

RISK MANAGEMENT PLAN for ADELAIDE ARCHERY CLUB

July 2005

PROCESS

The following Risk Management Plan has been drafted after extensive consultation with the Officers and Members of Adelaide Archery Club. This was achieved in three stages:

- ❖ Development of the list of PERCEIVED RISKS. Achieved by identifying crucial Officers of the Club and then calling for other interested members to join the working party. These people then received e-mail or hard copy circulation of a basic list of PERCEIVED RISKS which they added to and modified and returned to the Convenor.
- ❖ Circulating the agreed list of PERCEIVED RISKS to the working party for them to assess the RISK LEVEL by application of the LIKELIHOOD SCALE (Table 1) and the POTENTIAL IMPACT SCALE (Table 2) and use of the QUALITATIVE ANALYSIS MATRIX (Table 3)
- ❖ Adopting the consensus view of the RISK LEVEL and circulating a draft of the RISK TREATMENTS for each risk. Members of the working party provided feedback on each Risk Treatment as well as comment on the allocation of RESPONSIBILITY and MONITORING.

The Convenor then edited these and presented the final draft for consideration and ratification by a full meeting of the Officers and Members of the Adelaide Archery Club on 22nd July, 2005.

The tables are based on relevant sections of the Standards Australia and Standards New Zealand AS/NZS 4360:1999 publication *Risk Management*. These have been adapted to the specific situations prevailing in the Adelaide Archery Club while maintaining the spirit of the standard.

REFERENCES

Adelaide Archery Club, "*Constitution*", February, 1995 and updates.

Adelaide Archery Club, "*Regulations*", December, 2000 and updates

Office of Recreation and Sport, "*Risk Management Resource for Recreation and Sport Organisations*", September, 2002.

Archery Australia, "*Risk Management, a Resource for Clubs*", August 2003.

Archery Australia, "*Safety Policy*", January, 2004

VicSport, "*Risk Management Help Sheets 1-10*", undated

Emergency Management Australia, "*Emergency Risk Management, Applications Guide – Australian Emergency Manuals Series*", 2000

Assistance also gratefully acknowledged from Allan McDougall, State Emergency Management Training Officer, SES, Adelaide SA.

TABLES

Table 1: Likelihood scale

Rating	LIKELIHOOD	<i>The potential for problems to occur in a year</i>
5	ALMOST CERTAIN	Will probably occur, could occur several times in one year
4	LIKELY	High probability, likely to occur once per year
3	POSSIBLE	Reasonable likelihood that it may occur once in a five year period
2	UNLIKELY	Plausible, could occur once in a five to ten year period
1	RARE	Very unlikely but not impossible, unlikely over a ten year period

Table 2: Potential Impact scale

Rating	POTENTIAL IMPACT	<i>In terms of the operation of Adelaide Archery Club and the wellbeing of members and the public</i>
A	CATASTROPHIC	Would threaten the viability of the Club. Deaths, major injuries to people and/or damage to property.
B	MAJOR	Injuries requiring hospitalisation. Extensive damage. Major disruption to functioning of Club.
C	MODERATE	Medical treatment required. Significant damage. Would require considerable effort to rectify.
D	MINOR	First aid treatment. Minimal damage. Easily remedied.
E	INSIGNIFICANT	No injuries requiring treatment. Insignificant damage. Very small impact, no disruption to Club activities.

Table 3: Qualitative Analysis Matrix

Adapted from the Level of Risk table E3 in Standards Australia and Standards New Zealand AS/NZS 4360:1999 *Risk Management*.

IMPACT LIKELIHOOD	E Insignificant	D Minor	C Moderate	B Major	A Catastrophic
5 Almost certain	MEDIUM	MEDIUM	HIGH	HIGH	EXTREME
4 Likely	LOW	MEDIUM	MEDIUM	HIGH	EXTREME
3 Possible	LOW	MEDIUM	MEDIUM	HIGH	HIGH
2 Unlikely	LOW	LOW	MEDIUM	MEDIUM	HIGH
1 Rare	LOW	LOW	LOW	MEDIUM	HIGH

KEY to RISK LEVEL:

EXTREME RISK
HIGH RISK
MEDIUM RISK
LOW RISK

Totally unacceptable in this Club. Immediately discontinue this activity or practice(s)
 Specific control measures in place. Requires constant vigilance by all Officers and Members
 Control measures in place. Management responsibility needs to be specified
 Managed by the routine procedures of the Club

