

CLUB RISK MANAGEMENT

*A Practical Resource for Clubs and Centres*

Yachting Australia

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YACHTING AUSTRALIA

RISK MANAGEMENT FOR AFFILIATED CLUBS AND CENTRES

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**Introduction to the Club Risk Management Template**

Safety is Yachting Australia’s first priority. Proper risk management processes can contribute to maintaining a safe environment for sailing activities. Safety is about the protection of people, physical property and organisations.

Risk management also assists clubs to meet their duty of care. Risk management involves putting processes in place to make sure that:

* The hazards (or unwanted events) associated with proposed sailing activities have been comprehensively and systematically identified, assessed and recorded.
* Controls have been identified and put in place to keep risks at an acceptable level.
* Checks are made, and evidence maintained to confirm that the controls are in place and effective.

Most clubs and classes will already have a number of controls in place to reduce risk levels. These may include things like:

* Posting the weather forecast on the noticeboard for race days
* Requiring competitors to wear personal flotation devices
* Making competitors sign on and off when racing
* Requiring people to be trained or licensed before driving safety craft
* Requiring people to be trained before acting as instructors or coaches
* Having first aiders available on race days

The problem for some clubs and classes, however, is that they have not approached the process of identifying hazards and assessing the appropriateness of controls as a rigorous or comprehensive process.

The main purpose of this manual and the tool that Yachting Australia, with the assistance of its State Associations and OAMPS Insurance Brokers, has developed is to provide clubs and classes with guidance and tools that can be used in this process.

Whilst the manual is based on available Risk Management Standards and recognised best practices, it should not be considered a definitive resource. However if it is followed and regularly reviewed by the key people, the resource may help the club meet its duty of care.

In addition to the risk management guidance, Section 5 introduces the concept of an Incident Management Plan and outlines the procedures a club should enact should an incident occur. Leading industry practice is to incorporate these two important safety components into an overall Safety Management System (SMS) or Safety Management Plan (SMP). Future development of this resource will concentrate on outlining all the components that are appropriate for sailing clubs to adopt in preparing a SMS/SMP.

Yachting Australia would sincerely like to thank the following organisations and all those who participated in the Risk Management Forum for their role in creating this document; representatives from Yachting NSW, Yachting Victoria, Yachting South Australia, Yachting Queensland, Yachting Tasmania and OAMPS Insurance Brokers.

1. INTRODUCTION
   1. **Philosophy**

Yachting Australia and its State Associations recognise the risks associated with conducting sailing races and activities (including training) at clubs and centres. To assist volunteer club and centre officials (including volunteers and instructors) to minimise these risks, Yachting Australia with the assistance of its State Associations has developed a basic risk management tool which can be implemented with a view to providing a safer sporting environment and experience for sailors. This tool is primarily intended for use by clubs who may also conduct training activities as part of their operations. This template may also be used by commercial centres where training is their sole activity.

# Background – Duty of Care

Club, centre and race officials owe a duty of care to participants in sailing races and activities where there is a reasonably foreseeable risk of harm or injury to participants as a result of their actions. In exercising this duty of care, the law requires officials to take reasonable steps to reduce the likelihood of injury to participants as a result of those risks which are foreseeable. Each club and training centre should refer to their state legislation for more information.

This is the rationale which underpins any risk management program. In this case, the process of identifying risks involved in conducting sailing competitions and activities, and then adopting strategies and actions designed to reduce these risks wherever possible.

# Objectives

* To reduce the incidence of injury to participants, officials and other persons associated with club/centre sailing competitions and activities.
* To provide a fun, healthy and safe sporting environment for individuals to participate and enjoy the sport of sailing.
* To minimise potential club/centre liability as a result of poorly managed sailing competitions and activities.
  1. **What is Risk Management?**

Risk management is the process of systematically eliminating or minimising the adverse impact of all activities which may give rise to injurious or dangerous situations. This requires the development of a framework within which risk exposure can be monitored and controlled. Risk management is a tool by which persons involved in sport can seek to meet their duties and responsibilities, and minimise their exposure to liability.

Risks which can be covered by a risk management program include:

* Physical Risks – Injuries to participants and the public
* Legal Risks – Losses and costs arising from legal actions for breach of a common law or statutory duty of care and compliance requirements
* Financial Risks – Increased insurance premiums, costs associated with injuries for business reasons, loss of financial stability and asset value, replacement costs and earning capacity and increased external administrative costs
* Moral and Ethical Risks – Loss of quality of participant experience and confidence, adverse publicity and damage to image or reputation.

# Which Risks Need to be Managed?

Importantly, the law does not require clubs/centres to provide a completely risk free environment. Indeed, by agreeing to participate in sailing activities, participants will be taken to have consented to those risks which form an inevitable aspect of the activity. Clubs/centres will not be required to take steps to counter risks where it would be unreasonable to expect a club/centre to do so in the circumstances. Clubs/centres will however be expected to adopt reasonable precautions against risks which might result in injuries or damages which are reasonably foreseeable.

# The Australian Standard

The approach adopted in this resource is based on the Australian Standard’s Handbook on Risk Management HB 246:2010 and Risk Management – Principles and Guidelines AS 31000:2009.

