

RISK MANAGEMENT PRACTICE



**LAKE COOTHARABA SAILING
CLUB**

2014 - 2015

LAKE COOTHARABA SAILING CLUB
RISK MANAGEMENT POLICY

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1 INTRODUCTION

1.1 Philosophy

Lake Cootharaba Sailing Club is mindful of the risks associated with conducting sailing, races and activities including training, at the club. In an effort to assist officials to minimize risks to participants, volunteers and instructors, a plan has been developed in conjunction with this policy, with a view to provide a safer sporting environment for visiting and club sailors.

1.2 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.

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.

1.3 Objectives

- To reduce the incidence of injury to participants, officials and other persons associated with club sailing.
- To provide a fun, healthy and safe sporting environment for individuals to participate and enjoy the sport of sailing.
- To minimize potential club 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 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 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 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

1.7 This Resource – scope and limitations

This Resource has been developed specifically for the sailing component of L.C.S.C. activities. As such it does not address risk management considerations for other elements of club operation such as governance, administration, finance, insurance, planning, etc.

The resource is not a “be-all-and-end-all” 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.

1.8 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, Officials). 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.

1.9 Accountability

The club 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 risk
- Identifying who is responsible for managing the risk management framework
- Identifying other responsibilities of people at all levels in the club
- Establishing internal reporting and escalation processes

As officers of the organisation, the Board, Officials and key management 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.

LCSC will have a nominated officer to be responsible for the reviewing and updating of this document. However, this does not absolve the club officers of their responsibilities.

2 IMPLEMENTING A RISK MANAGEMENT PROCESS

2.1 Overview

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)

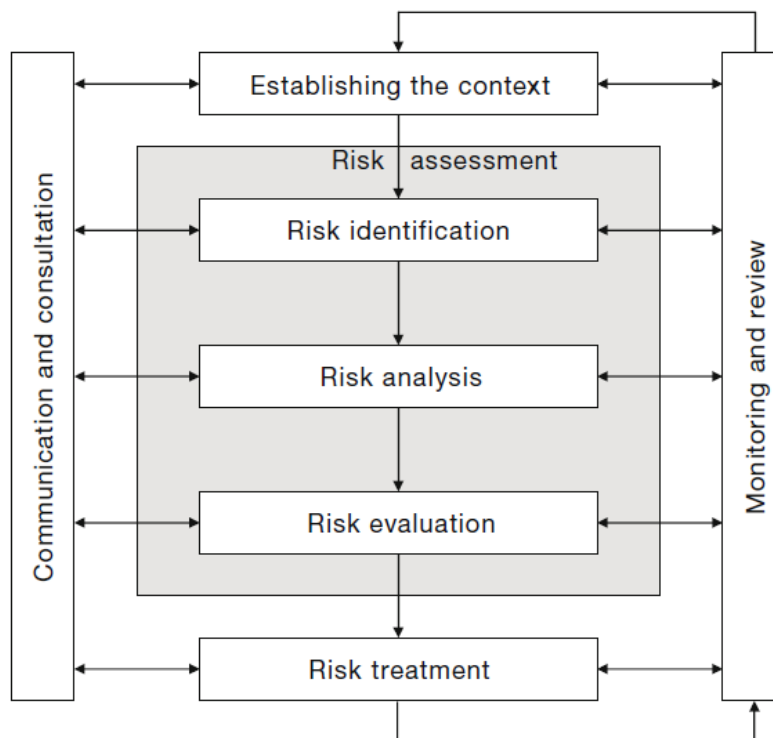
- Determining the additional controls required to bring the level of risk down to an acceptable level
- Developing a list of actions (also called risk treatments) to put these controls in place
- Ensuring that the actions/risk treatments are completed
- Ensuring that all identified controls are implemented 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 an ongoing 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 policy is largely focused on the first three parts in the four part cycle in Figure 1. However, the club will 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.

The Risk Management Process (Figure 1)



2.2 Communication and Consultation

It is essential that all club 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 the club is constantly changing and as such the club 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 our club should also be made aware of the club's risk management procedures and any rules with which they must comply.

2.2.1 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

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

Where LCSC may have complete control over its objectives, it pursues these against the background of their internal and external environment. The club 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 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 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 the club.

2.4 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 programs and activities. It is important that people who are regularly involved in the sport are involved in identifying risk areas. Officials, coaches and even participants should be consulted. There is no substitute for actual practical experience in working out why and how 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 and 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.

