



## **REGULATION 7 - RISK MANAGEMENT**

(15 November 2007)

This Policy should be read in conjunction with all other Yachting Queensland Regulations and Policies in particular the Member Protection Policy and with the Yachting Queensland Strategic Plan. This Regulation has been written in a format to detail Yachting Queensland's risk management plan, and to demonstrate the steps taken to prepare the plan.

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## DEFINITIONS

**Consequence:** outcome of an event. Consequences may range from positive to negative. However, consequences are always negative for safety purposes.

**Event:** an incident or situation, which occurs in a particular place during a particular interval of time.

**Frequency:** a measure of the rate of occurrence of an event expressed as the number of occurrences of an event in a given time.

**Hazard:** a source of potential harm or a situation with a potential cause loss.

**Likelihood:** used as a qualitative Description of probability or frequency.

**Loss:** any negative consequence, financial or otherwise.

**Probability:** the likelihood of a specific event or outcome, measured by the ratio of specific events or outcomes to the total number of possible events or outcomes.

**Residual Risk:** the remaining level of risk after risk treatment measures have been taken.

**Risk:** the chance of something happening that will have an impact upon objectives. It is measured in terms of consequences and likelihood.

**Risk Acceptance:** an informed decision to accept the consequences and the likelihood of a particular risk.

**Risk Analysis:** a systematic use of available information to determine how often specified events may occur and the magnitude of their consequences.

**Risk Assessment:** the overall process of risk analysis and risk evaluation.

**Risk Avoidance:** an informed decision not to become involved in a risk situation.

**Risk Communication:** exchange or sharing of information about risk between the decision maker, often the activity manager and the other stakeholders.

**Risk Control:** the part of risk management that involves the implementation of policies, standards, procedures and physical changes to eliminate or minimise adverse risks.

**Risk Criteria:** terms of reference by which the significance of risk is assessed. These are derived from Yachting Queensland's objectives and goals.

**Risk Evaluation:** the process used to determine risk management priorities by comparing the level of risk against predetermined standards, target risk and levels or other criteria.

**Risk Financing:** the methods applied to fund risk treatment and the financial consequences of risk.

**Risk Identification:** the process of determining what can happen, why and how.

**Risk Level:** the level of risk calculated as a function of likelihood and consequence.

**Risk Management:** the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects.

**Risk Reduction:** a selective application of appropriate techniques and management principles to reduce either likelihood of an occurrence or its consequences or both.

**Risk Retention:** intentionally or unintentionally retaining the responsibility for loss or financial burden of loss within Yachting Queensland.

**Risk Transfer:** shifting the responsibility of burden for loss to another party through contract, insurance or other means.

**Risk Treatment:** selection and implementation of appropriate options for dealing with risk.

**Sensitivity Analysis:** examines how the results of a calculation or model vary as individual assumptions are changed.

**Stakeholders:** those people or organisations who may affect, be affected by, or perceive themselves to be affected, by a decision or activity.

## **INTRODUCTION**

### **Overview**

1. Effective governance is an integral characteristic of any successful organisation. The Board of Yachting Queensland is responsible for the way Yachting Queensland is managed, able to deal with the future challenges and capitalise on opportunities.
2. In order for the Board to capitalise on opportunities, Board members need to be aware of their obligations and responsibilities and have the necessary skills and knowledge to competently fulfil their duties as decision makers.
3. Risk management is both an individual and a corporate responsibility. Individual members are all responsible for anticipating and managing issues that may impact upon how well strategies are implemented to meet the Yachting Queensland objectives and goals. The law has acknowledged that the directors are risk takers not trustees. That is, directors are expected to take well judged sensible risks to develop their organisation.
4. There is no mystique about risk management, and at its simplest levels, requires no special qualifications or specific skills. Yachting people and organisations deal intuitively with risks every day. Risks may present themselves as issues or challenges that need to be dealt with, or obstacles that prevent the achievement of a daily task, a major project initiative, or an organisation's objectives and goals. In a practical sense they may present themselves as hazards that may cause harm or loss to an individual member or participant. In a legal sense they present themselves as consequences, or may rise as a consequence, of a negligent act of non-compliance with the law.

### **Corporate Governance**

5. Risk management is an essential component of good corporate governance. Corporate governance generally refers to the process by which organisations are directed, controlled and held to account. Importantly, corporate governance should be distinguished from management, which is concerned with the day-to-day operations of an organisation. Major elements of governance are business planning, risk management, performance monitoring and accountability.
6. Risk management provides some protection for the directors and members of the Yachting Queensland Board in the event of legal or financial claims or other adverse outcomes. Protection may occur on two levels. First, the adverse outcome may not be as severe as it could have been. Indeed, the process should result in a safer, more successful sporting environment. Second, those accountable can, in their defence, demonstrate that they have exercised a proper level of diligence.

### **The Role of Directors and Board Members in Risk Management**

7. It is the responsibility of the Board to govern Yachting Queensland. When directors accept appointments to the Board, they enter into a legal contract with Yachting Queensland and acquire a fiduciary duty (a duty of trust and loyalty similar to that of a doctor/patient) to act honestly, in good faith, and in the best interests of Yachting Queensland as a whole. Directors also have a duty to act with care and diligence.
8. This care and diligence includes making informed decisions, after reviewing carefully the risks and opportunities associated with the initiative or activity under consideration.

