



Mordialloc Sailing Club Inc.

Risk Management Plan

Version:	3.5
Date:	Aug 20 th 2019

Document Change Control Form

VER.	DATE	UPDATED BY	DESCRIPTION
1.00	1 st Aug 2002	Steve Griffiths Richard Heath Garry Hosie	Initial draft based on Yachting Victoria resource
1.01	27 th Aug 2002	Garry Hosie	Added Documentation Status
1.02	1 st Sep 2002	Garry Hosie	Expanded fuel fire risk.
1.03	1 st Dec 2002	Garry Hosie	Following Executive Committee review
1.04	12 th June 2012	Garry Hosie	Expanded junior sailor monitoring
2.0	4 th July 2013	Brett Wilson	Restructured and updated. Revised potential risk impact. Moved risk assessments and action plans to separate docs to facilitate regular maintenance.
3.0	25 th Sep 2014	Mal Parsons	Review against "Club Risk Management – A Practical Resource for Clubs and Centres" – Yachting Australia – January 2013. Update and restructure as required. Convert the 4 Risk Assessments to the 4 YV Risk Management Tables format or variation of this Consider what can be included in terms of IMP protocols within the above docs
3.1	15 th October 2014	Mal Parsons	Feedback from Bart Sheen and Crawford Wintersgill incorporated
3.2	10 th Nov 2014	Mal Parsons	Feedback from Garry Hosie and Dale Collings incorporated
3.3	27 th Nov 2014	Mal Parsons	Feedback from John Dance and Brett Wilson incorporated after independent review.
3.4	22 May 2016	Mal Parsons	Checked after discussion with Bart Sheen and Crawford Wintersgill
3.5	20-Aug-2019	Dale Collings	Review for Child Safe Standards by Dale and Cassey Russell

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1. Introduction

This document is the risk management plan for Mordialloc Sailing Club. It provides a framework for identifying, classifying and addressing risks.

This plan has been developed specifically for activities associated with sailing and the club environment in general. As such it does not address risk management considerations for other elements of club operations such as governance, administration, finance, insurance and planning.

1.1 Scope

The document addresses ongoing risks at MSC in the following areas:

- On-water activities
- Off-water activities
- Club environment
- Club Sailing Operations

These risks exist in the context of weekly member based club sailing, training, Sailabilty and schools programs coaching as well as regattas and events conducted by the club on behalf of other organisations.

This plan specifically excludes consideration of financial, legal, moral or ethical risks associated with the ongoing long term operations of the club.

1.2 Audience

The primary audience for this document is:

- Club Executive Committee
- Club Sailing Committee
- Race Committees
- Regatta Organising Committees
- Race Management Personnel
- Training and Coaching Staff & Volunteers
- MSC members

1.3 References

- [1] "Club Risk Management – A Practical Resource for Clubs and Centres" – Yachting Australia – January 2013

2. Background

Mordialloc Sailing Club encourages participation and enjoyment of sailing for people of all ages and abilities. The Club also recognises that sailing is an inherently risky activity and participation in the sport can lead to injury, permanent disability or death.

Hence it is essential that the Club manages risks associated with its sailing activities to ensure that they are conducted in an appropriately safe manner.

Moreover it is essential that the club communicates the level of risk to all participants and encourages all participants to take an active role in managing that risk.

2.1 Duty of Care

Club and sailing officials owe a duty of care to participants in sailing activities where there is a reasonably foreseeable risk of an incident, injury or death 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 an incident, injury or death to participants as a result of those risks which are foreseeable.

2.2 Objectives

The club is mindful of its duty of care and has set out the following objectives:

- To minimise the incidence of injury or death of participants, officials and other persons associated with club sailing competitions and activities.
- To provide a safe, fun, and healthy sporting environment for individuals to participate and enjoy the sport of sailing.
- To assist participants understand the risks involved in club activities and balance these risks against their own abilities and with these in mind and as far as possible take an active role in managing risk
- To ensure the club properly exercises its duty of care and minimises the potential for liability in case of any incidents.'

3. Risk Management Process

The Club's risk management process consists of the following steps.

1. Communication and Consultation
2. Identify
3. Assess and Prioritise
4. Treatment (Action Plan)
5. Disseminate
6. Monitor and Review

These steps are performed so that the Club's management of risks is continuously improved.

3.1 Communication and Consultation

The Risk Management Plan is regularly reviewed and updated. Key people from the Committee, race officials, instructors, volunteers and other stakeholders are identified and involved in each step of the risk management process, monitoring of the plan and subsequent reviews.

3.2 Identification

The first step in the process is to identify what risks exist (or may exist in the future) within our sailing programs and non-sailing activities. It is important that people who are regularly involved are involved in identifying risk areas (3.1).

Factors that must be considered when identifying risks include:

- The age and experience of participants, type of fleet
- The type of activities conducted
- Weather conditions
- Injury history (including type of injury and cause)
- Operational procedures, Codes of Conduct and policies
- Previous incidents and underlying problems

The Club has identified four major Risk Categories and on-going risks within each of these. The club needs to assess and treat these risks in the context of its activities.

3.2.1 On-Water Risks

This category includes all of those risks associated with the conduct of sailing activities once participants have left shore. On-water risks will vary depending upon the type of event, weather conditions, experience and capability of participants, organisers and assistants and the location at which they are conducted.

