<u>Requires active management</u> – review of desired outcome with additional resources or change to output requirements.
20 (High)	3* – HQ HC & FA	<u>Contingency plans</u> may suffice together with limited risk mitigations to achieve risk ALARP and tolerable.
25 (Very High)	4* – CGS, Army HQ	<u>Operational capability</u> where the required outcome impacts on defined military capability.