## **Risk Management Responsibility**

9. While everyone with a management role in Yachting Queensland has a responsibility for managing risk, this responsibility varies depending on the position held. Directors and members of Yachting Queensland's Board must ensure that they are fully aware of their duties and responsibilities for risk management and act accordingly.

10. Within Yachting Queensland the Executive Officer (EO) is accountable to the Board for the implementation of the risk management process and ultimately responsible for the management of risks in the business.

11. All Yachting Queensland personnel are accountable for managing risks in their areas of responsibility.

12. The Yachting Queensland Board is responsible for ensuring that appropriate actions are undertaken to address risks that are not acceptable.

## **Benefits of Managing Risks**

13. The potential benefits to Yachting Queensland and its members of managing risks are:
- a. more effective management of assets, events, programs and activities;
  - b. a safer environment for athletes, participants, officials, spectators, volunteers and administrators;
  - c. a broader thinking about business objectives and outcomes;
  - d. a greater ability to meet the needs of members and stakeholders;
  - e. flow-on benefits through the systematic identification of organisational deficiencies;
  - f. improved communication, both internally and externally;
  - g. improved compliance with the law, regulations and policies;
  - h. lower costs and more budget certainty;
  - i. enhanced image and reputation leading to increased interest in Sailing, greater participation and more financial support;
  - j. better sporting outcomes;
  - k. higher morale, more commitment and accountability;
  - l. a better managed organisation able to support government objectives; and
  - m. better quality experiences for yachting participants.

## OVERVIEW OF RISK MANAGEMENT

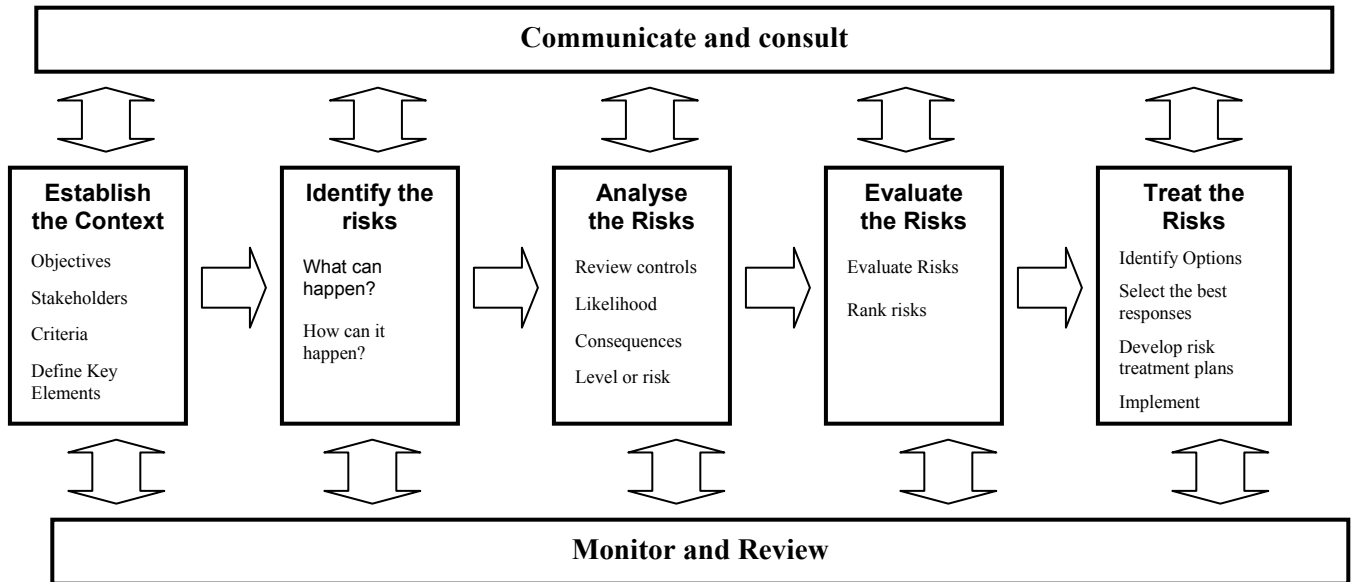
### What is Risk?

14. The Australian standard defines “risk” as “the chance of something happening that will have an impact on objectives”.
15. Risk is measured in terms of consequences and likelihood. Action taken to treat, or reduce the risk therefore needs to address the likelihood of an event occurring, the consequences if it does not occur or both.
16. If a particular risk arises it could impact upon any one or more of Yachting Queensland’s objectives. These may include:
  - a. safety for athletes, coaches, officials, administrators, spectators and volunteers;
  - b. sustaining and increasing membership;
  - c. sustaining and improving sporting success;
  - d. sustaining and improving financial viability;
  - e. compliance with the law, regulations, policies, standards of behaviour, duty of care and rules; and
  - f. protection of public image and reputation with stakeholders, regulators, sponsors, partners and media.