This resource has sought to simplify the steps set out in the Australian Standard, and includes the following stages:

* Communication and Consultation
* Establish the Context
* Risk Assessment
* Risk Identification
* Risk Analysis
* Risk Evaluation
* Risk Treatment (action plan)
* Monitoring and Review

# Club Risk Management – Scope and Limitations

This resource has been developed specifically for the sailing component of club/centre activities. As such it does not address risk management considerations for other elements of club/centre operations such as governance, administration, finance, insurance or planning.

The resource is not a definitive resource that will make your club/centre litigation proof or completely fail-safe. However, if followed and regularly reviewed, it is likely to increase safety and may serve as a useful defence to claims for breach of duty of care.

Risks will vary depending upon the circumstances and the ways in which each club/centre operates. It is up to the Committee and key people in your club/centre when using this resource to think about other risks not identified here, and plan for their treatment accordingly. “Other Local Risks” should be included in this process where indicated in the Risk Management Tables.

# Who Should be Involved in the Risk Management Process?

Successful management of risk will reflect the expectations and mandate of those at the top (e.g. Board, Flag Officers, Principals, Chief Executive Officers and Management). It is critical that these people express the mandate and commitment. Leadership from the top will shape the culture, and the culture will either encourage or discourage effective risk management.

It is important that all “key” people from the Committee to race officials, instructors, volunteers and other stakeholders, are involved in each step of the risk management process. Key people such as your head coach/instructor or senior race official have the training and knowledge that is required when risk questions regarding sailing races and activities are asked. Do not try to complete the risk management process in this resource without consulting with other key people in your organisation. Failure to do so may result in the responses being flawed and a less than adequate document.

Finally, all involved in yachting have a responsibility to take a pro-active approach to the identification and management of risk in all of their training and participation activities.

* 1. **Accountability**

The club/centre should ensure that there is authority, accountability and appropriate competence for managing risk. This can be facilitated by:

* Identifying the risk owner who has the authority to manage the identified risk
* Identifying who is responsible for managing the risk management framework
* Identifying other responsibilities of people at all levels in the club/centre
* Establishing internal reporting and escalation processes

As officers of the organisation, the Board, Principal, Flag Officers and key management and officials all have a responsibility to be diligent in how the organisation exercises its objectives. Due diligence requires that, among other things, the people in positions of power ensure that the organisation has available and uses, appropriate resources and processes to minimise risks.

All clubs/centres should have a nominated officer to be responsible for the reviewing and updating of the risk management tables. However, this does not absolve the club officers or principals of their responsibilities.

**Implementing a Risk Management Process**

The key steps of the risk management process should involve:

* Working out the scope of the activities that are going to be covered (i.e. what is in and what is out)
* Systematically identifying, recording and assessing the hazards (unwanted events) associated with these activities (usually completed as a group).
* Identifying and recording the controls that are already in place to reduce the level of risk associated with these hazards
* Assessing the level of risk with the controls already in place
* Determining whether the level of risk is acceptable (they are not acceptable if they are ‘Extreme’)
* Deciding if ‘High’ or ‘Moderate’ risk has been reduced to as low as reasonably practicable (ALARP)
* Determining the additional controls required to bring the level of risk down to an acceptable level
* Developing a list of actions (also called risk treatments) to put these controls in place
* Ensuring that the actions/risk treatments are completed
* Ensuring that all identified controls are implemented and effective

Importantly, risk management is not something that is done once, ‘ticked off’ and put on a shelf to gather dust. Risk management must be a continuous process that must be revisited in a systematic manner on a regular basis and whenever either of the following occurs:

* Something has, or is proposed to be, changed from the situations that were assessed. This could be a change to the training activities, numbers or types of rescue craft, race formats or times, types of boats or courses that are being run, or the introduction of overlapping courses.
* When there has been an incident or emergency, to establish whether the correct controls were in place and what needs to occur in the future.

This manual is largely focussed on the first three parts in the four part cycle in Figure 1. However, clubs and training centres must have systems in place to make sure that the monitoring of controls is carried out. Without this last step, the risk management process is incomplete leaving sailors at risk and clubs, classes and officials exposed to potential litigation.

1. **THE RISK MANAGEMENT PROCESS**

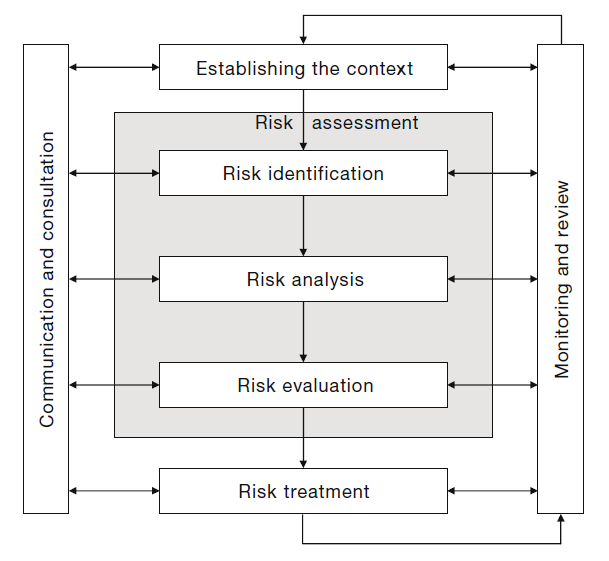


Figure 1

* 1. **Communication and Consultation**

It is essential that all club/centre members and participants in programs and activities are aware of the risk management program and are consulted in its development, implementation and evaluation. It is equally essential that this communication process begin early and continue to be maintained at all stages of the consultation process.