3.2.2 Off-Water Risks

This category refers to the risks involved in activities which immediately precede and follow on-water activities. Launching and retrieval of sailing boats, patrol boats, rigging and preparatory activities of race organisers, instructors and assistants must be considered.

3.2.3 Environment Risks

The physical environment in which club events are conducted presents risks to personal safety and property damage. This category is not concerned with the on-water environment, rather focuses on the club and surrounding environment which is utilised by members, guests, participants, and in some circumstances the general public.

3.2.4 Club Sailing Operations

This category includes members, officials, participants, parents, visitors and spectators who may be involved in club activities. The club 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 personnel, in addition to those risks which arise as a result of their conduct.

3.3 Risk Assessment

Having identified risks within these categories each is assessed in terms of their likelihood to occur and severity of their consequences.

Each identified risk must be rated. These ratings describe:

1. Likelihood - the chance of the risk occurring
2. Severity - the loss or damage impact should the risk occur
3. Priority – the combination of Likelihood and Severity yields the risk priority

In order to systematically assess risks the scales set out below in Tables 1 – 3 are applied.

3.3.1 Likelihood

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

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, unlikely over a ten year period

Table 1: Likelihood Scale

3.3.2 Severity

Rating	Severity of Occurrence	Potential Impact of Occurrence
A	CATASTROPHIC	Participants: <ul style="list-style-type: none"> • Death or Permanent Disability Club Officials: <ul style="list-style-type: none"> • Criminal or Civil charges leading to major penalties including jail The Club: <ul style="list-style-type: none"> • Catastrophic Financial or Reputational Harm to the Club.
B	MAJOR	Participants: <ul style="list-style-type: none"> • Permanent disabling injury • Vessels lost or damaged beyond repair Club Officials: <ul style="list-style-type: none"> • Criminal or Civil proceedings leading to significant financial penalties or restraining orders The Club: <ul style="list-style-type: none"> • Financial and/or reputational harm to the club severely disrupting the club's operations
C	MODERATE	Participants: <ul style="list-style-type: none"> • Serious reversible injury requiring medical treatment and rehabilitation • Vessels unable to complete series, race or passage. Club Officials: <ul style="list-style-type: none"> • Civil proceedings leading to minor financial or disciplinary action. The Club: <ul style="list-style-type: none"> • Moderate financial or reputation harm to the club with significant disruption to operations.
D	MINOR	Participants: <ul style="list-style-type: none"> • Reversible temporary illness/injury requiring medical treatment • Damage to equipment that requires repair before being operable. Club Officials: <ul style="list-style-type: none"> • Minor disciplinary action including warnings The Club: <ul style="list-style-type: none"> • Low financial or reputational harm to the club with limited disruption.
E	NEGLIGIBLE	<ul style="list-style-type: none"> • Negligible impact - Minor injuries possibly requiring first aid • Minor damage to equipment

Table 2: Severity Ratings

3.3.3 Priority

Having assessed each risk in terms of its likelihood and severity they are systematically prioritised to assist in the decision making of what action is warranted to manage the risks.

		POTENTIAL IMPACT				
		A	B	C	D	E
RISK LIKELIHOOD	A	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)

Table 3: Risk Priority Scale

Once a risk priority has been determined the committee will consider the level of risk treatment and action required for each risk.

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 maybe managed by routine procedures

4. 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 about identifying and testing strategies to manage the risks which have been identified and subsequently evaluated as posing a real risk to participants, officials and general public in close proximity to club activities. Officials 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.

This Risk Assessment Plan is accompanied by four Risk Assessment Tables that address the risk categories of On-water, Off-Water, Environment and Club Operations. In these tables hazards have been identified and a risk rating applied using Table 3: Risk Priority Scale. Risks are addressed and the treatment, resources required, person(s) responsible and time-frame documented in the relevant table. Together these tables comprise the MSC action plan.

4.1 Monitor and Review

Club officials will review the risk management plan at the end of competitions, activity, program or season.

At a minimum it must be reviewed on an annual basis. Risk management is a process which must be regularly conducted to take account of changes within the club.

The keeping as required by the MSC Privacy Policy, of incident records and the continued evaluation of the risks in the light of such records is crucial. Risk management procedures will 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.

Risk management is not static. Risks can change according to changes in the law, 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 club's experience.

4.2 Communication

It is essential that all club members and participants in club programs are aware of the risk management program and are consulted in its development, implementation and evaluation.

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

5. Appendix: 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 incidents, 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, comply with Codes of Conduct and thus avoid liability.

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

- Legal risks – losses and costs arising from legal actions due to breach of a common law or statutory duty of care;
- 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;
- Physical risks – injuries or incidents to participants, members and the public;
- Moral and ethical risks – loss of quality of member or participant experience and confidence; adverse publicity and damage to image or reputation.

5.1 Which risks need to be managed?

Importantly, the law does not require clubs 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 will not be required to take steps to counter risks where it would be unreasonable to expect a club to do so in the circumstances. Clubs will however be expected to adopt reasonable precautions against risks which might result in injuries, incidents or damages which are reasonably foreseeable.

5.2 Australian Standards

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
- Risk Identification
- Risk Assessment
- Risk Treatment (action plan)
- Monitoring and Review
- Dissemination