

MOTORCYCLING WESTERN AUSTRALIA
Risk Management for Clubs



JERRAMUNGUP DISTRICTS MOTORCYCLE
CLUB

RISK MANAGEMENT REGISTER



Risk Management for Clubs

INSTRUCTIONS TO USE THE RISK FRAMEWORK

This Risk Framework forms an outline for ways to reduce risks, using some risks common to many clubs as examples. The risk register from which the framework is derived is in Appendix A. Standards Australia 'Guidelines for Managing Risk in Sport and Recreation' HB 246-2002. Application of the risk register to develop the Framework is in accordance with the Motorcycling Western Australia Risk Management Policy.

The Framework must be completed with the assistance of a committee of the club. There is no way one person can complete the work required or be expected to identify and address all risks. The committee should ideally be made up of representatives of the Executive, track committee, riders and others that normally have an interest in the activities of the club.

Please be aware that the suggested strategies and the Framework itself are merely that: suggestions to get started down the planning path. The suggested Framework is not exhaustive and individual circumstance will vary. Your committee will need to add to, remove some items and adjust its own risk register to amend the Risk Framework.

Once the Risk Framework is completed this will then become your club Risk Management Plan and will need to be returned to Motorcycling Western Australia for approval.

Of course, this is just the beginning. Your plan needs to be implemented and communicated to all members. It is also a living document, which means that it requires constant review and update as risk changes over time and new ones are identified.

STEP 1: Identify the Risks (The Risk Register)

Risks require identifying and adding to the register (published at the end of this document and downloadable from the MWA website in editable form). You will see a generic set of risks has already been drafted, with draft 'what might happen', assessment, possible actions to reduce the risk, and evaluation of acceptance of the risk. These drafts have been worked through to assist you get started, the actual risk at your club may be different and you most certainly will identify other risks not listed here.

1. Print out the Risk Register, or better still, download the document from the MWA website and have open on a computer.
2. For each risk identified *assess* whether it best falls into a risk category of **Safety, Finance, Environment, Reputation or Operation**. It may fall across several categories but for now pick the best one.
3. In the relevant section for each Risk Category on the Risk Register, write down in the '*Possible Risk*' column *what* the risk is.

STEP 2: Analyse and Evaluate the Risks

4. Think of what the possible result/s *might* be if the risk actually eventuates. Write these down in the '*What Might Happen*' column. There may be more than one or even many results.
5. Using the Likelihood Rankings table as a guide, try to assess how *often* the risk *might* occur. Write the Likelihood down under the '*Likelihood*' column. Only use the likelihood descriptions 'rare', 'unlikely', 'moderate', 'likely', 'almost certain' in the columns. This will ensure consistency in evaluation and allow you to make an assessment in later steps. Use the Likelihood Ranking Table as a guide.
6. Using the Consequence Table assess what might happen if the risk *did* occur, as identified under the relevant Risk Category. Some risks may span two or more Risk

Categories, therefore assess on the worst result. Write the Consequence Rating in the 'Consequence' column. Only use the Consequence descriptions 'Insignificant', 'Minor', 'Medium', 'Major', 'Catastrophic' in the columns. This will ensure consistency in evaluation and allow you to make an assessment in later steps. Use the Consequence Table as a guide.

7. Now using the Risk Grade Table, look up the Likelihood Ranking written down in step 5. Then look up the Consequence Rating identified in step 6. Where the Likelihood and Consequence meet is the Risk Grade. Multiply the number adjacent to the Likelihood by the number written above the Consequence. Write the Risk Grade number under the 'Risk Grade' column on the Risk Register. If a Likelihood of Moderate is assessed along with a consequence of Major. Moderate has a Risk Grade number of 3, and major has a Risk Grade number of 4. $3 \times 4 = 12$. Write 12 in the 'Risk Grade' column in the Risk Register.

The Risk Treatment matrix will guide you on the recommended action to take.