Effective communication ensures that those accountable for implementing the risk management process and stakeholders understand the basis on which decisions are made, and the reasons why particular actions are required.

Membership of clubs is constantly changing and as such the clubs should ensure that new members are introduced to the risk management policy and obligations as part of their induction into club life. Similarly, entrants in competitions and races that are not members of your club should also be made aware of the club’s risk management procedures and any rules with which they must comply.

* + 1. **Examples of Communication Strategies**
* To Members :
  + Publish an explanation of its existence in the club  newsletter (Congratulate and thank the people who have completed the document)
  + Post it in the members section of the club website
  + Put a one page summary on the noticeboard and point to the details on the website
  + Invite members to contribute to its the development of the document
* To Race Officials, Instructors and Coaches (on water personnel):
  + Conduct an annual Risk Management Update for all on water personnel
  + Before every on water session mention the RMP and IMP in your crew briefing
  + Provide copies or website links for more information
  + Laminate relevant pages such as the IMP Contacts page and make sure there is a copy in the sailing office, starting tower and on every safety boat as appropriate
  1. **Establishing the Context**

Establishing context defines the basic parameters through which the risk management process is considered and forms the groundwork for the rest of the risk management process. Establishing the context is concerned with:

* Understanding the club/centres objectives
* Recognising the features of the environment, or circumstances, inside and outside the club/centre which can give rise to uncertainty and risks to its objectives
* Internal and external stakeholders
* The club’s/centre’s risk criteria against which it will evaluate the acceptability of risks that have been considered

Where a club/centre may have complete control over its objectives, it pursues these against the background of their internal and external environment. The club/centre cannot control all aspects of these environments and so is exposed to uncertainty. Articulating the club’s objectives should also consider the club’s legal charter, its constitution or by-laws. Objectives are typically expressed in a strategic plan or business plan and budget, or in statements such as an Annual Report.

The internal environment includes features such as governance structures, roles and responsibilities. It may include assets or even intangible assets such as experience based skills or intellectual property. These contexts should take into account the relationships the club/centre holds, and the expectations it has, and must meet. The environment importantly considers the people engaged, whether they are paid or voluntary, and their capabilities.

Environmental factors external to the club/centre may include relevant laws, regulatory codes of behaviour, media, sponsorship, trends, the economic climate and relationships with external stakeholders. It is important to include any public perceptions, community trust and the wide range of recreational and sporting opportunities sought by participants.

Stakeholders are those persons or organisations that can affect, be affected by, or perceive themselves to be affected by a decision or activity of a club/centre.

* 1. **Risk Identification**

The first step in our risk management program is to identify what risks exist (or may exist in the future) within our sailing races and activities. It is important that people who are regularly involved in the sport are involved in identifying risk areas. Officials, instructors, coaches and even participants should be consulted. There is no substitute for actual practical experience in working out why accidents occur, or what presents a potential problem.

There are a number of things that must be considered in identifying risks:

* The age of participants, experience, type of fleet
* The type of activities conducted
* Injury history (including type of injury and cause)
* How operational procedures are conducted, and whether there have been any previous problems

For the purposes of the present project, we have identified four **Risk Categories**. We have also identified a number of common risks which fall within these categories. Your task is to assess and treat (where necessary) these risks in the context of your club/centre and its activities. Space has also been provided under each category for you to identify additional risks which are particular to your club/centre.

* + 1. **Risk Categories:**

(a) **On-Water**

This category includes all of those risks associated with the conduct of sailing races and sailing activities once the participants have left shore. On-water risks will vary depending upon the nature of the activities, experience of participants and organisers and the location(s) in which they are conducted.

(b) **Off-Water**

This category refers to the risks involved in activities which immediately precede and follow our on-water events and activities. Launching and retrieval of boats, rigging and preparation activities of race organisers and instructors should all be considered in this regard.

(c) **Environment**

The physical environment in which we conduct club/centre events will necessarily include risks to personal safety and property damage. This category is not concerned with the on-water environment, but rather focuses on the club/centre and surrounding environments which are utilised by members, participants, and in some circumstances, the general public.

(d) **Club/Centre Sailing Operations**

This category includes members, officials, participants, parents, visitors and spectators who may be involved in club/centre sailing activities. The club/centre owes a duty of care to those people who may be affected by its actions and therefore should ensure that it takes steps to manage the risks which may confront club/centre personnel, in addition to those risks which arise as a result of their conduct.

* 1. **Risk Analysis**

Having identified the risks involved in club/centre activities we need to analyse them in order to better understand them. This analysis provides input to the evaluation of the risk and whether or not it needs to be treated. It also assists in the selection of risk treatments once evaluation determines that treatment is required.

Central to this analysis is the assessment of the identified risks in terms of their likelihood to occur and the seriousness of the consequences arising from their occurrence.