2.4.1 Risk Categories

(a) On – water

This category includes all of those risks associated with the conduct of sailing races and activities once the participants have left the shore. On water risks will vary depending upon the nature of the activities, experience and age of participants and organizers and the locations in which they are conducted.

(b) Off Water

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

(c) Environment

The physical environment in which we conduct club events will necessarily include 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 are utilized 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.

2.5 Risk Analysis

Having identified the risks involved in club 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.

1. Likelihood

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

Table 1: Likelihood Scale

	Likelihood
Rating	The potential for problems to occur in a year
A	ALMOST CERTAIN : Will probably occur, and, could occur several times in one 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 a 100 years

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

	Potential Impact
Rating	In terms of the objectives of the club
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).

2.5.1 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
L i k e l i h o o d	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)

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.

2.6 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.

2.7 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 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 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 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.

2.8 Monitor and Review

It is very important that officials review the risk management plan at the end of each season. The risk management plan should be a fluid document which is regularly updated to take in changes within the club.

The keeping of records, and the continued evaluation of the risk management plan in the light of such records is crucial. The 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 accidents should be used to determine whether there are specific activities that require increased precautions or supervision.**

The club may 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 or its environs.
- Provide a report to the committee at periodic intervals
- Make the club's risk management activities a standing item on the club 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.

3 IDENTIFYING RISKS AND CONTROLS

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

The 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.

Below is a Sample of how the Risk Management Plan will look including Risk Categories of “ON Water, Off Water, Environment, Club/Centre Sailing Operations” some Items that will be reviewed during the process:

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
	3.1 On Water											
	Weather/Environment/Seastate											
1	Severe weather changes (including squalls, electrical storms) resulting in sailors and officials being exposed during events.	A	D	2	<ul style="list-style-type: none"> •Weather forecast. •BOM Duty Manager contact details. •Post forecast on noticeboard. •Create a contact list. •Management plan. 	B	E	4	Yes	BOM, Seabreeze, Local Airport, IMP	Principal Race Officer	

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
	Communication s											
1	Loss of primary communications resulting in race officials being unable to provide and coordinate effective rescue services.											
	Training											
1	Insufficient supervision of juniors in training exercises resulting in accidents or injury.											
	3.2 Off-Water											
1	Improper use of crane resulting in injury.	C	B	2	<ul style="list-style-type: none"> •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	Other Local Risks:											

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
	3.3 Environment											
1	Injury to sailors and non-sailors in boat park from unfastened boats and equipment.	B	C	2	<ul style="list-style-type: none"> • 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	Other Local Risks:											

	Hazard	<u>Initial</u> Likelihood	<u>Initial</u> Severity	<u>Initial</u> Risk Rating	Controls	<u>Revised</u> Likelihood	<u>Revised</u> Severity	<u>Revised</u> Risk Rating	Is This Risk Acceptable? Yes or No	Resources	Responsible Person	Time- frame
	3.4 Club/Centre Sailing Operations											
	Equipment											
1	Lack of appropriate first aid equipment readily available to treat injuries or accidents as they occur.											
	Club/Centre Management											
1	Incorrect or inadequate provision of personal information.											
	Member Protection											
1	Harassment of participants / members from officials or other participants / members.	B	C	2	<ul style="list-style-type: none"> • Develop Member Code of Conduct • Promote Code and educate members 	C	C	2	Yes	Code of Conduct	Club Committee	Jan 2016

4 CLUB RISK TREATMENT PLAN

The following form may be used by Executive Members, the Safety Officer or their delegated officer, to record the details of risk identification, its mitigation and controls, and who the responsible persons are etc. for any given risk.

CLUB 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:

5 IMPLEMENTING AN INCIDENT MANAGEMENT PLAN

The club should accept that despite preparing and implementing a Risk Management Plan sometimes accidents do happen, and that it needs to be prepared for the possibility. To help with this, it is important that a club has a plan in place in case of such an accident.

This plan is called an Incident Management Plan (IMP). This document will clearly describe the club's procedures that need to be used should an incident occur. The IMP will map out topics such as those listed below.

