

# Risk Management Plan

**What is Risk Management  
The Process  
Risks to consider  
Action Plan**



## **INTRODUCTION**

The Rowing New South Wales Risk Management Resource is to assist school and club officials in the development of their own tailored Risk Management Plan. It is important for clubs and schools to formalise their risk management processes to provide a safer sport and recreation environment for all participants, coaches and volunteers.

## **WHAT IS RISK MANAGEMENT?**

Risk Management is the process of systematically eliminating or minimising the negative impact of activities, which may give rise to injurious or dangerous situations.

## **TYPES OF RISK**

- Legal risks – losses and costs arising from legal actions for breach of a common law or statutory duty of care;
- Physical risks – injuries to participants and public;
- 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 & Ethical Risks – loss of quality of participant experience and confidence, adverse publicity and damage to image or reputation.

## **WHICH RISKS NEED TO BE MANAGED?**

The law does not require clubs/schools to provide a completely risk free rowing environment. In addition, by agreeing to participate in rowing activities, participants will be taken to have consented to those risks, which form an inevitable aspect of the activity. Clubs/Schools 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 or damages which are reasonably foreseeable.**

## **WHO SHOULD BE INVOLVED**

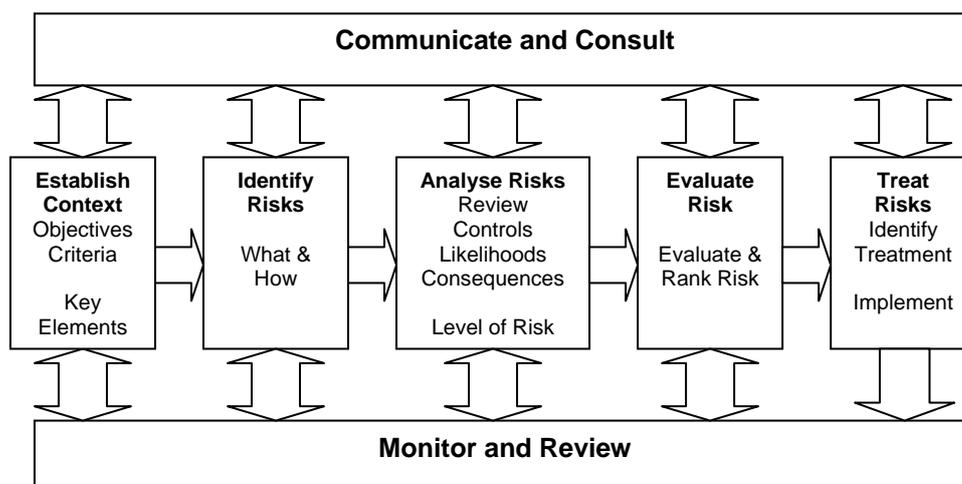
It is important that all key people including the executive committee, volunteers, officials, coaches and all club members are involved in each step of the risk management process. There is no substitute for actual practical experience in working out why accidents occur, or what presents a potential problem.

## **THIS RESOURCE – SCOPE & LIMITATIONS**

This resource has been developed specifically for the physical risk component of rowing activities. As such it does not address risk management considerations for other elements of rowing club operations such as governance, administration, finance, insurance, planning etc. These can be undertaken by your own club now that you have an understanding of the risk management process.

Risks will vary depending on the circumstances and ways in which your club operates. It is up to the Committee and key people in your organisation when using this resource to think about other risks not identified here, and plan for them accordingly.

## STEPS TO COMPLETING YOUR RISK MANAGEMENT PLAN



The approach adopted in this resource is based on the Australian Standard on Risk Management AS/NZS 4360:2004

### 1. Communicate and Consult

- It is essential that all club members and participants in club programs are aware of the Risk Management Plan and are consulted in its development, implementation and evaluation.
- Membership of rowing clubs is constantly changing, therefore all new members and volunteers should be introduced to the Risk Management Plan and their obligations as a member of your club.

### 2. Establish Context

- Clarify objectives and areas of operation where risks may occur.
- The Action plan of this document addresses four areas of operation; On Water, Pre & Post Event/Activities, Environment and Personnel.
- Other potential areas of operation to include in the Risk Management plan are governance, administration, finance, insurance, children & young people and planning.