### What is Risk Management?

17. The Australian Standard defines “risk management” as “the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects”.
18. Risk management integrates a systematic and rigorous approach to what people do on a daily basis. It is about creating opportunities, understanding the risks, and managing them to achieve desired outcomes. It can be applied at the strategic national level, state level or even at club level.
19. The Australian Standard sets out a practical and consistent approach to risk management. This approach requires the following steps:
  - a. establishing the context;
  - b. identifying risks;
  - c. analysing risks;
  - d. evaluating risks; and
  - e. treating risks.
20. Risk management is a repetitive, on-going process that contributes to continuous improvement of Yachting Queensland. The risk management process includes communicating with Yachting Queensland stakeholders and the continuous monitoring and review of risks.

21. The interactive process of the Standard AS/NZS 4360:1999 is detailed below:



### Implementing Risk Management

22. Risk management is more than implementing a process at a point in time to address a specific issue that has arisen. The philosophy of risk management must be integrated and evident within the culture of Yachting Queensland if all risks are to be well managed.

23. Successful implementation of risk management at all levels of yachting through Queensland depends on the support of the Yachting Queensland members and their Club/Class Committees/General Managers. It is vital that staff from all areas of YQ Members are involved in the management of risks, and the plans and actions that will bring it to fruition. See the Yachting Queensland risk management policy statement, which is shown at paragraph 27.

### Insurance Role

24. Once the risks have been assessed the treatment will involve reducing the likelihood of the consequence of each risk to an acceptable level. For some risks the most appropriate treatment may be some form of insurance.

25. Insurance is a risk treatment strategy employed by Yachting Queensland to cover catastrophic loss. It will not reduce the likelihood of an occurrence, but it will financially compensate the person suffering loss to some level. Insurance should be used as a last resort, taken out only after the risk has been treated as far as reasonably practical and is still deemed to be unacceptable.

### Communicating Risks

26. Effective communication and consultation is important to ensure that those responsible for the risk management process and for risk treatment, and all affected stakeholders, are aware of and understand why particular actions are necessary and the basis on which particular risk management decisions are made.

27. Yachting Queensland is to maintain a Risk Register (see Annex A to this document). The EO Yachting Queensland is to record any decision that arises from a communication or consultation with its stakeholders regarding serious risks.

## RISK MANAGEMENT FOR YACHTING QUEENSLAND

### Risk Management Statement

28. The risk management policy statement below adopts the Australian Standard and is applicable to Yachting Queensland and all its members.

Risk Management Policy	
<b>Policy</b>	<p>Yachting Queensland aims to use world’s best practice in risk management to support and enhance its activities, in all areas of the organisation. Yachting Queensland will ensure risk management is an integral part of all its decision-making processes.</p> <p>Yachting Queensland will use a structured risk management program to minimise reasonably foreseeable disruption to operations, harm to people and damage to the environment and property. It will identify and take advantage of opportunities as well as minimising adverse effects.</p> <p>Yachting Queensland will train selected people to implement risk management effectively and will strive to continually improve its risk management practices.</p>
<b>Responsibilities</b>	<p>The EO is accountable to the Board for the implementation of the risk management process and ultimately responsible for the management of risks in the business.</p> <p>All personnel are responsible for managing risks in their areas.</p>
<b>Process</b>	<p>A risk management systematic process has been established, based on the Australian Standard AS/NZS 4360:1999. Everyone involved with the application of risk management should use this process for guidance.</p>
<b>Monitoring and Review</b>	<p>The Board will monitor and review the implementation of the risk management program.</p> <p>The EO will facilitate the development of a common risk management approach across areas of our business by:</p> <ol style="list-style-type: none"> <li>a. Implementing the risk management program;</li> <li>b. Sharing information with broad applicability across all areas;</li> <li>c. Reporting on the progress of implementing the risk management program.</li> </ol>
<b>Further Information</b>	<p>For further information on this policy and the risk management procedures, contact: The EO Yachting Queensland on Ph 07 3393 6788</p>

### Regulations, Policies and Procedures

29. Yachting Queensland has a number of regulations, policies and procedures that govern the manner in which the sport of yachting will be controlled in Queensland. It is imperative that all members, athletes, coaches, officials, administrators and volunteers that participate in yachting are fully aware of these regulations and policies and ensure that they adhere to them in the sport’s administration and participation.

30. The regulations, policies and procedures, by their very nature, have inherent risk management elements as they put in place measures and requirements that control the way yachting in Queensland is conducted. The regulations, policies and procedures provide a consistent approach to the conduct of participants and reduce the exposure that could result from a lack of control.

31. It is a vital part of Yachting Queensland's risk management procedure that the regulations, policies and procedures are strictly adhered to. Listed below are the Yachting Queensland regulations, policies, by-laws and procedures, copies of which can be found on the Yachting Queensland website [www.qldyachting.org.au](http://www.qldyachting.org.au) and in the following Yachting Queensland policy documents:

