



Altona Yacht Club

Risk Management Plan

Version 1.2

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Altona Yacht Club Risk Management Plan

Document History

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1.0	Steve O'Brien	May 2016	Committee	May 2016	Initial Risk Management Plan following YA template.
1.1	Michael Arnold	Aug 2022			Minor updates following 2022 DSC review.
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1. INTRODUCTION

1.1. Philosophy

Australian Sailing recognises 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, Australian Sailing 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.

1.2. Background - Duty of Care

Altona Yacht Club Incorporated, Altona Yacht Club Discover Sailing Centre, Altona Yacht Club Committees and its Rescue Craft Volunteers who 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. As the Club operates in a public area; the same duty of care extends to the public who may be affected by our activities. 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.

1.3. Objectives

- To reduce the incidence of injury to participants, officials and other persons associated with Club and Discover Sailing 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 and Discover Sailing Centre liability as a result of poorly managed sailing competitions and activities.

1.4. 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.

1.5. Which Risks Need to be Managed?

Importantly, the law does not require Clubs and Discover Sailing 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.

1.6. The Australian Standard

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

The steps set out in the Australian Standard and followed in formulating this Plan, include the following stages:

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

1.7. Club Risk Management— Scope and Limitations

This Risk Management Plan has been developed to address all activities and issues where risks can be reasonably foreseen to arise concerning the Club, the Discover Sailing Centre, the Committees, Club Members and the members of the public including those associated with both sailing and social events, Club and Centre governance and management, finance, insurances and planning.

1.8. Who should be involved in the Risk Management Process?

The Club recognises that the Executive Committee, Discover Sailing Coordinator, Instructors and Training Volunteers, Sailing Committee and Rescue Craft Volunteers, Social Committee and all members must be involved in, and take a proactive approach to the Risk Management of the Club to ensure the effectiveness of this plan.

The Club will include all “key” people from the Committee to race officials, instructors, volunteers and other stakeholders, in each step of the risk management process. It is also vital that all members take a pro-active approach to the identification and management of risk in all of their sailing, training and participation activities.

1.9. Accountability

Altona Yacht Club and Altona Yacht Club Discover Sailing 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, Executive Committee, Discover Sailing Centre Coordinator, Instructors and other key management groups 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.

Altona Yacht Club Executive Committee will appoint the Rear Commodore, Sailing Committee Secretary and Club Captain (Risk Management Committee) to be responsible for the reviewing and updating of the risk management tables. However, this does not absolve the club officers or Coordinators of their responsibilities.

2. THE RISK MANAGEMENT PROCESS

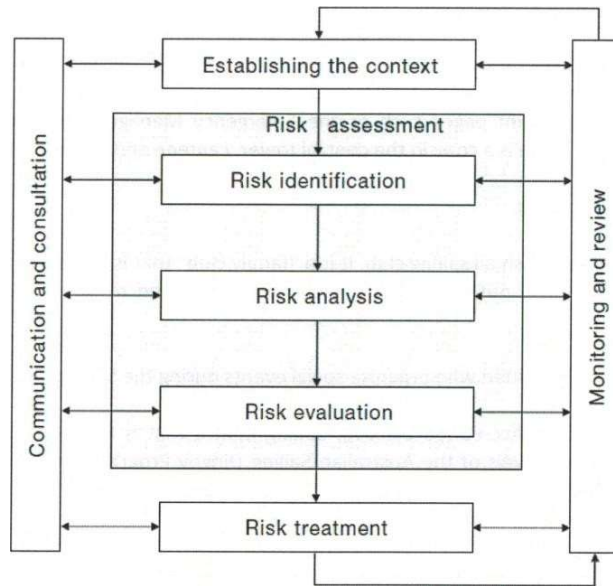


Figure 2.1

2.1. 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.

2.1.1. Communication Strategies

- To Members:
 - Publish an annual explanation of its importance and role in club operations in the club newsletter.
 - Post it on the website so it is accessible to members.
 - Put relevant items on noticeboards and at other points around the club.
 - Invite members to contribute to the development of the document at times of review.
- To Race Officials, Instructors, Coaches and all on water personnel:
 - Conduct an annual Risk Management Update for all on water personnel at the Race

- Management Training Day.
- Include relevant issues from the RMP in the Sailing Committee crew briefing.
- Provide copies for Sailing Committee Secretary, Rescue Craft Volunteers and rostered members to read.
- Laminate relevant pages such as the Emergency Management Plan Contacts page and make sure there is a copy in the control tower, canteen and on the club notice board.