### 3. Identify Risks

- Establish what the risks are in each area and how they may occur
- Undertake a brainstorming session within your club to ensure the risks that are unique to your rowing environment are identified.
- Pre & Post Event/Activities – Launching and retrieval of boats, rigging, and preparation activities of race organisers should all be considered
- On Land risks include the club and surrounding areas which are used by members and public.
- On Water – On water risks will vary depending upon activities (racing or training), experience of participants and organisers and the location.
- Personnel – Club members, participants, volunteers, parents and spectators involved in rowing activities. The club owes a duty of care to those people who may be affected by its actions and should ensure that it takes steps to manage the risks which may affect club personnel, plus risks which arise as a result of their conduct.

#### 4. Analyse the Risk

- Analyse risk in terms of its likelihood to occur and the seriousness of the consequences arising from its occurrence.
- The Risk Matrix (Diagram 2.0) is used to prioritise risk and the risk treatment (Extreme →Major →Medium →Minor).
- Each identified risk must be rated.
  - Likelihood** – rate the likelihood of the risk occurring in a season
  - Consequence** – rate the consequence of the risk occurring including the impact of loss or damage.
  - Likelihood x Consequence = Risk Priority** or the degree of urgency required to address the risk

#### Consequence

	<b>Catastrophic</b> Most objectives may not be achieved or severely affected	<b>Major</b> Most objectives threatened, or one severely affected	<b>Moderate</b> Some objectives affected, considerable effort to rectify	<b>Minor</b> Easily remedied, with some effort objectives can be achieved	<b>Negligible</b> Very small impact, rectified by normal processes	
<b>Likelihood</b>	<b>Almost certain</b> Will probably occur, could occur several times per season	EXTREME 1	EXTREME 1	MAJOR 2	MAJOR 2	MEDIUM 3
	<b>Likely</b> High probability, likely occur once a year	EXTREME 1	EXTREME 1	MAJOR 2	MEDIUM 3	MINOR 4
	<b>Possible</b> Reasonable likelihood that it may arise over a five year period	EXTREME 1	MAJOR 2	MAJOR 2	MEDIUM 3	MINOR 4
	<b>Unlikely</b> Plausible, could occur over a five to ten year period	MAJOR 2	MAJOR 2	MEDIUM 3	MINOR 4	MINOR 4
	<b>Rare</b> Very unlikely but not impossible, unlikely over a 10 year period	MEDIUM 3	MEDIUM 3	MINOR 4	MINOR 4	MINOR 4

#### Risk Priority

- EXTREME** – Likely to arise and have potentially serious consequences requiring urgent attention
- MAJOR** – Likely to arise and have potentially serious consequences requiring urgent attention or investigation
- MEDIUM** – Likely to arise or have serious consequences requiring attention
- MINOR** – Risks and low consequences that maybe managed by routine procedures

## **5. Evaluate the Risk**

- Decide what risks are acceptable considering costs and benefits.
- A risk that is determined as acceptable should be monitored and periodically reviewed to ensure it remains acceptable. A risk deemed unacceptable should be treated.

## **6. Treat the Risks (Action Plan)**

- Treatment strategies will be directed towards:
  1. Avoiding the risk by discontinuing the activity that generates it (rarely an option when providing a community service).
  2. Reducing the likelihood of the occurrence.
  3. Reducing the consequences of the occurrence.
  4. Transferring the risk.
  5. Retaining the risk.
- The intention of these risk treatments is to reduce the risk level of unacceptable risks to an acceptable level (use the risk matrix).
- Test the strategies put in place to manage the identified risks and evaluate effectiveness. Ideally the club will work together to brainstorm a variety of treatment strategies and then consider each strategy in terms of its effectiveness and implementation.
- Your Action Plan will comprise the identified risk, what is needed to treat the risk, the responsible person and the time frame for management. The club will also need to consider necessary policies, code of conduct, procedures and strategies to treat the risk. There are probably already using some good risk management strategies effective in your club/school ensure that you document these in your plan.