Each identified risk must be rated. These ratings describe:

1. The chance of the risk occurring (likelihood)
2. The loss or damage impact if the risk occurred (severity)
3. The priority or degree of urgency required to address the risk

In order to systematically assess the risks identified in the first stage of the process, we apply the risk rating scales set out below in Tables 1 – 3. The risk rating scales will allow you to rate identified risks and then identify risk management priorities.

**2.4.1 Likelihood**

The likelihood is related to the potential for a risk to occur over an annual evaluation cycle.

**Table 1: Likelihood Scale**

|  |  |
| --- | --- |
| **Rating** | **LIKELIHOOD**  The potential for problems to occur in a year |
| A | ALMOST CERTAIN: Will probably occur, could occur several times per year |
| B | LIKELY: High probability, likely to arise once per year |
| C | POSSIBLE: Reasonable likelihood that it may arise over a five-year period |
| D | UNLIKELY: Plausible, could occur over a five to ten year period |
| E | RARE: Very unlikely but not impossible, once in 100 years |

**2.4.2 Severity**

The severity of a risk refers to the degree of loss or damage which may result from its occurrence.

**Table 2: Severity Scale**

| **Rating** | **POTENTIAL IMPACT**  In terms of the objectives of the organisation |
| --- | --- |
| A | CATASTROPHIC: One or more fatalities. |
| B | MAJOR: Permanent disabling injury. Vessels lost or damaged beyond repair. |
| C | MODERATE: Serious reversible injury requiring medical treatment and rehabilitation. Vessels unable to complete series, race or passage. |
| D | MINOR: Reversible temporary illness/injury requiring medical treatment. Damage to equipment that requires repair before being operable. |
| E | NEGLIGIBLE: Minor injuries possibly requiring first aid. Minor damage to equipment. |

Having assessed each risk in terms of its likelihood and severity we are in a position to prioritise the risks to assist in the decision making of what action is warranted to manage the risks (where possible).

**2.4.3 Risk Impact**

The risk impact matrix determines the severity of the risk and the impact it could have on the organisation. It provides an indicator to assist in the decision making of what action is warranted for the risks.

**Table 3: Risk Impact Matrix**

**POTENTIAL IMPACT**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | **A** | **B** | **C** | **D** | **E** |
| **A**  **L**  **I**  **K**  **E**  **L**  **I**  **H**  **O**  **O**  **D** | | Extreme  (1) | Extreme  (1) | Major  (2) | Major  (2) | Medium  (3) |
| **B** | | Extreme  (1) | Extreme  (1) | Major  (2) | Medium  (3) | Minor  (4) |
| C | | Extreme  (1) | Major  (2) | Major  (2) | Medium  (3) | Minor  (4) |
| **D** | | Major  (2) | Major  (2) | Medium  (3) | Minor  (4) | Minor  (4) |
| **E** | | Medium  (3) | Medium  (3) | Minor  (4) | Minor  (4) | Minor  (4) |

**Key:**

|  |  |
| --- | --- |
| **1** | Extreme risks that are likely to arise and have potentially serious consequences requiring urgent attention |
| **2** | Major risks that are likely to arise and have potentially serious consequences requiring urgent attention or investigation |
| **3** | Medium risks that are likely to arise or have serious consequences requiring attention |
| **4** | Minor risks and low consequences that may be managed by routine procedures |

Once risk impact has been determined the committee can evaluate what response is necessary to make the risk tolerable to the organisation.

**2.5 Risk Evaluation**

The purpose of risk evaluation is to assist in making decisions about which risks need treatment and the priority for treatment implementation. These decisions are based on the risk analysis.

Risk evaluation involves comparing the level of risk analysis with risk criteria established when the context was considered. It involves determining what risks are tolerable to the organisation having regard to the organisation’s attitude to risk.

**2.6 Risk Treatment (Action Plan)**

Risk treatment is the process to modify risk. It involves selecting one or more options for modifying risks and implementing them. This stage is all about identifying and testing strategies to manage the risks which have been identified and subsequently evaluated as posing a real risk to participants. Ideally officials will work together to brainstorm a variety of treatment strategies and then consider each strategy in terms of its effectiveness and implementation. This will necessarily involve some “reality testing” of risk treatment strategies as officials determine what reasonable steps they may take to reduce the impact of the risk arising.

If your club/centre has assessed a risk and the risk has rated highly you will need to carefully consider necessary policies, procedures and strategies to treat the risk. If a risk is identified as “Extreme”, a club/centre must ensure that it is addressed and controls are put in place to reduce its severity and likelihood. These will include what is needed to treat the risk, who has the responsibility and what is the timeframe for risk management. These elements will comprise your action plan. If your club/centre already has a strategy in place to address or manage an identified risk, insert details of that strategy in the space provided. If not, you will have to devise a strategy.

The action plan may also include a list of resources that are available as part of the risk management process. These will be essential for the effective implementation of any emergency plan and it is critical that staff or volunteers have the knowledge of what and where they are.

* 1. **Monitor and Control**

It is very important that officials review the risk management plan at the end of the competition, activity, program or season. The risk management plan should be a fluid document which is regularly updated to take account of changes within the club/centre.