STEP 3: Treat the Risk (Develop your Risk Plan)

8. The 'Recommended Actions For Risk Grade Table' will provide a guide in forming an effective action to reduce the risk. Write down possibilities in the '*Possible mitigation actions to take*' column.
9. Finally, write down Yes or No if the possibility/s listed will work well enough to reduce the risk to an acceptable level by reapplying Step 2 (above) as if your recommended action was put in place.

The idea is to work through the risk register, adding and subtracting as you work through each risk.

Documenting Your Plan

After your committee has identified as many risks and their treatment as possible, go the Risk Management Framework document.

Framework Items are the **bolded** headings in the Risk Management Framework document. All normal font type text is draft or example information that may change or even be deleted according to your club situation.

The Risk Register will provide the information necessary to go through each listed Framework Item.

As you work through it you are likely to be prompted about further risks. Simply go back to the Risk Register and repeat the above process. It is also very likely that many Framework Items are not relevant to your club and can be deleted, and that new Framework Items need to be added.

The framework is flexible enough to add and subtract so that the end completed Risk Framework document is in fact the club Risk Management Plan.

Note:

Where text is in the coloured boxes such as this one, this forms information to assist your planning and **MUST** be deleted from your final plan prior to publishing.

Implement Your Plan

Clearly, it is a waste of effort if your Risk Plan sits on a shelf somewhere. To be effective, the actions and treatments identified **MUST** be put into place, and importantly communicated to all members.

What this means is that documents and actions must be produced, and actually put in place.

Develop a time table to fully implement the plan, ideally addressing priority items first.

How will the Risk Plan be communicated? For example, some items may form standing agenda items at your club committee meetings; some items may form a handbook for members; some a handbook for riders; some a handbook for parents. Ensure the relevant committees within your club have the information to act on your plan, for example your Track Committee.

STEP 4: Review

The Risk Plan is a 'living' document. That is, it is never final, and is continuously under review. At regular intervals each year, revisit Steps 1 to 3 to ensure that the Plan is current and the items identified actioned and in place. Your Risk Plan should be a standing agenda item at every Committee meeting, on your annual agenda, and be constantly reviewed and amended.

CLEAR DISCLAIMER:

The Risk Register and information contained is a DRAFT only, to illustrate the information that MAY be captured and to serve as EXAMPLES ONLY. The risks identified will almost certainly be different for your club, as may be any mitigating actions.

The same warning applies for the Risk Plan, Motorcycling Western Australia have supplied the major headings (the Framework), with the detail filled in to form a DRAFT plan as an EXAMPLE ONLY. Your club plan will and should differ.

DRAFT

Club Risk Register as at Insert Date

Level	LIKELIHOOD RANKINGS TABLE	
	LIKELIHOOD	As a Guide Only – What is the real likelihood that a risk may actually happen
1	Rare	1-5% chance of occurring or may never occur, or once in 1000 events or once in a 100 years.
2	Unlikely	6 - 25% chance of occurring or has not yet occurred. Could occur once in 200 events or once in 20 years.
3	Moderate	26 – 60% chance of occurring or may have already occurred once or twice. Could occur once in 100 events or once in 10 years.
4	Likely	61 – 95% chance of occurring or has already occurred several times, or may occur once in 20 events, or may occur once in 2 years.
5	Almost Certain	96 -100% chance will occur at least once on an annual basis, once every 10 events or more frequently