- 1 Alcohol Policy
- 2 Anti-Discrimination Policy
- 3 Anti-doping Policy
- 4 Authorisation of QYA Training Records
- 5 Back Up System
- 6 Class Affiliation Policy
- 7 Code of Conduct – QYA Executive
- 8 Code of Conduct – QYA Staff
- 9 Codes of behaviour
- 10 Communication Policy/Strategy
- 11 Course Resources and Teaching
- 12 Dual Club Membership
- 13 Electronic Banking
- 14 Equipment for Trainers
- 15 Equipment Rules for each class
- 16 Examiners TL4, TL6 and TL5
- 17 Executive Voting
- 18 Management of volunteers
- 19 Member Protection Policy
- 20 Offshore Committee
- 21 Operational Plan
- 22 Outside Expenditure
- 23 Password Security
- 24 Policy on Regional Assets
- 25 Powerboat Committee
- 26 Privacy Policy
- 27 Promotion of centres of excellence
- 28 Proposal Distribution of Regional Funds
- 29 Public Affairs Plan
- 30 QYA Credit Card Use
- 31 QYA Financial assistance at international events
- 32 QYA Role in School Sailing & Open Teams Racing
- 33 Reduced annual fees cut off date
- 34 Reduction In Affiliation Fees
- 35 Risk Management Plan
- 36 Safety
- 37 Screening of new AYF/QYA Instructors in Queensland
- 38 Sexual Harassment Policy
- 39 Standard Procedures for holding QYA courses
- 40 Strategic Plan

- 41 Sun Safe Policy
- 42 Termination and Readmission to membership
- 43 Travel Allowance

**Stakeholders**

32. The Yachting Queensland stakeholders fall into the fourteen categories listed below:

<b>Stakeholder</b>	<b>Objectives</b>
Coaches	Progress the performance of their athletes behave in a professional and ethical manner, plus advance their own professional development and assist yachting to flourish.
Communities and Schools	Convenient access to sailing equipment and coaches at reasonable prices and a safe sporting environment.
Elite level Senior and Junior athletes	Improve their state/national/international ranking, maintain physical fitness and personal safety, achieve personal goals of performance, status and financial security.
Media	Provide quality product to attract consumption by the public, and grow business returns.
Members	Efficiently administer competition, service members and grow participation.
Athletes	Advance their ability while participating in a competitive but safe environment.
Officials	Advance their own professional development and positively contribute to the growth of the sport.
Sponsors	Increase product sales through clubs and class associations and enhance their image amongst athletes.
Sporting Goods suppliers	Increased product sales through growth in sport participation.
Staff	Provide effective and efficient support to all stakeholders
Volunteers and Supporters	Enjoy an entertaining, healthy, ethical and safe recreational activity.
Yachting Australia	Grow participation in sport in partnership with Yachting Queensland and secure excellence in sports performance.

**Key Elements**

33. Key elements provide a structure for risk identification by categorising the kinds of risks that may occur. The table detailed below identifies the types of activities Yachting Queensland is engaged in which may have risks associated with them.

<b>KEY ELEMENT</b>	<b>TYPES of ACTIVITIES</b>
Commercial and Legal Relationships	Insurance, professional and product liability, warranties, indemnities, applicable law.
Education and Training	Staff training, training and professional development of Board members, coaches and referees. RTO matters.
Financial and Marketing Activities	Budgeting, sponsorship, monitoring of financial

	performance.
Human Resources and Behaviour	Recruitment, salaries and awards, job descriptions and performance targets.
Interfaces and Communications	Service Agreements with Members, sponsorship agreements, interaction with members and other stakeholders, AGM and conference, Webpage effectiveness.
Management Activities	Office accommodation, OH&S, leadership, planning, policies and strategies.
Natural events	Fire, earthquake, cyclone and flood.
Operational Activities and Controls	Regulation of state events, selection of the state squad, transport and supervision of teams.
Political	Government stability and policies.
Regulations and Procedures	Delegations to staff, definition of procedures, process for selection and appeal, currency of operational guidelines.
Regulatory environment	Statutory requirements, Memo and Articles of Association, Yachting Queensland policies, Staff delegation.
Reporting / Accountability requirements	Statutory reporting, reporting to Members, financial reporting, Audit, Qld Sport & Rec Funding Agreement.
Security	Safety and protection of equipment, and personnel of all descriptions.
Technology and Technical Issues	Usable life of equipment, maintenance and replacement, safety, upgrading of software.

## Criteria Related to Objectives

34. The Yachting Queensland criteria and associated consequence measurement scales are detailed at Annex A. The table detailed below shows how the criteria relate to the objectives shown at paragraph 1.16.27 of this document (Risk Management Policy).

Criterion	Notes
Membership	Strategic direction, public awareness and interest, market share.
Sporting Success	Competitive results, level of participation, better sporting outcomes.
Safety	Safety for participants, coaches, officials, spectators, volunteers.
Financial viability	Direct costs, loss of revenues, budget certainty, sponsorship (private and Government).
Compliance	Compliance with the law, regulations, standards of behaviour, duty of care, rules.
Image and Reputation	Public image and reputation with stakeholders, regulators, sponsors and media.

## Identifying Risks

35. Risk identification is the process that defines those events or outcomes that may have a measurable impact on the success of an organisation.

36. **Purpose.** To identify what could affect the objectives of Yachting Queensland and how those things might happen.

37. **Rationale.** Risks that have not been identified cannot be assessed, so it is important that the risk identification process is comprehensive. The process should be structured using the key elements to examine risks systematically, against each activity conducted by Yachting Queensland.

38. **Inputs.** Information used in the identification process may include historical data, theoretical analysis, empirical data and analysis, informed opinions of experts and the concerns of Yachting Queensland stakeholders.

39. **Method.** Risk identification techniques may include:

- a. brain storming;
- b. checklists;
- c. questionnaires circulated to a range of personnel;
- d. examination of previous similar activities (eg. State Championship); and
- e. specialist techniques.