2.2. Establishing the Context

Altona Yacht Club is a relatively small sailing club. It is a "family club" that is run entirely by volunteers. Club members are rostered to carry out Race Management operations and to operate our canteen on Race Days.

We have an active Social Committee who organise social events during the Sailing Season.

We have an Australian Sailing Accredited Discover Sailing Centre that is also run by volunteers. We run Learn to Sail programs at all levels of the Australian Sailing Dinghy Program for Adults, Junior and Youth Sailors and some local school groups. The Sailing School is run under the "Operating Standards and Guidelines for Australian Sailing Discover Sailing Centres (1 July 2014)."

Altona Yacht Club is an Incorporated body with a set of General Rules explaining our Club Management Procedures approved by the Department of Justice under the guidelines set by the Model Rules, Associations Incorporation Act (1981). All club activities are overseen and managed by our Executive Committee. We have further sub committees to oversee the operation of the Sailing Program (Sailing Committee), Social Activities (Social Committee) An Executive Committee member chairs all sub committees and reports back to Executive on the sub committee's operation.

The Club has adopted and follows the Australian Sailing Member Protection Policy (August 2012) and in addition to this Risk Management Plan has an Emergency Management Plan and Occupational Health and Safety Policy in place. Sailing activities are conducted under the ISAF Racing Rules of Sailing 2013-2016 and the Special Regulations of Australian Sailing 2013-2014.

The Club Sailing activities are primarily run for "off the beach" boats with the option of including "trailable yachts" as well. The Club provides storage for a limited number of "off the beach boats". Club racing is mostly held on weekends with some extra sailing days around the Christmas / New Year period.

The Sailing Environment provides a quite safe shallow area inside protective sandbars for Junior Learn to Sail programs at the lower levels. The Racing Area is directly in front of the Club with full view coverage from the Control Tower. Most races will be in an area less than 2 nautical miles from the Club House. All Club sailing activities are run during daylight hours.

2.3. 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. Reviews of our RMP will include all Committees and Sub-committees, Race Officials, Instructors, and Members who are involved in our club activities.

AYC has considered the risks evident that are applicable to our particular environment and activities. There are a number of aspects that have been considered in identifying and assessing the risks:

- The location of the activities
- Types of boats sailed

- Size of fleets
- The age and capabilities of participants
- The type of activities conducted
- Injury and damage history (including type of injury and cause)
- How operational procedures are conducted, and whether there have been any previous problems

2.3.1. Risk Categories

(a) On the water:

This category includes all of those risks associated with the conduct of sailing activities once the participants have left shore.

(b) Pre and Post sailing events:

This category refers to the risks involved in activities immediately preceding and following sailing events including rigging and preparation of boats, preparation of race officials and launching and retrieval of boats.

(c) Risks specific to the AYC Discover Sailing Centre activities:

AYC Discover Sailing Centre activities will involve the inclusion of young sailors, many of whom will have not sailed before and parents often with little or no sailing experience. The risks specifically related to working with children and parents involved in the Junior and Youth Sailing Programs and the Learn to Sail Programs will be included in this category.

(d) Club Environment:

The physical environment, in which we conduct Club activities, by default, includes inherent risks to personal safety, property damage and damage to the environment. This risk category focuses on the Club and its surrounding onshore environment as it is utilised for sailing activities by Club Members and other participants.

(e) Personnel and OH&S:

This category specifically relates to personal risks to Club Members, Race Officials and other participants in Club Sailing Activities not already dealt with in other sections.

(f) Club Management:

This category relates to Club Management responsibilities and the mitigation of risks associated with Club management as they relate to governance, administration, insurance and finance.

(g) Club Social Functions and Canteen:

Risks associated with Club non-sailing activities and Social functions are addressed in this section. The Club Canteen and use of the Club BBQ have specific risks related to food preparation and handling. The Club Social Committee have been specifically involved in the assessment and mitigation treatment of risks included in this category.

(h) Risks associated with Operating in a Public Area:

This category identifies the Club's responsibility to show a duty of care to those people with whom we share the use of the foreshore, beach and waters in which we sail. Risks and responsibilities resulting from how our use of the area may impact on others are included here.

2.4. Risk Analysis

Having identified the risks involved in our Club and Discover Sailing Centre activities, we have analysed them in order to better understand them. This analysis has provided input to the evaluation of the risk and whether or not it needs to be treated. It also has assisted in the selection of risk treatments once evaluation determines that treatment is required.