## **6. Monitor and Review**

- The committee and members are required to monitor the effectiveness of risk treatments. They also have the responsibility to identify new risk as they arise and treat them accordingly. It is important as an organisation to detect and manage new and existing risks.
- It is very important that officials review the Risk Management Plan at the end of each competition, activity, program or season. The Risk Management Plan should be a living document, which is regularly updated to reflect changes within the club.
- The keeping of records and the continued evaluation of the Risk Management Plan is crucial. Your risk management procedures should include the collation of all documentation; all incident reports (accidents, discrimination, bullying, and complaints), volunteer registers, evaluation of risk strategies. These reporting tools provide statistics on continuing injuries or accident occurrences should be used to determine whether there are specific activities that require either increased precautions or supervision.
- Your Risk Management Plan cannot remain static. Risks can change according to changes in the law, development of safe practices and techniques, and developing technology in rowing. 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 each area are examples. There will be circumstances where risks, which are particular to your club's rowing activities, may not have been addressed. Space has been provided for you to identify these areas.

## **POTENTIAL RISKS TO CONSIDER**

The Action Plan provided contains generic risk examples that will affect all rowing clubs/schools. It is important that you personalise these areas to suit the functioning of your club and its members. Below is a list of potential risk that you may choose to add to your plan.

### **Membership and Child Protection**

- The Commission of Children & Young People Act 1998 requires all every sporting and recreation organisation that works with children and young people to provide a safe environment for them
- New Staff/Volunteers
- Introducing new programs or activities
- Accidents and near misses
- Any incident, disclosure of harm, or inappropriate conduct

### **Administration**

- Committee structure
- Volunteer Management
- Meeting Procedures
- Employment of Staff & Contractors
- Organisations Policies & Procedures
- Planning Short & Long term
- Communication

### **Financial**

- Budget
- Record Management
- Commercial Business Requirements
- Receipts Management
- Banking and Security
- Communication
- Financial Planning

### **Facility**

- Facility management
- Facility Surrounds
- Commercial Business Requirements
- Work Place Health & Safety
- Fire Safety
- Amenities management/ Maintenance
- Leasing
- Planning

### **Education**

- General Education Processes
- Coaches education & training
- Officials education & training
- Administrators/Managers Education & training
- Players Education and training
- Team Managers Education & training
- Selectors Education & training

### **Equipment**

- Personal Equipment
- Equipment storage

- Usage
- Planning & Management
- Communication requirements
- Upgrade and Maintenance
- Equipment Standards

### **Insurance**

- Insurance cover
- Types of insurance
- Notification processes
- Administration & management processes

### **Health & Hygiene**

- General
- Food Management
- Alcohol
- Smoke Free
- Solar
- Drug
- Pregnancy
- Hydration
- Infectious Disease

### **Injury Prevention & First Aid**

- First aid
- Injury prevention
- Reporting
- Responsibilities

### **Events**

- Planning competition
- Conducting competition
- Health & safety
- Managing alcohol
- Major events
- Planning major events
- Travelling to competition
- Travelling to competition long stay
- Social events

### **Committee Roles**

- Audit information
- Resources
- Planning

## Risk Management - Action Plan

<b>ON WATER</b>	This category includes all of those risks associated with the conduct of rowing races and activities once the participants are on Water. 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						
Potential Risk	Likelihood	Severity	Risk Rating	Treatment	Resources	Responsible Person	Time Frame
<b>GENERAL</b>							
Collision with stationary objects in water resulting in personal injury							
Collision with other moving water craft resulting in personal injury							
Poor repair of boats resulting in personal injury							
Breakage of boat parts resulting in personal injury							
Washes resulting in capsizing and personal injury							
Unforeseen weather changes (including electrical storms) resulting in rowers and volunteers being exposed during training & events							
Insufficient supervision of juniors/novice rowers resulting in accidents or personal injury							
Personal injury to selves or others as a result of inexperienced rowers participating beyond their capacity							
Personal injury resulting from rowers participating beyond their physiological capabilities							
Sun stroke/ Sunburn / Dehydration to rowers or volunteers							
Drowning from insufficient supervision or safety equipment							

## Risk Management - Action Plan

Potential Risk	Likelihood	Severity	Risk Rating	Treatment	Resources	Responsible Person	Time Frame
Lack of safety/rescue equipment for training and events							
Loss of communication resulting in not being able to provide effective rescue services.							
Injury to officials, rowers or other water users from motor boat (BRO or coach) propellers							
Fire/explosion of motor boat (BRO or Coach) resulting in personal injury							
Mechanical breakdowns/gear failure resulting in motor boat being unable to provide effective rescue / supervision capabilities							
<b>SPECIFIC</b>	The risk associated with rowing programs will vary between clubs and locations. Here is for risks that you have identified specific to your club for the ON WATER category						