## Assessing Risks

40. Risk analysis determines how large the impact of risk may be and how likely this impact is to occur.

41. Risk evaluation determines which risks should be managed first by comparing the level of risk against organisational objectives.
42. **Purpose.** Risk assessment is the overall process of risk analysis and risk evaluation. Its purpose is to develop agreed priorities for the identified risks.
43. **Rationale.** Agreed priorities are used to determine where the greatest effort should be focussed in treating identified risks. They facilitate structured action planning and resource allocation.
44. **Inputs.** Information used in the risk assessment process may include historical data, theoretical analysis, empirical data and analysis, informed opinions of experts and the concerns of Yachting Queensland's stakeholders.
45. **Method.** Determine the consequences of each risk, should it arise. Assess the likelihood of those consequences arising. Convert the consequences and likelihood ratings to an initial priority for the risk. Agree risk priorities.
46. **Outputs.** A prioritised list of risks and a detailed understanding of the impact upon the success to the operation of Yachting Queensland should they occur.
47. **Documentation.** Yachting Queensland is to record ratings, priorities and risk levels in the Risk Register (see Annex A to this document).

### **Risk Analysis**

48. The analysis step may use a qualitative, semi-qualitative or quantitative approach. Yachting Queensland has used a qualitative approach.
49. A risk may be assessed through a combination of its consequences or impacts on the objectives and the likelihood of those consequences arising. This can be accomplished with qualitative consequence and likelihood scales and a matrix defining the significance of various combinations of these.
50. Consequences are rated in terms of potential impact on the criteria, often on five-point descriptive scales. The consequences or potential impact of the risk is rated according to the following scale:

<b>RATING</b>	<b>POTENTIAL IMPACT</b>
Catastrophic	Yachting Queensland would be permanently disabled – i.e. put out of business.
Major	Most Key Elements threatened or severely affected.
Moderate	Some Key Elements affected, considerable effort to rectify.
Minor	Easily remedied, with some effort the Key Elements could be restored.
Negligible	Very small impact, rectified by normal processes.

51. It is an essential practice that the Yachting Queensland Board decisions consider likelihood in conjunction with consequence. The likelihood of specific risks arising and leading to the assessed levels of consequences are rated in terms of their annual occurrence. The table below provides a logical progression of these occurrences on a five point descriptive scale.

<b>RATING</b>	<b>LIKELIHOOD</b>
Almost certain	Will, probably occur – could occur several times a year.
Likely	High probability – likely to arise once per year.
Possible	Reasonable likelihood of arising over a 5 year period.
Unlikely	Plausible - could occur over a 5 to 10 year period
Rare	Very unlikely but not impossible – unlikely over 10 years.

52. Events that are more likely to arise should be distinguished from other less likely events. Any events considered more likely than not to occur should be accommodated within the Risk Management Plan.

53. A simple matrix is used to combine the likelihood and consequence ratings to generate initial priorities for risk (see the table below). When identified risks are placed within the matrix, the matrix then allows a clear picture of Yachting Queensland’s risk priorities. The agreed priority of the risk is then established by plotting the consequence rating and the likelihood rating on the scale recorded below:

<b>LIKELIHOOD</b>	<b>CONSEQUENCES</b>				
	Negligible	Minor	Moderate	Major	Catastrophic
Almost certain					<b>EXTREME</b>
Likely				<b>HIGH</b>	
Possible			<b>MEDIUM</b>		
Unlikely	<b>LOW</b>				
Rare					

### **Risk Evaluation**

54. A risk priority is a measure of how significant the risk is. Risk management controls are policies, processes or procedures that may already be in place to address risks that have been previously identified.

55. Risk evaluation involves deciding whether risks are acceptable or not to Yachting Queensland, taking into account the following:

- a. the controls already in place;
- b. the cost impact of managing the risks or leaving them untreated;
- c. benefits and opportunities presented by the risks; and
- d. the risks borne by other stakeholders.

56. The evaluation compares risk priorities from the initial analysis against all other risks and the known priorities and requirements of Yachting Queensland. The outcome is a list of risks with agreed priority ratings.

### **Treatment of Risks**

57. Risk treatment is action that is taken as a result of a risk being identified and assessed as being unacceptable to Yachting Queensland.

58. **Purpose.** To determine what will be done in response to the risks that have been identified and assessed.

59. **Rationale.** Unless action is taken, the risk identification and assessment process has been wasted. Risk treatment converts the earlier assessments into substantive actions to reduce risks.
60. **Inputs.** The primary inputs to treating risks are the lists of risks and their agreed priorities from the analysis and evaluation phase and Yachting Queensland's current plans and budget.
61. **Method.** Identify the options for reducing the likelihood or consequences of each extreme, high or medium risk. Determine and choose the most cost effective treatment option, and develop and implement detailed Risk Action Plans.
62. **Outputs.** Risk Action Plans are required for each risk classified as extreme, high or medium on the agreed risk priority scale.
63. **Documentation.** Risk Action Plan summaries (see Annex B to this document).
64. Risk treatment determines what can be done in response to the risks that have been identified. Identified risk treatment options are then evaluated in terms of feasibility, costs and benefits. The option chosen should be the most appropriate and practicable, with the objective of reducing the level of risk to a tolerable or acceptable level.
65. Any controls and plans in place before the risk management process began are augmented with Risk Action Plans to deal with risks before they arise and contingency plans with which to recover if a risk comes to pass.
66. Risk Action Plans for treating identified risks should be included as a part of existing management plans, coordinated and integrated wherever possible with established management processes and procedures, and controlled and managed like any other activity.