The keeping of records and the continued evaluation of the risk management plan in the light of such records is crucial. Your risk management procedures should include the documentation of any accidents, as well as information on the effectiveness of the risk management plan. Statistics on continuing injuries or accident occurrences should be used to determine whether there are specific activities that require either increased precautions or supervision.

It is suggested that the club/centre use methods such as:

* Assigning a key person to be responsible for overseeing the risk management activities
* Developing checklists for any given activity or risk control to ensure the operator knows and implements the controls
* Periodically checking that procedures are being observed, that equipment is in place and being maintained
* Periodically reviewing the risk register. This is a mandatory action if circumstances or activities change within the club/centre or its environs.
* Provide a report to the committee at periodic intervals
* Make the club’s/centre’s risk management activities a standing item on the club/centre committee’s agenda

Risk management plans cannot remain static. They should be approached and maintained as a live document. Risks can change according to changes in legislation, development of safe practices and techniques, and developing technology in the sport of sailing. Constant evaluation and updating must be done to take account of developing trends and the organisation’s own experience.

***PLEASE NOTE****: This resource is a guide. The risks which have been included under the respective Risk Categories in the following Risk Management tables were identified by volunteer club officials in a workshop convened by Yachting Australia. There will be circumstances where risks which are particular to your club’s/centre’s sailing activities may not have been addressed. Space has been provided for you to identify and address these.*

**Identifying Risks and Controls**

The risk management process includes identifying risks, categorising them and developing control strategies to mitigate those risks.

A club may draw on its key people, those with experience in risk management and those with extensive sailing, racing and training knowledge, to undertake this activity.

It is effective to be organised and list the categories of risk, and identify the various problems or incidents that could occur. For each of these hazards, the club should devise a way of controlling it, and then assign responsibility and a time frame for its implementation.

Hazards change; new ones develop and others may cease, as a result of changing circumstances or the environment at the club. It is important that the risk identification and control process is always alive and frequently reviewed.