## Risk Management - Action Plan

<b>Potential Risk</b>	<b>Likelihood</b>	<b>Severity</b>	<b>Risk Rating</b>	<b>Treatment</b>	<b>Resources</b>	<b>Responsible Person</b>	<b>Time Frame</b>
<b>PRE &amp; POST ROWING</b>	This category refers to the risk involved in activities, which precede and follow our on-water activities. Launching and retrieval of boats, rigging, and preparation activities of race organisers should all be considered. It also focuses on the club and surrounding environments which are utilised by members, participants and in some circumstances, the general public.						
<b>General</b>							
Pontoon/ramp-becoming slippery resulting in personal injury							
Pontoon and water access points in disrepair or unsafe condition resulting in personal injury or property damage							
Pontoon access unsupervised and inappropriate use resulting in personal injury							
Theft or damage of participants boats or gear due to poor security or storage of equipment							
People or Vehicles passing through rigging areas resulting in personal injury to rowers or public or property damage							
Equipment left lying around inappropriately resulting in personal injury							
Equipment not tied down resulting in personal injury or property damage							
Slippery surfaces resulting in personal injury or equipment damage (water/wood/tiles/concrete)							
Inappropriately stored boats resulting in personal injury or property damage							

## Risk Management - Action Plan

Potential Risk	Likelihood	Severity	Risk Rating	Treatment	Resources	Responsible Person	Time Frame
Placing heavy equipment and boats high up in storage racks resulting in personal injury or damage during storage & retrieval (shed & trailer)							
Leaving the trailer on the road unsecured resulting in personal injury to themselves or public or property damage to vehicles or trailers.							
Careless loading/unloading and laying of course equipment may result in specific and chronic injuries to rowers or volunteers							
Inexperienced or careless persons re-fuelling motor boats resulting in personal injury and property damage.							
Insufficient attendance to spills and breakages which may result in personal injury							
Insufficient fire safety measures in place such as supply of extinguishers and communicated fire drill procedures resulting in personal injury							
Non compliance with OH&S regulations resulting in penalties and personal injury claims							
<b>SPECIFIC</b>	The risk associated with rowing programs will vary between clubs and locations. Here is for risks that you have identified specific to your club for the PRE & POST ROWING category						

## Risk Management - Action Plan

<b>PERSONNEL</b>	This category includes club members, officials, participants, parents and spectators who may be involved in rowing 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						
Potential Risk	Likelihood	Severity	Risk Rating	Treatment	Resources	Responsible Person	Time Frame
<b>General</b>							
Volunteers appropriately qualified and have completed the prohibited employment declaration							
Insufficient communication processes for members to alert club officials of harassment or incidents							
Harassment of participant/ members from officials or other members							
Poor planning of training resulting in insufficient supervision of juniors							
Poor promotion of emergency procedures and contact numbers to club members							
Insufficient consideration of abilities, health and needs of different age groups in planning of training resulting in personal injury							
Lack of appropriate first aid equipment available to treat injuries or accidents as they occur							
Lack of appropriately qualified first aid officers present during conduct of club activities resulting in poor injury management							

## Risk Management - Action Plan

Potential Risk	Likelihood	Severity	Risk Rating	Treatment	Resources	Responsible Person	Time Frame
Poor communication to emergency service providers of club location and access details resulting in delay in emergency treatment							
Poor induction of volunteers and communication of responsibilities and duties resulting in confusion and possible neglect of tasks							
Insufficient provision of training to key club officials resulting in poor decision-making and club management							
Poor food management and handling procedures in catering and canteen areas of club may breach regulations (more in-depth risk assessment required by appropriate club personnel)							
Risks associated with use of club social facilities for functions by members and public (requires further in depth risk assessment by appropriate club personnel)							
<b>SPECIFIC</b>	The risk associated with rowing programs will vary between clubs and locations. Here is for risks that you have identified specific to your club for the PERSONNEL category						