### **Yachting Queensland Risk Action Plan**

67. The Yachting Queensland Risk Action Plan is attached at Annex B to this policy.

### **Monitoring and Review**

68. Monitor is to check, supervise, observe critically, or record the progress of an activity, action or system on a regular basis in order to identify change. Review is to consciously stop and assess progress against plans.
69. **Purpose.** The purpose of monitoring and reviewing is to link risk management to other Sailing Australia management processes and facilitate better risk management and continuous improvement.
70. **Rationale.** Regular monitoring and review of the risks to Yachting Queensland ensures new risks are detected and managed, that any changes to existing risks are detected and managed, and that action plans are implemented and progressed effectively.
71. **Inputs.** The main input to this step is the Risk Register of the major risks that have been identified for risk treatment action.
72. **Method.** Implement a review process as part of the regular Yachting Queensland Board meeting cycle. Undertake major reviews at designated critical review dates and annual budget preparation.
73. **Outputs.** Revisions to the Risk Register, and a list of new action items for risk treatment.

74. **Documentation.** Update the Risk Register as a result of the review process.

75. The Risk Register is the main tool for monitoring risks. It lists the ranked risks and refers to the associated Risk Action Plans. The EO Yachting Queensland is responsible for maintaining the Register.

### **Reporting Risks**

75. The EO is to submit reports to the Board on an as required basis, as part of the standard reporting.

### **Yachting Queensland Insurance Policies**

77. The EO is to ensure that the following insurance policies are maintained:

- a. Business Policy. This is to cover contents, burglary and broadform liability; and
- b. Directors and Officers Insurance. This is to cover Indemnity.

### **Yachting Queensland File**

78. All documentation regarding Yachting Queensland risk management is held on the following files:

- a. Correspondence file      Maintained by the Administrative Assistant
- b. Risk Register              Maintained by EO
- c. Risk Action Plan          Maintained by EO

**Annex A to  
Regulation 7**

**RISK REGISTER –YACHTING QUEENSLAND**

<b>Ser</b>	<b>Key Element</b>	<b>Description of Risk</b>	<b>Existing Controls</b>	<b>Consequences</b>	<b>Likelihood</b>	<b>Criteria</b>	<b>Priority</b>
1	Management	Appeal against Manager/Coach of a State Squad/ Team by an athlete	Member Protection Policy Athlete agreement Coach agreement	Moderate	Possible	Some	Medium
2	Management	Appeal against selection of athletes for a State team	State athlete selection policy	Moderate	Possible	Some	Medium
3	Management	Appeal against selection of coach for a State team/squad	State coaches selection policy	Moderate	Possible	Some	Medium
4	Management	Appeal against selection of manager for a State team	State manager selection policy	Moderate	Possible	Some	Medium
5	Management	State Squad/team athlete injured while competing/training	State Squad/team athlete agreement includes waiver. Travel insurance	Major	Unlikely	Some	Medium
6	Management	State team coach injured during Training/competition	State coach agreement includes waiver. Travel insurance	Major	Unlikely	Some	Medium
7	Management	State team manager injured during training/competition	State manager agreement includes waiver. Travel insurance	Major	Unlikely	Some	Medium
8	Management	State Squad athlete injured while attending camp conducted by Yachting Queensland	Athlete agreement includes an Indemnity. Athlete insurance	Moderate	Unlikely	Some	Medium
9	Human Resources and Behaviour	Misconduct by State team athlete While participating in training or competition	State athlete agreement Discipline policy Member Protection policy	Major	Unlikely	Some	Medium
10	Human Resources and Behaviour	Misconduct by State Squad/team coach during training or competition	State coach agreement Discipline policy Member Protection policy	Major	Unlikely	Some	Medium
11	Human Resources and Behaviour	Misconduct by State Squad/team Manager during training or Competition	State manager agreement Discipline policy Member Protection policy	Major	Unlikely	Some	Medium

Ser	Key Element	Description of Risk	Existing Controls	Consequences	Likelihood	Criteria	Priority
12	Human Resources and Behaviour	Misconduct by State Squad/Team athlete while attending camp	Athlete agreement Discipline policy Member Protection policy	Moderate	Unlikely	Some	Medium
13	Human Resources and Behaviour	Misconduct by State Squad/Team coach while attending training or comp	Coach agreement Discipline policy Member Protection policy	Major	Unlikely	Some	Medium
14	Human Resources and Behaviour	Misconduct by a coach involving an athlete	Member protection policy Discipline policy Federal police checks Coach Registration - Insurance	Major	Possible	All	Medium
15	Human Resources and Behaviour	Non-observance of Award provisions for staff	Finance and Administration Officer Government department checks	Moderate	Unlikely	Compliance, Financial , Image & Reputation.	Medium
16	Human Resources and Behaviour	Misconduct by a member of the staff or a contractor	Member Protection policy Contracts and agreements	Moderate	Unlikely	Some	Medium
17	Human Resources and Behaviour	Misappropriation of funds	Budget policy Audit Controls Monthly Finance Reports	Moderate	Unlikely	Some	Medium
18	Human Resources and Behaviour	Drug abuse	Anti-Doping policy Discipline policy Member Protection policy	Major	Possible	Some	Medium
19	Financial & Market Activities	Loss of principal sponsor – QLD Sport & Rec	Observance of QLD Sport & Rec Agreement	Major	Unlikely	All	Medium
20	Financial & Market Activities	Loss of minor sponsor	Observance of agreements	Minor	Possible	Some	Medium
21	Financial & Market Activities	Major expenditure item omitted from budget	Budget policy Monthly finance report Finance and Administrative Officer Audits Government financial acquittals	Moderate	Rare	Some	Low
22	Regulatory Environment	Staff disclose confidential information	Confidentiality stressed Privacy policy	Moderate	Unlikely	Some	Medium