Central to this analysis has been 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 has been rated. These ratings describe:

- The chance of the risk occurring (likelihood)
- The loss or damage impact if the risk occurred (severity)
- 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 have applied the risk rating scales set out below in Tables 1 — 3. The risk rating scales have allowed us 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 have prioritised 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.

		POTENTIAL IMPACT				
		AB	B	C	D	E
A L B I K E C L I D H O E O D	A	Extreme (1)	Extreme (1)	Major (2)	Major (2)	Medium (3)
	L	Extreme (1)	Extreme (1)	Major (2)	Medium (3)	Minor (4)
	I	Extreme (1)	Extreme (1)	Major (2)	Medium (3)	Minor (4)
	K	Extreme (1)	Major (2)	Major (2)	Medium (3)	Minor (4)
	E	Major (2)	Major (2)	Medium (3)	Minor (4)	Minor (4)
	C	Major (2)	Medium (3)	Minor (4)	Minor (4)	Minor (4)
	L	Medium (3)	Medium (3)	Minor (4)	Minor (4)	Minor (4)
	I	Medium (3)	Medium (3)	Minor (4)	Minor (4)	Minor (4)
	D	Medium (3)	Medium (3)	Minor (4)	Minor (4)	Minor (4)
	H	Medium (3)	Medium (3)	Minor (4)	Minor (4)	Minor (4)
	O	Medium (3)	Medium (3)	Minor (4)	Minor (4)	Minor (4)
	E	Medium (3)	Medium (3)	Minor (4)	Minor (4)	Minor (4)
	O	Medium (3)	Medium (3)	Minor (4)	Minor (4)	Minor (4)
	D	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 has then evaluated 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.

Whenever Altona Yacht Club recognises and assesses a newly identified risk and the risk is rated highly, we carefully consider necessary policies, procedures and strategies to treat the risk. If a risk is identified as "Extreme", we will ensure that it is addressed and controls are put in place to reduce its severity and likelihood. We will formulate an "Action Plan" that will include what is needed to treat the risk, who has the responsibility and what is the time frame for risk management. A number of risks have been previously identified and strategies are already in place to address or manage these identified risks. Details of these strategies are shown in the following Tables.

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.

2.7. Monitor and Control

Altona Yacht Club recognises that regular reviews of the risk management plan, particularly at the end of each season are vitally important to keep the plan up to date and to take include issues that arise with changes within the club and the programs and activities conducted.

We also recognise the importance of keeping of records to assist the continued evaluation of the risk management plan. Our risk management procedures include the documentation of any accidents

and/or incidents, as well as information on the effectiveness of the risk management plan. Statistics on any continuing injuries or accident occurrences are used to determine whether there are specific activities that require either increased precautions or supervision.

To assist with Monitoring and Controlling identified risks:

- Executive Committee appoint a Risk Management Committee to be responsible for overseeing the risk management activities
- We have a number of checklists to assist with tasks in the club where it is important to ensure a significant number of aspects of a tasks are all addressed
- Check lists are used on a daily basis to ensure all equipment is available in some areas
- Risk Management Committee check Race Officials Reports to check incident / accident issues that have arisen between meetings (monthly)
- If a significant issue has arisen — a special meeting of the Sailing Committee or any other committee will be called
- The risk tables are always looked at when incidents / accidents arise to assess if we can improve our risk control strategies
- A Safety Report is prepared for Executive by the Risk Management Committee on a monthly basis during the sailing season and / or if a significant issue arises
- Risk Management will be included as a standing item on each Committee's agenda
- A full evaluation of the RMP is done during each "off season"
- As part of our OH&S Policy —a list of "areas where the Club needs to be alert" assist in monitoring risk issues around the Club
- The Risk Management Plan is always addressed as an issue at our annual Race Management Training Day prior to each Sailing Season
- The RMP and Action Plans are available to the Race Officials at all times
- An important responsibility of the Race Officials is to ensure a report on any incident / accident is recorded as required by policy whenever issues arise.

Key to headings for Risk Management Tables:

ID No.	Identification Number for Identified Risk
Hazard	Risk
IL	Initial Likelihood
IS	Initial Severity
IRR	Initial Risk Rating
Control	Risk Management Strategies in place
RL	Revised Likelihood after management strategies have been implemented
RS	Revised Severity
RRR	Revised Risk Rating
AR? Y/N	Is this Risk Acceptable? Yes or No
Resources	What are the Resources required to implement the Management Strategies?
Responsibility	Who is responsible to ensure the Management Strategies are carried out?
Time Frame	What is the Time Frame for Management Strategies to be implemented

Note: If the Hazard / Risk description is in BOLD text — A Risk Treatment Plan has been written to deal with this issue.