# YACHTING AUSTRALIA – CLUB/CENTRE RISK MANAGEMENT TABLES

| **ID No.** | **Hazard** | **Initial Likelihood** | **Initial**  **Severity** | **Initial Risk Rating** | **Control** | Revised Likelihood | **Revised Severity** | **Revised Risk Rating** | **Is This Risk Acceptable?**  **Yes or No** | **Resources** | **Person Responsible** | **Time-frame** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | On Water |  |  |  |  |  |  |  |  |  |  |  |
|  | **Weather/Environment/Seastate** |  |  |  |  |  |  |  |  |  |  |  |
| 1 | Severe weather changes (including squalls, electrical storms) resulting in sailors and officials being exposed during events.  SAMPLE ONLY | A | D | 2 | * Weather forecast. * BOM Duty Manager contact details. * Post forecast on noticeboard. * Create a contact list. * Management plan. * Briefing. * Emergency procedures. | B | E | 4 | Yes | BOM, Seabreeze, Local Airport, IMP | Principal Race Officer |  |
| 2 | Dangerous sea and wave conditions result in capsizes, personal injury or boats being unable to get off the beach or return to shore safely. |  |  |  |  |  |  |  |  |  |  |  |
| 3 | Sunstroke / sunburn / dehydration to sailors and /or officials. |  |  |  |  |  |  |  |  |  |  |  |
| 4 | Seasickness of rescue craft personnel resulting in not being able to provide effective rescue capabilities. |  |  |  |  |  |  |  |  |  |  |  |
| 5 | Sailors and race officials develop hypothermia. |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | **Participating Boats** |  |  |  |  |  |  |  |  |  |  |  |
| 6 | Collision of boats resulting in personal injury and/or major damage disabling boat(s).  SAMPLE ONLY |  |  |  | * Clear pre-race instructions * Limit number of entries * Training of competitors in race rules * Application of IRPCS | C | B | 2 | Yes | IRPCS, YA Blue Book, RRS | Senior Race Officer/ Instructor | Prior to Regatta |
| 7 | Personal injury to crew member(s) |  |  |  |  |  |  |  |  |  |  |  |
| 8 | Inexperienced or disabled boat(s) lose control and get into difficulties which require external assistance. |  |  |  |  |  |  |  |  |  |  |  |
| 9 | Crew member(s) fall overboard and require external assistance to locate and recover. |  |  |  |  |  |  |  |  |  |  |  |
| 10 | Crew member(s) trapped underwater in a capsized boat |  |  |  |  |  |  |  |  |  |  |  |
| 11 | Collision of boat with submerged object resulting in personal injury or major damage to boat. |  |  |  |  |  |  |  |  |  |  |  |
| 12 | Inadequately prepared or maintained boats that are dangerous and likely to create a safety incident |  |  |  |  |  |  |  |  |  |  |  |
| 13 | Missing boat(s) either during a race or failing to complete a race |  |  |  |  |  |  |  |  |  |  |  |
| 14 | Dangerous interaction with commercial vessels or other recreational boats. |  |  |  |  |  |  |  |  |  |  |  |
| 15 | Personal injury to swimmers following a collision with a competitor, participant or official boat. |  |  |  |  |  |  |  |  |  |  |  |
| 16 | Potential collisions between boats of different classes in multi-class events. |  |  |  |  |  |  |  |  |  |  |  |
| 17 | Electrocution of sailors as a result of low overhead power lines on waterways. |  |  |  | * Approach electricity distributor to discuss options available such as: * Putting overhead wires underground * Erect warning signs near ramps * Flags or insulated cable to replace overhead open conductors |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
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|  | **Race Management and Equipment** |  |  |  |  |  |  |  |  |  |  |  |
| 18 | Mechanical breakdowns / gear failure in rescue vessel(s) resulting in being unable to provide effective rescue capabilities. |  |  |  |  |  |  |  |  |  |  |  |
| 19 | Fire/explosion (e.g. on Rescue Craft) resulting in personal injury to crew and inability to provide rescue service. |  |  |  |  |  |  |  |  |  |  |  |
| 20 | Delay in attending to a medical emergency / injury occurring mid-race with potential to aggravate the condition of the injured person(s). |  |  |  |  |  |  |  |  |  |  |  |
| 21 | Prevailing weather conditions prevent rescue vessels being able to remain on station or fulfil their role. |  |  |  |  |  |  |  |  |  |  |  |
| 22 | Injury to person(s) in the water from rescue and race official boat propellers. |  |  |  |  |  |  |  |  |  |  |  |
| 23 | Inadequate or insufficient safety / rescue equipment provided by race / event organisers. |  |  |  |  |  |  |  |  |  |  |  |
| 24 | Failure to conduct pre and post event boat counts resulting in missing personnel. |  |  |  |  |  |  |  |  |  |  |  |
| 25 | Failure by race officials to deploy rescue boats as required by emergency circumstances. |  |  |  |  |  |  |  |  |  |  |  |
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|  | **Communications** |  |  |  |  |  |  |  |  |  |  |  |
| 26 | Loss of primary communications resulting in race officials being unable to provide and coordinate effective rescue services. |  |  |  |  |  |  |  |  |  |  |  |
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|  | **Training** |  |  |  |  |  |  |  |  |  |  |  |
| 27 | Insufficient supervision of juniors in training exercises resulting in accidents or injury. |  |  |  |  |  |  |  |  |  |  |  |
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|  | **Hazard** | **Initial Likelihood** | **Initial Severity** | **Initial Risk Rating** | **Control** | Revised Likelihood | **Revised Severity** | **Revised Risk Rating** | **Is This Risk Acceptable? Yes or No** | **Resources** | **Person Responsible** | **Time-frame** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
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|  | **Off-Water** |  |  |  |  |  |  |  |  |  |  |  |
| 1 | Improper use of crane resulting in injury.  SAMPLE ONLY | C | B | 2 | * Only trained personnel to use equipment * Club will conduct training of personnel * Club will roster trained personnel on duty | C | C | 2 | Yes |  | Equipment Officer | Pre-season |
| 2 | Persons sustaining injury from slipping on launching ramp. |  |  |  |  |  |  |  |  |  |  |  |
| 3 | Theft or damage of participant’s boats or gear due to poor security or storage of equipment. |  |  |  |  |  |  |  |  |  |  |  |