<b>Ser</b>	<b>Key Element</b>	<b>Description of Risk</b>	<b>Existing Controls</b>	<b>Consequences</b>	<b>Likelihood</b>	<b>Criteria</b>	<b>Priority</b>
23	Regulatory Environment	Yachting Queensland not being covered by a policy or procedure for a particular activity/incident	Yachting Queensland Policies and Procedures manual	Major	Possible	Some	Medium
24	Regulatory Environment	Junior athlete at risk of being molested by coach	Coach's Code of Ethics. Screening for all junior or Elite Coaching Program coaches Police Checks	Major	Unlikely	Most	Medium
25	Reporting and Accountability	Failure to notify Government departments (eg. ASIC of annual Return)	Policies and Procedures manual Finance and Administrative Officer Audits	Minor	Unlikely	Some	Low
26	Operational Activities and Controls	Mismanagement of State level event	State competition policy Event management agreement Discipline policy Member Protection policy	Major	Possible	Some	Medium
27	Technology and Technical Issues	Loss of records through failure of hard drive on main computer (virus power loss, incompetence)	All data backed up each day on CD.	Moderate	Possible	some	Medium
28	Security	Break & enter, theft or damage to equipment	After hours security alarm on premises and contents insurance policy.	Moderate	Rare	some	Low
29	Education and Training	Complaint against coach or official for harassment	Member Protection policy Discipline policy Education on coaches courses	Moderate	Possible	some	Medium
30	Processes and Procedures	Complaints regarding currency of Yachting Queensland documentation	Policies and Procedures manual	Minor	Possible	Some	Low
31	Interfaces and Communications	Failure to record relevant information on Website	Staff check	Minor	Possible	Some	Medium
32	Commercial and Legal Relationships	Nominated in legal action	Directors & Officers cover applies unless negligence can be demonstrated.	Moderate	Possible	Some	Medium
33	Commercial and Legal Relationships	Athlete sues for injury at State Championships	Personal Accident Insurance Member Protection policy Event Entry form	Major	Unlikely	Most	Medium

<b>Ser</b>	<b>Key Element</b>	<b>Description of Risk</b>	<b>Existing Controls</b>	<b>Consequences</b>	<b>Likelihood</b>	<b>Criteria</b>	<b>Priority</b>
34	Political	State Government opposed to Yachting Queensland funding	If national and international success maintained, the risk is low	Major	Possible	Most	High
35	Natural Events	Fire in office premises	Fire alarm fitted and fire policy in place. Business insurance policy	Major	Rare	Most	Low
36	Natural Events	Fire in accommodation	Fire alarm fitted and fire policy in place. Business insurance policy	Major	Rare	Most	Low
37	Natural Events	Accident with Coach Boat	Boat insurance policy Qualified operators Insurance for borrowers	Moderate	Possible	Most	Medium

**Annex B to  
Regulation 7**

**RISK ACTION PLAN**

<b>No</b>	<b>Description of Risk</b>	<b>Existing Controls</b>	<b>Agreed Priority</b>	<b>Action Required</b>	<b>Action completed</b>
1	Appeal against Manager/ Coach of a State Squad/ Team by an athlete	Member Protection Policy Athlete agreement Coach agreement	Medium	Ensure responsibilities are included in athlete and coach agreement	Every agreement prepared
2	Appeal against selection of athletes for a State team	State athlete selection policy	Medium	Policies and procedure disseminated to all levels. Early notice.	Every time Selection made
3	Appeal against selection of coach for a State team/squad	State coaches selection policy	Medium	Policies and procedure disseminated to all levels. Early notice.	Every time Selection made
4	Appeal against selection of manager for a State team	State manager selection policy	Medium	Policies and procedure disseminated to all levels. Early notice.	Every time Selection made
5	State Squad/team athlete injured while competing/training	State Squad/team athlete Agreement includes waiver. Travel insurance	Medium	Widest dissemination of rankings – on time in accordance with policy	Every quarter
6	State team coach injured during training /competition	State coach agreement includes waiver. Travel insurance	Medium	Policy advised to athletes selected for State teams	As teams selected
7	State team manager injured during training/competition	State manager agreement includes waiver. Travel insurance	Medium	Policy advised to coaches selected for State teams	As teams selected
8	State Squad athlete injured while attending camp conducted by YQ	Athlete agreement includes an indemnity. Athlete insurance	Medium	Policy advised to managers selected for State teams	As teams selected
9	Misconduct by State team athlete while participating in training or competition	State athlete agreement Discipline policy Member Protection policy	Medium	Policy advised to coaches selected for State Talent Squad	When Coach appointed
10	Misconduct by State Squad coach during training or competition	State coach agreement Discipline policy Member Protection policy	Medium	Policy advised to Athlete and a clear Agreement drawn up for the overseas tour	Prior to athlete going overseas to play
11	Misconduct by State Squad Manager during training or Competition	State manager agreement Discipline policy Member Protection policy	Medium	Ensure that agreement has indemnity clause	Prior to athlete attending camp
12	Misconduct by State Squad athlete while attending camp	Athlete agreement Discipline policy Member Protection policy	Medium	Policy advised to athlete and a clear agreement drawn up for the camp	Prior to team going into camp