CONSEQUENCE RANKING TABLE						
Level	Consequence Rating	RISK CATEGORIES				
		Safety	Financial Impact	Environment	Reputation	Operation
1	Insignificant	No Injury	Undesirable but little impact	Insignificant local impact	Short term minor impact	Undesirable, but will not stop an activity. No disruption.
2	Minor	Minor injury – 1st Aid. Not likely to lead to time off work	Measurable impact on finances, will not cause financial hardship	Measurable short term local impact	Short term measurable but not insurmountable impact	May disrupt an activity. Participants inconvenienced
3	Medium	Moderate Injury – Referral to doctor or private transport to hospital. Not likely to lead to time off work	Medium financial impact, may affect achieving financial goals and some disruption to club activities	Medium term local impact, may have potential for wider impact	May seriously impact on the reputation of the club	May prevent an activity from completing. Some participant dissatisfaction.
4	Major	Serious Injury – Ambulance transport to hospital. Likely to lead to time off work	Severe financial impact, will affect achieving financial goals or measurably affects conducting regular club activities	Long term local impact, wider impact pronounced	Will seriously impact on the reputation of the club	Will prevent an activity from completing. High participant dissatisfaction.
5	Catastrophic	Death or Total and Permanent disablement. .	Potential to bankrupt club	Wide spread permanent impact	Impact will stop activities or for large numbers of members to not participate	Longer term impact may prevent club to continue operating

Risk Grade Table:						
Combined effect of Likelihood/Consequence As a Guide Only						
		CONSEQUENCE RATING				
		1	2	3	4	5
	LIKELIHOOD	Insignificant	Minor	Medium	Major	Catastrophic
1	Rare	1 L	2 L	3 L	4 L	5 L
2	Unlikely	2 L	4 L	6 M	8 M	10 M
3	Moderate	3 L	6 M	9 M	12 M	15 C
4	Likely	4 L	8 M	12 M	16 C	20 C
5	Almost Certain	5 L	10 M	15 C	20 C	25 C

RISK TREATMENT MATRIX	
Recommended actions for grades risk table	
Level & Risk Grade	Risk treatment actions
1-3	VERY LOW RISK: Activity can continue but should be recorded, monitored and controlled
4-5	LOW RISK: Activity can continue, these risks should be recorded, monitored and controlled. If avoiding, substituting, or isolating is not practical consideration should be given to reducing the risk through physical controls, providing warnings or using PPE.
6-9	MODERATE RISK: Activity can continue but action MUST be taken. If uncontrolled, a risk event at this level may have an impact on the operation of a club. Mitigation actions to reduce the likelihood and consequence MUST be identified and implemented. Substitute an alternative, isolate the risk or reduce by physical controls. The mitigating action MUST move the risk into the LOW risk grade or eliminate the risk altogether.
10-14	HIGH RISK: Activity can continue but action MUST be taken. If uncontrolled, a risk event at this level may have a significant impact on the operation of a club or the Association as a whole. Mitigation actions to reduce the likelihood and consequence MUST be identified and implemented. Avoid if possible. If this can't be achieved, substitute an alternative, isolate the risk or reduce by physical controls. The mitigating action MUST move the risk into the LOW risk grade or eliminate the risk altogether.
15-25	CRITICAL RISK: Activities with unmitigated risks at this level MUST be avoided or terminated. This is because risk events graded at this level have the potential to cause serious and ongoing damage to the club, association, the community or the environment. Mitigating actions need to be very reliable

(Adapted from AS HB 246-2002, Risk Management in Sport and Recreation).