| 4 | Personal injury to sailors and public or property damage arising from persons and vehicles passing through rigging areas. |  |  |  |  |  |  |  |  |  |  |  |
| 5 | Equipment left lying around posing risk of injury. |  |  |  |  |  |  |  |  |  |  |  |
| 6 | Placing heavy equipment and boats high up in storage racks resulting in injury or damage during retrieval. |  |  |  |  |  |  |  |  |  |  |  |
| 7 | Sailors leaving rigging trailers on roads or at the water’s edge unsecured, causing damage to vehicles, trailers, or the public. |  |  |  |  |  |  |  |  |  |  |  |
| 8 | Beach trolleys lost after being left unattended in shallow water. |  |  |  |  |  |  |  |  |  |  |  |
| 9 | Inexperienced or careless persons re-fuelling power boats resulting in burns and property damage. |  |  |  |  |  |  |  |  |  |  |  |
| 10 | Failure of participants to use and/or officials to check sign-off sheets resulting in missing person going unnoticed. |  |  |  |  |  |  |  |  |  |  |  |
| 11 | Personal injury and property damage arising from rigging accidents such as falling masts, objects falling from heights or wire breaking under tension. |  |  |  |  |  |  |  |  |  |  |  |
| 12 | Glass or needle stick injuries to sailors in launching and rigging craft on uncleaned beaches and foreshores. |  |  |  | * Wear shoes |  |  |  |  |  |  |  |
| 13 | Inaccurate interpretation of weather reports resulting in sailors heading out to sea in dangerous conditions. |  |  |  |  |  |  |  |  |  |  |  |
| 14 | Careless loading / unloading and laying of course equipment may result in injuries. |  |  |  |  |  |  |  |  |  |  |  |
| 15 | Inadequate compliance checks conducted on boats participating in club/centre activities. |  |  |  |  |  |  |  |  |  |  |  |
| 16 | Poor handling of disputes and grievances resulting in dissatisfaction amongst sailors and potential legal exposure. |  |  |  |  |  |  |  |  |  |  |  |
| 17 | Broken glass in the club/centre surrounds. |  |  |  |  |  |  |  |  |  |  |  |
| 18 | Dangerous beach/sea conditions during launching and retrieval of boats. |  |  |  |  |  |  |  |  |  |  |  |
| 19 | The packing and unpacking of shipping containers during special events. |  |  |  |  |  |  |  |  |  |  |  |
| 20 | Injuries resulting from walking through a boat yard. |  |  |  | * Fence off for authorised persons only |  |  |  |  |  |  |  |
| 21 | Club members and guests under the influence of drugs or alcohol on premises. |  |  |  | * Drug and alcohol policy |  |  |  |  |  |  |  |
| 22 | Poor food handling practices resulting in food poisoning. |  |  |  |  |  |  |  |  |  |  |  |
| 23 | Burns received from cooking equipment. |  |  |  |  |  |  |  |  |  |  |  |
| 24 | Gas bottles. |  |  |  | * Material Safety Data Sheet |  |  |  |  |  |  |  |
| **25** | **Other Local Risks:** |  |  |  |  |  |  |  |  |  |  |  |
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|  | **Hazard** | **Initial Likelihood** | **Initial Severity** | **Initial Risk Rating** | **Control** | Revised Likelihood | **Revised Severity** | **Revised Risk Rating** | **Is This Risk Acceptable? Yes or No** | **Resources** | **Person Responsible** | **Time-frame** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
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|  | **Environment** |  |  |  |  |  |  |  |  |  |  |  |
| 1 | Injury to sailors and non-sailors in boat park from unfastened boats and equipment.  SAMPLE ONLY | B | C | 2 | * Restrict access to boat park to those people requiring access where possible * Clearly designate rigging areas and enforce rule * Boats must be tied down | C | C | 2 | Yes | Signs, duty officers | Property Officer | Pre-race season |
| 2 | Non-compliance with OH&S regulations resulting in personal injury. |  |  |  |  |  |  |  |  |  |  |  |
| 3 | Storage of equipment inappropriate for junior and senior members resulting in personal injury or property damage. |  |  |  |  |  |  |  |  |  |  |  |
| 4 | Inadequately licensed or trained persons given access to or charge over the operation of mechanical equipment such as:   * Tractors * Winches * Winch cables * Cranes |  |  |  |  |  |  |  |  |  |  |  |
| 5 | Insufficient fire safety measures in place such as supply of extinguishers and communicated fire drill procedures. |  |  |  | * Regular fire drills |  |  |  |  |  |  |  |
| 6 | Risk of personal injury to workers and members arising from poor scaffolding/ladders and machinery in boat yard:   * Trolleys * Climbing mast |  |  |  |  |  |  |  |  |  |  |  |
| 7 | Electrocution of sailors and public as a result of low overhead power lines in rigging/ public areas and road crossings. |  |  |  | * Approach electricity distributor to discuss options available such as: * Putting overhead wires underground * Erect warning signs near ramps * Flags or insulated cable to replace overhead open conductors * Approach local government for grants |  |  |  |  |  |  |  |
| 8 | Unsuitable storage of rescue, maintenance and safety gear resulting in poor repair and subsequent failure when used by officials or participants. |  |  |  |  |  |  |  |  |  |  |  |
| 9 | Member, public and boat access points to the club in disrepair or unsafe condition leading to personal injury. |  |  |  |  |  |  |  |  |  |  |  |
| 10 | Risks associated with use of club facilities for functions by members and public (requires further in-depth risk assessment by appropriate club personnel). |  |  |  |  |  |  |  |  |  |  |  |
| 11 | Environmental damage and subsequent liability resulting from inappropriate maintenance of drainage and effluent. |  |  |  |  |  |  |  |  |  |  |  |
| 12 | Insufficient attendance to spills and breakages which may cause to injury to persons. |  |  |  |  |  |  |  |  |  |  |  |
| 13 | Injury, damage, complaints or antisocial behaviour associated with use of club for social functions. |  |  |  |  |  |  |  |  |  |  |  |
| 14 | Injury/damage associated with lifting slings. |  |  |  | * Ensure there is an inspection regime in place to check tags |  |  |  |  |  |  |  |
| 15 | Damage and injury associated with dinghy masts falling over. |  |  |  | * Drop and secure masts for boats stored on lawn/beach when winds are in excess of 25 knots |  |  |  |  |  |  |  |
| 16 | Maintain and review Safety Equipment register. |  |  |  | * Check tags on fire extinguishers |  |  |  |  |  |  |  |