- Cover Page and Table of Contents
- Charter or Terms of Reference
- Organisational Chart showing what roles are at the club
- Outline of responsibilities of each role
- Communication Protocols
- Review and Debriefs
- Incident severity (escalation/delegation)
- Crisis Management Centre
- Emergency procedures, checklists or flowcharts
- Safety/emergency equipment lists
- Sailing areas and facility maps
- Contact details for key people

The plan will be maintained and shared with those people involved in running sailing/training activities. Copies may be kept throughout the club, and periodic briefings may be held to ensure people know what to do in case of emergency and in the lead up to a major event.

If an incident does occur, it is important to review how it was handled by the people in positions of responsibility at the time, and reassess the relevance or applicability of the IMP.

6 INCIDENT MANAGEMENT PLAN

6.1 Purpose of an Incident Management Plan

The purpose of the Incident Management Plan (IMP) is to document and explain the roles and procedures the club has put in place to manage any incident that may occur during an event or activity, which requires emergency assistance.

6.2 How to create an Incident Management Plan

Your club may have the internal resources in volunteers or staff with expertise in this field to write one from the beginning. Alternately, many major clubs or events have IMPs for their activities and you may be able to source a sample from a similar club to yours to use as a starting point. Your State Association is best placed to coordinate the sharing of documents between clubs.

6.3 What to include in an Incident Management Plan

A club's IMP will vary in the context of its activities and location, a club may even hold several different versions for major events, domestic events and training. It is up to each club to determine what is best for its own circumstances and develop its plan accordingly. LCSC IMP will include the following:

6.3.1 Cover Page

An IMP should have a clear cover page showing what it is.

6.3.2 Table of Contents

A table of contents showing the sections and page numbers should be included.

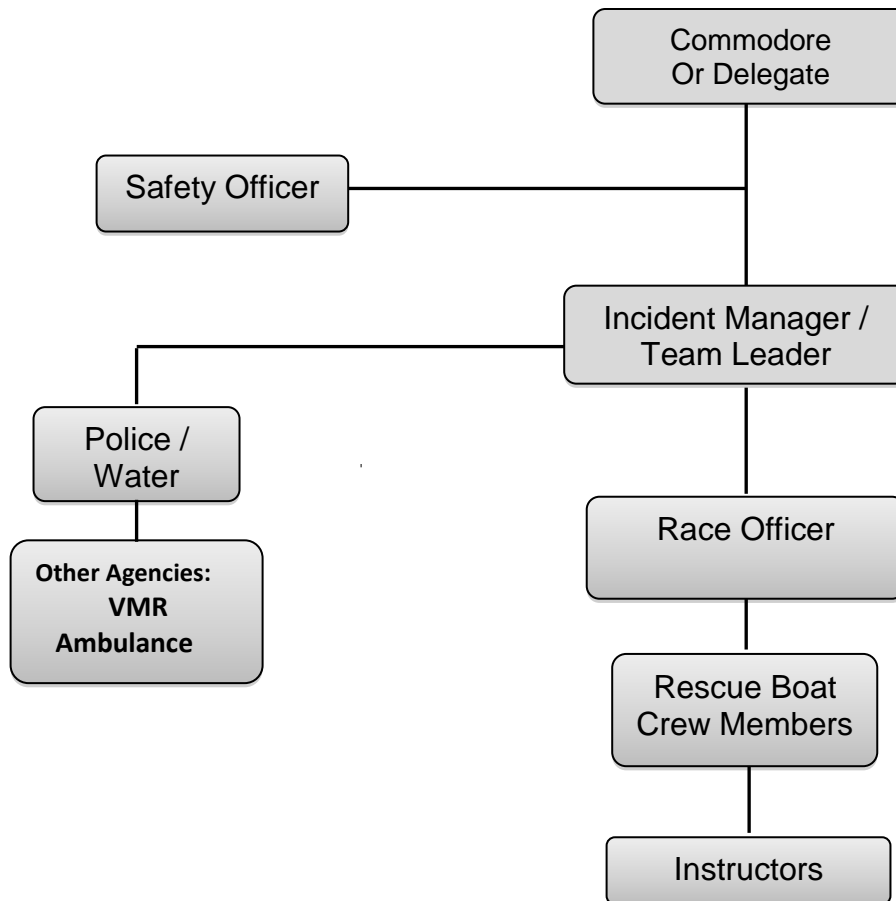
6.3.3 Terms of Reference

The Terms of Reference should outline the purpose of the IMP, the parameter within which it may be applied, what it considers to be an incident or emergency, and importantly who it applies to.