Possible Risk	What might happen if no action is taken?	Initial Assessment			Possible mitigating actions to take	Is new Risk Grade acceptable after applying possible mitigating actions (Yes or No)
		Likelihood	Consequence	Risk Grade		
Safety						
No supervision	Injury, financial. No control of activities	Almost Certain	Major	20	Ensure all activities supervised. Written instructions. Only officials and club executive to be issued keys. Venue to be locked at all times other than when an event is planned.	Yes
Supervision, but no one in overall control – practice.	Contradicting decisions, no decisions, officials only concerned with 'their' riders, injury risk, reputation, financial	Likely	Major	16	First person at track assumes 'Official in Charge' responsibility. All other signed on officials are responsible to the OIC. Written instruction. OIC to wear green fluoro ID vest.	Yes
Continuity of supervision, when supervisor leaves.	No supervision, uncertainty of who is in charge	Likely	Major	16	Departing OIC to hand over to new OIC. New OIC wears green fluoro vest as above. New OIC is the last person signed on if no volunteers.	Yes
Lack of supervision on jumps and parts of circuit not visible	Injury	Likely	Major	16	All parts of circuit inc blind jumps and hidden parts of circuit to have line of vision supervision. Blind jumps with no marshal to have permanent yellow flag displayed. Hidden parts of circuit not to be ridden. A hierarchy of supervision points to be established.	Yes
Officials not identifiable/low visibility	Not able to identify official in emergency. Riders may run into officials	Unlikely	Major	12	All operational officials to wear orange fluoro vests, all key officials to wear fluoro green vests	Yes
Unauthorised people on infield	Personal injury	Unlikely	Major	12	All officials to wear orange fluoro, only officials on infield	Yes
Lack of access to emergency services	Delay in medical assistance.	Likely	Major	16	For practice/non competitive events.: Phone (mobile or landline) access. Phone number of ambulance on display at administration area (where riders and officials sign on). Qualified first aid in attendance.	Yes

Possible Risk	What might happen if no action is taken?	Initial Assessment			Possible mitigating actions to take	Is new Risk Grade acceptable after applying possible mitigating actions (Yes or No)
		Likelihood	Consequence	Risk Grade		
					Competition: Qualified first aid according to MoMS.	
Practice for juniors: differing capacity machines on track and different age groups,	Disparity in machine sizes/rider size, may cause injury if come into contact. Speed differential. Smaller machines may not be visible in certain circumstance. Younger riders may not have the decision making capacity of older riders.	Likely	Major	16	Establish a hierarchy of relevant size machines that may participate against each other according to the MoMS.	Yes
Finance						
Lack of warning of dangers	Injury, Legal action	Likely	Major	16	Ensure warning signs as per GCR's	Yes
No permit for activity	Club/individual may be responsible for result of any legal action.	Likely	Major	16	Ensure current permit is on display in a visible position within the admin area (where riders/officials sign on). Ensure instructions are given to users of the venue that no activity to take place unless permit is on display. Permit to be displayed in Perspex display holder to avoid accidental removal (wind etc). Club secretary contact number to be displayed to ensure if not present that issue of permit can be verified.	Yes

Possible Risk	What might happen if no action is taken?	Initial Assessment			Possible mitigating actions to take	Is new Risk Grade acceptable after applying possible mitigating actions (Yes or No)
		Likelihood	Consequence	Risk Grade		
Riders/Officials signing on	not Club/individual may be responsible for result of any legal action. Other members of Club/MWA paying fees for those not signed on. Rider/Official not covered for insurance if they are injured – inability to prove in attendance.	Likely	Major	16	Clearly outlined in writing to all club members the onus is on them to sign on before riding. Club to perform random audits.	Yes
Volunteers dealing with money not accountable	Funds may be stolen Funds may go missing Perception that funds stolen Incorrect information to aid decision making	Likely	Major	16	Procedures established to account for funds relevant to the area where the funds are sourced (ie how are funds accounted from the gate at an event) Signatories to accounts require police clearance. Main volunteers in control of cash handling receive police clearance. Committee to document procedures	Yes
No budget	Not enough funds to operate. Events may be cancelled Loss of reputation	Unlikely	Major	12	Budget prepared annually prior to each season	Yes
Environment						