| 17 | Inadequate storage of hazardous materials/dangerous goods. |  |  |  | * MSDS on display on notice boards and on club web page |  |  |  |  |  |  |  |
| 18 | External contractors that may be unfamiliar with club/centre safety protocols. |  |  |  | * Maintenance of tools and equipment must comply to Australian Standards |  |  |  |  |  |  |  |
| 19 | Unsafe boat trolleys and cradles to comply with appropriate standards. |  |  |  | * Boat trolleys and cradles to comply with appropriate standards |  |  |  |  |  |  |  |
| 20 | Inexperienced kite boarder launching and retrieving boards and sails. |  |  |  |  |  |  |  |  |  |  |  |
| 21 | Inappropriate storage of firearms resulting in theft or injury. |  |  |  |  |  |  |  |  |  |  |  |
| **22** | **Other Local Risks:** |  |  |  |  |  |  |  |  |  |  |  |
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|  | **Hazard** | **Initial Likelihood** | **Initial Severity** | **Initial Risk Rating** | **Controls** | Revised Likelihood | **Revised Severity** | **Revised Risk Rating** | **Is This Risk Acceptable? Yes or No** | **Resources** | **Responsible Person** | **Time-frame** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
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|  | Club/Centre Sailing Operations |  |  |  |  |  |  |  |  |  |  |  |
|  | **Equipment** |  |  |  |  |  |  |  |  |  |  |  |
| 1 | Lack of appropriate first aid equipment readily available to treat injuries or accidents as they occur. |  |  |  |  |  |  |  |  |  |  |  |
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|  | **Club/Centre Management** |  |  |  |  |  |  |  |  |  |  |  |
| 2 | Incorrect or inadequate provision of personal information. |  |  |  |  |  |  |  |  |  |  |  |
| 3 | Appointment of inexperienced Race Officer resulting in poor decision-making. |  |  |  | * Contact your state association to arrange a NOP training course. |  |  |  |  |  |  |  |
| 4 | Insufficient support for Race Officer (RO) resulting in too many responsibilities placed on RO and subsequent possible neglect of duties. |  |  |  |  |  |  |  |  |  |  |  |
| 5 | Appointment of insufficiently trained or qualified volunteers into key officiating positions resulting in poor decision-making. |  |  |  |  |  |  |  |  |  |  |  |
| 6 | Appointment of unqualified or insufficient competent coaches/instructors resulting in poor instruction to participants. |  |  |  |  |  |  |  |  |  |  |  |
| 7 | Poor planning by coaches/instructors of training sessions resulting in insufficient supervision of juniors or dangerous activities due to weather changes. |  |  |  |  |  |  |  |  |  |  |  |
| 8 | Insufficient consideration of abilities, health and needs of different age groups in planning on-water activities resulting in personal injury. |  |  |  |  |  |  |  |  |  |  |  |
| 9 | Poor promotion of emergency procedures and contact numbers to club members. |  |  |  |  |  |  |  |  |  |  |  |
| 10 | Lack of appropriately trained or qualified first aid officer(s) present during conduct of club/centre activities resulting in poor injury management. |  |  |  |  |  |  |  |  |  |  |  |
| 11 | Poor communication to emergency service providers of club/centre location and access details resulting in delay in emergency treatment. |  |  |  |  |  |  |  |  |  |  |  |
| 12 | Poor induction of officials and communication of responsibilities and duties of key officials resulting in confusion and possible neglect of tasks. |  |  |  |  |  |  |  |  |  |  |  |
| 13 | Insufficient provision of training to key club officials resulting in poor decision-making and club management. |  |  |  |  |  |  |  |  |  |  |  |
| 14 | Poor food management and handling procedures in catering and canteen areas of club/centre may breach regulations (more in-depth risk assessment required by appropriate personnel). |  |  |  |  |  |  |  |  |  |  |  |
| 15 | Breakdown in chain of command. |  |  |  |  |  |  |  |  |  |  |  |
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|  | **Member Protection** |  |  |  |  |  |  |  |  |  |  |  |
| 16 | Harassment of participants / members from officials or other participants / members.  SAMPLE ONLY | B | C | 2 | * Develop Member Code of Conduct * Promote Code and educate members | C | C | 2 | Yes | Code of Conduct | Club Committee | Jan 2013 |
| 17 | Parents abusing or harassing officials, members and other participants due to dissatisfaction with procedures or results. |  |  |  |  |  |  |  |  |  |  |  |
| 18 | Possibilities of post-traumatic stress for volunteers/participants/officials/ involved in serious accidents / emergencies. |  |  |  |  |  |  |  |  |  |  |  |
| 19 | Inappropriate personnel interacting with children. |  |  |  | * Working with children check/ Blue Card * Ensure your club complies with the relevant state legislation |  |  |  |  |  |  |  |
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The following form may be used to record the details of risk identification, its mitigation and controls, and who the responsible persons are etc. as shown in the sample, for any given risk.

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| --- | --- | --- | --- |
| **CLUB/CENTRE RISK TREATMENT PLAN** | | | |
|  |  | |  |
| **RISK CATEGORY:** | [insert relevant category ie. On-water, Environment, Personnel etc] | | **Ref: [cross reference to Risk Audit and Action Plan]** |
|  |  | |  |
| **RISK IDENTIFIED** | **[as per Risk Audit and Action Plan]** | | Risk Rating: [1 and 2 risk ratings must have risk treatment developed] |
|  | | | |
| **Responsible Group / Person:** | | **[insert group / individual]** | |
|  | | | |
| **Pre-emptive Actions: [what steps will be taken to minimise the risk arising in the first place?]** | | | |
|  | | | |
| **Proposed Response: [what steps will be taken if the risk does arise?]** | | | |
|  | | | |
| **Resource Requirements: [what resources are required to treat the risk? ie human, financial etc]** | | | |
|  | | | |
| **Time Frame (for pre-emptive actions to be completed by):** | | | |
|  | | | |
| **Anticipated Risk Period (for which the proposed response is applicable):** | | | |
|  | | | |
| **Compiled By:** |  | | **Date:** |
| **Reviewed By:** | **Risk Manager of Club/Centre** | | **Date:** |