6.3.4 Organisational Chart

An organisational chart visually sets out the structure of personnel and their roles that are involved in any incident related operations.

6.3.5



6.3.6 Outline of Responsibilities

In the IMP the Club will provide details of what the expectations and parameters are for each role in its organisational chart. Guidance follows below:

- The **Incident Manager** (IM) is responsible for the operational involvement in the incident and will be responsible to the Police / Water Police and other response agencies. The Incident Manager is responsible for notifying the Commodore in the case of a moderate or major incident. It is recognized that fatigue is a factor to be avoided during the management of a protracted incident. The Incident Manager will take control of the incident, be responsible for all communications with the executive. Media will be handled by the Commodore or their nominee who will be on the Executive.
- The **Race Officer** may act as Incident Manager for the duration of minor incidents. The Race Officer is responsible to the Incident Manager for the operational

management of moderate and major incidents until the Incident Manager has taken control. Thereafter the Race Officer will provide on the water support as required by the Incident Manager.

- The **Instructor** may also act as Incident Manager for the duration of minor incidents and play a similar role to the Race Officer in the case of an incident during a training activity.
- The **Assistant Instructors** and **Rescue Boats** involved in a training activity or event will provide forward communications and assistance as requested by the Instructor or Race Officer.
- **Incident Management Team (IMT)** members undertake responsibilities as directed by the Incident Manager, such as maintain detailed log books, respond to enquiries other than media, maintain listening watch on VHF and any other duties as directed by the Incident Manager.
- The **Media Spokesperson**, Will be the Commodore or their assigned officer, and will be the only person authorised to speak and liaise with the media on behalf of the club for the duration of an incident.

6.3.7 Incident Management Team Duties

The IMP should detail the duties and expectations of the Incident Management Team. Such duties may include:

- Coordinate the management of an incident concerning the safety of competitors in the race or participants in the training activities
- Provide the liaison with other agencies (e.g. Police, Emergency Services)
- Receive notification of, and undertake assessment of an incident
- Maintain communication with the racing fleet and co-ordinate the activities of race participants as deemed necessary and appropriate

The IM may request the Police establish an Enquiry Centre and advise the relevant contact number.

The IMP will provide guidance on how the Incident Management Team should log notifications and what details should be included such as time, date, name of person reporting, telephone number or contact details and details of the report.

6.3.8 Communication Protocols

The Commodore is the central point for communication protocols. The commodore may nominate a delegated executive officer to perform the role depending on the circumstances of incident.

6.3.9 Incident Severity (escalation/delegation)

The IMP will assign responsibility, to the IM, for making an initial assessment of the level of the incident reported. The assessments may be classified as major, moderate or minor incidents. The IMP may describe how on receiving notification of an incident or circumstances that may lead to an 'emergency' situation, the IM will assess the situation and, if deemed appropriate in conjunction with the Commodore or their nominee, escalate it to the emergency services that are best equipped to deal with the circumstances. Under circumstances where a 'Mayday' or 'Pan Pan' call has been transmitted, the IM will be notified by the appropriate agency already managing the incident. The IMP may require that, when making an assessment of the situation, if the IM is in doubt as to the level of potential crisis involved, they shall make the more severe interpretation of the situation.

Assessment	Response
MAJOR	Immediate Activate Incident Management Team Notify Police (Emergency Services) Notify Commodore.
MODERATE	Incident Management Team put on standby by IM Notify Police (Emergency Services) if required
MINOR	IM on standby in case of escalation Incident report completed and filed No further action

6.3.10 Crisis Management Centre

The Club when running activities, will use club's general office. For larger or special events there may be a designated room or location.

6.3.11 Review and Debriefs

The IMP will outline how the club will conduct a review of its procedures, or debrief, after each moderate or major incident.

- Review usually chaired by Commodore.
- The debrief should be well controlled and not be allowed to degenerate into a witch hunt or a congratulatory exercise.
- The review outcomes need to be thoroughly documented and shared within the club.
- The aim of the review is to examine the procedures and what went wrong and what was done correctly.
- Look at the reliability of information received and the effectiveness of communications used. How effective was the information received? How good was the equipment on hand during the emergency? Discuss any other relevant matters pertaining to the emergency.
- Identify the good points of the procedures and also the parts of the plan that did not work so well.
- Produce a final report, signed and dated.