Possible Risk	What might happen if no action is taken?	Initial Assessment			Possible mitigating actions to take	Is new Risk Grade acceptable after applying possible mitigating actions (Yes or No)
		Likelihood	Consequence	Risk Grade		
Oil/fuel spills	Build up of waste in water table	Unlikely	Major	12	Oil recycling containers	Yes
Wash Down areas	Oil and grey water run-off Perceptions of water waste (Reputation impact)	Likely	Minor	6	Water contained on site. Retained water recycled. Signage to notify that water is not drawn from public sources.	Yes
Noise: from machines, whether in excess of Environmental Protection Act or not.	Neighbours complain (reputation impact) Council closes or restricts venue (Operation impact). Fine (Financial impact) Costly remedial action (Financial impact)	Likely	Cat.	20	Set up noise testing program. Accredited Noise Control Officers, purchase sound measuring kits. Test before each event. Document all tests and results. Consult with and inform Council and neighbours of testing regime. Conduct environmental testing at neighbours properties to establish base noise levels.	Yes
Noise from Public Address	Neighbours complain. Council restricts operation.	Unlikely	Minor	4	Turn down volume, point speakers away from residential areas	Yes
Dust affecting neighbours Dust affecting rider safety	Neighbours complain Council closes or restricts operation	Likely	Major	16	Install sprinkler system, water truck on site for events where dust may be an issue. Procedures for operators of machines Competition. Activity stopped while track watered Practice. No activity during dry months unless track watered	
Reputation						
Not following constitution	Unfairly treating members Legal action. Poor decision making, poor financial decisions	Unlikely	Major	8	Review constitution every 5 years to ensure relevant. All members to receive copy. Post on website.	Yes
No/Insufficient Working With Children (WWC)	A child may be abused. Perception the club is not	Unlikely	Catastr.	10	Appoint person to oversee WWC. Implement WWC in accordance with WWC unit and MWA policies.	Yes

Possible Risk	What might happen if no action is taken?	Initial Assessment			Possible mitigating actions to take	Is new Risk Grade acceptable after applying possible mitigating actions (Yes or No)
		Likelihood	Consequence	Risk Grade		
checks in place	compliant.				Track all members for requirements to have WWC card. Information on notice board on how the club accounts for WWC and the club policy and process	
Operation						
Gate unlocked: 1. Unlicensed riders. 2. Uninvited visitors	1. Vandalism; Financial 2. Riders not obeying rules: Reputation 3. injury	Likely	Major	16	Written instructions to keep gates locked. Discipline process in place and communicated.	Yes
Unstructured maintenance procedures – mechanical and manual	1. Injury to operators 2. Injury to others 3. Damage to machinery/tools (financial risk) 4. Loss of Reputation 5. Risk of litigation (finance and reputation) 6. Lost time (Operations)	Likely	Major	16	Standard Operating Procedures (SOP) produced for each task. Machinery and tools maintained to industry standards and logged in the Maintenance Log. Operators of machinery have accreditation appropriate for the machine being operated. Manual operators of tools are given instruction on using the tool and the tasks to be performed.	Yes
Volunteers not knowing what to do	Tasks carried out incorrectly or substandard. Conflict amongst volunteers	Likely	Minor	8	Produce job descriptions. Descriptions communicated	Yes
Committee members don't do job properly	1. poor decision making 2. dissatisfied committee 3. dissatisfied members	Likely	Minor	8	Job descriptions, induction packs Descriptions communicated and packs distributed.	Yes

Possible Risk	What might happen if no action is taken?	Initial Assessment			Possible mitigating actions to take	Is new Risk Grade acceptable after applying possible mitigating actions (Yes or No)
		Likelihood	Consequence	Risk Grade		
Constitution not current	<ol style="list-style-type: none"> Doesn't meet members needs not following rules 	Unlikely	Major	12	Review constitution every 3 – 5 years Ensure all members have copy	Yes
No or poor minutes	<ol style="list-style-type: none"> poor records poor communication 	Likely	Minor	8	Ensure good minutes are produced and distributed	Yes
Badly structured meetings	<ol style="list-style-type: none"> meetings go on too long Insufficient reporting ie finances one sided debates loss of confidence by members 	Likely	Minor	8	Ensure meetings are conducted formally, an agenda is set, minutes distributed to members	Yes
Risk Plan is not reviewed	Outdated plan, new risks not identified	Likely	Major	16	Utilise an annual agenda to ensure Risk Plans are reviewed regularly and new risk assessed.	Yes