No	Description of Risk	Existing Controls	Agreed Priority	Action Required	Action completed
13	Misconduct by State Squad coach while attending training or competition	Coach agreement Discipline policy Member Protection policy	Medium	Ensure coach signs agreement when selected	On selection
14	Misconduct by a coach involving an athlete	Member protection policy Discipline policy Federal police checks Coach Registration Insurance	Medium	Educate coaches at all coaching courses. Conduct police checks For all new coaches	On coach registration
15	Non-observance of Award provisions for staff	Finance and Administration Officer Government department checks	Medium	Ensure laws are Adhered too.	Monthly Audit
16	Misconduct by a member of the staff or a contractor	Member Protection policy Contracts and agreements	Medium	Written into all staff agreements	On appoint and on review
17	Misappropriation of funds	Budget policy Audit Controls Monthly Finance Reports	Medium	Monthly Audit by FAO. Checked by CEO and Board	Monthly Audit
18	Drug abuse	Anti-Doping policy Discipline policy Member Protection policy	Medium	ASDA Checks Athlete briefings	Every 3 months
19	Loss of principal sponsor – QLD Sport & Rec	Observance of QLD Sport & Rec Agreement	Medium	All returns Completed in a timely manner	Annual Audit and Acquittals
20	Loss of minor sponsor	Observance of agreements	Medium	Compliance with agreements	Monthly Audit
21	Major expenditure item omitted from budget	Budget policy Monthly finance report Finance and Administrative Officer Audits Government financial acquittals	Low	Monthly Audits and Financial Reports to the Board Review of budget	Monthly then end of year
22	Staff disclose confidential information	Confidentiality stressed Privacy policy	Medium	Staff training Revision of Privacy	Every six months
23	Yachting Queensland not being covered by a policy a particular activity / incident	Yachting Queensland Policies and Procedures manual	Medium	Revision of Policies And Procedures	Continuous
24	Junior athlete at risk of Being molested by coach	Coach's Code of Ethics. Screening for all junior or Elite Coaching Program Coaches Police Checks	Medium	Education on all coach courses. Police checks Wide promulgation of Member Protection policy	Continuous
25	Failure to notify Government departments (eg. ASIC of annual Return)	Policies and Procedures Manual Finance and Administrative Officer Audits	Low	FAO to follow the Guidelines set out in the Policies and Procedures Manual	Monthly Audit
26	Mismanagement of State level event	State competition policy Event management agreement Discipline policy Member Protection policy	Medium	Agreements signed prior to event with the designated organiser	Prior to any event

No	Description of Risk	Existing Controls	Agreed Priority	Action Required	Action completed
27	Loss of records through Failure of hard drive on main computer (virus power loss, incompetence)	All data backed up each day on CD.	Medium	Staff to conduct the daily backup	Daily
28	Break & enter, theft or damage to equipment	After hours security alarm on premises and contents insurance policy.	Low	Office door secured each night	Daily
29	Complaint against coach or official for harassment	Member Protection policy Discipline policy Education on coaches courses	Medium	As per the Member Protection policy	On occurrence
30	Complaints regarding currency of YQ documentation	Policies and Procedures manual	Low	Continuous revision of All YQ documentation	Continuous
31	Failure to record relevant information on Website	Staff check	Medium	Continuous revision of website content	Continuous
32	Nominated in legal action	Directors & Officers cover applies unless negligence can be demonstrated.	Medium	Continuous review of Policies and Procedures	On occurrence
33	Athlete sues for injury at State Championships	Personal Accident Insurance Member Protection policy Event Entry form	Medium	Ensure all event entry forms contain advice on eyewear and athlete responsibilities	Prior to any event
34	State Government opposed to YQ funding	If national and international success is maintained, the risk is low	High	Seek alternate sources of funding Maintain high sport profile	Continuous
35	Fire in office premises	Fire alarm fitted and fire policy in place. Business insurance policy	Low	Ensure that all Insurance cover is current Ensure regular Fire checks completed	Annual
36	Fire in accommodation	Fire alarm fitted and fire policy in place. Business insurance policy	Low	Ensure that all Insurance cover is current Ensure regular Fire checks completed	Annual
37	Accident with Coach Boat	Boat insurance policy Boat maintained Operators qualified	Medium	Ensure that insurance Is current Ensure that boat is Regularly maintained Ensure that all Operators are qualified	Continuous