- Modify the Club's Incident and Emergency Plan as required.

6.3.12 Safety Equipment Checklists

Safety Equipment should be listed in the IMP so that people involved know what equipment is available and ready for use. This may be presented as a simple table as follows:

Emergency Control Committee Equipment
<ul style="list-style-type: none"> • Copy of Incident Management Plan • TV set • Phone(s), preferably dedicated to the management of the Emergency • Email • Relevant charts • VHF transceivers • Stationery, including suitable log and note books for record keeping • Pens, pencils and highlighters. • Whiteboard and pens. • Key organisation and personnel contact details • Full details of participating boats on the sign on sheets. • Any other resources that may be required for efficient operation of the Incident Management Plan

6.3.13 Sailing Areas and Facility Maps

It is important to describe where course or training areas are, and also the location of facilities ashore. Ideally this would be done using visual aids such as a diagram or chart. This is critical for people involved in an incident to know where to go to bring injured people, find key people outlined in the organisational chart, or to meet emergency services including:

- Primary Evacuation Location for Ambulances or other emergency services
- **Need aerial photo of club**

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6.3.14 Contacts

Contact details for all parties mentioned in the IMP will be provided in a clear and detailed way. A sample table is provided below for guidance:

Name	Telephone	Radio Channel
Club House		
Commodore		
Incident Manager		
Instructor		
Assistant Sailing Instructor		
Race Officer (by roster)		
Race Committee Vessel		
2 nd Race Committee Vessel		
Ambulance		
Police		
Local VMR (Coastguard etc.)		

6.3.15 Emergency Procedures, Checklists and Flowcharts

Useful resources that will be incorporated into an IMP including standard procedures and checklists for the use of the people involved. These could range from safety equipment and related vessels, or details of how to act in the case of an incident.

Off-the-Beach Checklist may include
<p>Pre-Race Preparation Note: PRO (Principal Race Officer)</p> <ul style="list-style-type: none"> ○ As per PRO / Rescue Boat Checklist including confirming if any First Aid trained personnel rostered on ○ Confirm which IM is on roster ○ Procedure to be followed by all Principal Race Officers (PRO's) when NOTIFYING INCIDENTS ○ Immediately notify Incident Officer of nature and location of incident ○ Assess nature of incident and decide on Incident Priority Level ○ If external emergency assistance Police direct - Commodore to coordinate assistance with Police ○ PRO/IM to keep a log of all calls and events relating to all incidents <p>Notification or observation of a MINOR INCIDENT</p> <ul style="list-style-type: none"> ○ Instruct support vessels to standby and assist as required and coordinate additional resources if appropriate ○ Rescue boat to provide feedback to PRO if further assistance is required ○ Storm Imminent - If instructed by PRO notify fleet of impending storm and quickest safe location to shelter

- PRO to reassess incident priority based on feedback and escalated priority level if required

Notification, observation or escalation to a MODERATE INCIDENT

- Call Commodore to notify Police and request assistance as appropriate

Note: Police will coordinate involvement of all other emergency response agencies

- PRO advises IM of nature and location of incident
- IM takes control of coordinating involvement as directed by Police
- PRO and rescue boats to provide assistance as appropriate until directed by IM of further actions
- Advise Commodore of nature and potential outcome of incident
- Storm Hits Fleet - Rescue Boats to overturn boats and recover crew and advise IM of additional assistance required - IM to coordinate additional craft and involvement of Police if required
- IM assess appropriateness of current priority level and escalate through the Commodore if appropriate

Notification, observation or escalation to a MAJOR INCIDENT

- Call Police and advise nature of incident and location
- Provide support and assistance as required by Police - coordinated by Commodore or IM dependent on the situation at the time
- Contact Commodore who will set up Incident HQ

The club will modify checklists as appropriate for its circumstances, resources and activities.

6.4 Review and Responsibility

The IMP needs to be regularly reviewed by a person who has been specifically assigned the responsibility for doing so. Reviews will be reported to the Executive Committee so that the club's executive are aware of the effectiveness of the club's safety procedures and make any decisions to assist their development.

6.5 Incident Reporting and Review

Major and moderate incidents must be reported to the State Maritime Safety Authority. LCSC will keep a record of all incidents and will regularly review this to determine opportunities to improve its Risk Management Plan. A copy of the Club Incident Reporting form is available in the Clubhouse office and on the Club Website.