RISK LEVELS

RISK	LIKELIHOOD	IMPACT	RISK LEVEL	CONTROL MEASURE(S)
LEGAL RISKS				
Loss of clubrooms, shooting grounds and fixed assets due to non-renewal of Parklands Sports Licence by Adelaide City Council	1	A	HIGH	Risk Treatment "L1"
Unauthorised use of the Adelaide Archery Club shooting grounds	3	D	MEDIUM	Risk Treatment "L2"
Breach of privacy of member's records	2	D	LOW	Risk Treatment "L3"
Loss of Club records (computer based)	2	D	LOW	Risk Treatment "L4"
Loss of Club records (printed media)	1	C	LOW	Risk Treatment "L5"
PHYSICAL RISKS				
Injury to a member of the public entering shooting ground during shooting	1	B	MEDIUM	Risk Treatment "P1"
Risk to participants of personal strain injury during shooting	4	D	MEDIUM	Risk Treatment "P2"
Risk to archers from defective or incorrectly set up shooting equipment	2	D	LOW	Risk Treatment "P3"
Risk to beginners and users of Adelaide Archery Club shooting equipment	2	D	LOW	Risk Treatment "P4"
Risk to public of arrow injury outside confines of shooting ground	1	B	MEDIUM	Risk Treatment "P5"
Risk of injury to anyone on shooting ground	3	D	MEDIUM	Risk Treatment "P6"
Tripping over uneven surfaces (irrigation elements, paving)	4	D	MEDIUM	Risk Treatment "P7"
Tripping over archery tackle	4	D	MEDIUM	Risk Treatment "P8"
Dehydration	3	D	MEDIUM	Risk Treatment "P9"
Sunburn and sunstroke	3	D	MEDIUM	Risk Treatment "P10"
To members and guests in clubroom (hot liquids, slippery floor, sharps)	3	D	MEDIUM	Risk Treatment "P11"
Incorrect food preparation, storage or handling	1	C	LOW	Risk Treatment "P12"
Working bee activities (lifting, power tools, hand tools, sharps, toxic materials)	3	C	MEDIUM	Risk Treatment "P13"
Workshop activities (arrow cutter, compound bow press, hot air blower)	2	D	LOW	Risk Treatment "P14"
Grounds maintenance activities (mower, line trimmer, toxic materials)	2	D	LOW	Risk Treatment "P15"
Falling limbs from trees	1	B	MEDIUM	Risk Treatment "P16"

FINANCIAL RISKS				
Building fire	1	B	MEDIUM	Risk Treatment "F1"
Theft of club plant or equipment	2	B	MEDIUM	Risk Treatment "F2"
Investment risk (financial institution crash)	1	C	LOW	Risk Treatment "F3"
Financial mismanagement	1	C	LOW	Risk Treatment "F4"
Fraud by club member (cheque handling, bank accounts, cash)	1	C	LOW	Risk Treatment "F5"
Financial liability of club officers (incorporated body)	1	C	LOW	Risk Treatment "F6"
Financial loss through fundraising or social activities	3	D	MEDIUM	Risk Treatment "F7"
MORAL AND ETHICAL RISKS				
Cancellation of Beginners Course	2	D	LOW	Risk Treatment "M1"
Over-subscription of a Beginners Course	2	D	LOW	Risk Treatment "M2"
Unexpected increase in membership applications	3	D	MEDIUM	Risk Treatment "M3"
Risk to Club image resulting from arrow damage in unsuitable butts.	5	E	MEDIUM	Risk Treatment "M4"
Coaching (inadvertent but inappropriate touching or comments)	1	C	LOW	Risk Treatment "M5"
Coaching (intentional harassment, physical and/or sexual abuse)	1	C	LOW	Risk Treatment "M6"

RISK TREATMENT SCHEDULE

RISK		RISK LEVEL	RISK TREATMENT	RESPONSIBLE	TIMETABLE	MONITORING
L1	Loss of clubrooms, shooting grounds and fixed assets due to non-renewal of Parklands Sports Licence by Adelaide City Council	HIGH	Maintenance of good relations with Adelaide City Council officers and staff. Compliance in a full and timely fashion with all legitimate requests and directions from the Council. Payment of all legitimate fees and charges levied by the Council. Compliance with the Rules and Constitution of the Club and with any additional safety rules enacted by the officers and membership at Club meetings.	All Members	Current and ongoing	Executive Committee (President, Secretary and Treasurer)
L2	Unauthorised use of the Adelaide Archery Club shooting grounds	MEDIUM	Target butt covers padlocked at all times other than programmed shoots. Padlocks changed regularly. Use of the grounds at any time restricted to: <ul style="list-style-type: none"> ❖ Club Members, ❖ Members of archery clubs affiliated with Archery Australia after signing the Visitors Book, ❖ Overseas archers affiliated with the World Archery Federation after signing Temporary Players form and the Visitors Book, ❖ Beginners Course members after signing Temporary Players forms and the Visitors Book, ❖ Special "Come 'n Try" and School groups under the tuition and supervision of Adelaide Archery Club Coaches and Members, all of whom are covered by Archery Australia's Public Liability insurance. 	Coaching Coordinator, Club Coaches, Junior Club Coordinator and Field Captains	Current and ongoing	Executive Committee
L3	Breach of privacy of member's records	LOW	Access to private and financial records protected by password. After membership expires (non-renewal, etc) membership record is expunged leaving name and membership dates only.	Treasurer	Current and ongoing	Executive Committee and Treasurer
L4	Loss of Club records (computer based)	LOW	Electronic records backed up on a regular basis. Copies of financial records, shooting records and minutes of meetings stored as hard copies as well as electronically.	All relevant Officers	Current and ongoing	Executive Committee

RISK		RISK LEVEL	RISK TREATMENT	RESPONSIBLE	TIMETABLE	MONITORING
L5	Loss of Club records (printed media)	LOW	Secure storage of archival material. Copies of financial records, shooting records and minutes of Club meetings stored electronically as well as hard copies. Copies of important documents also stored off-site.	All relevant Officers	Current and ongoing	Executive Committee
P1	Injury to a member of the public entering shooting ground during shooting	MEDIUM	Use of Safety Signs on sides of shooting ground, barrier and safety signs behind targets. Shooting to proceed only under the control of Field Captain or Director of Shooting. Using the prescribed audible signals to control archers on the shooting ground including a signal for the immediate cessation of shooting due to an emergency such as any unauthorised attempt to enter the shooting ground. Practice on the shooting ground requires the use of Safety Signs and is confined to centre of ground (furthest from possible entry points).	Field Captains and all Archers	Current and ongoing	Executive Committee and Shooting Committee
P2	Risk to participants of personal strain injury during shooting	MEDIUM	Emphasise need for correct warm-up and stretching exercises (Juniors warm up in a supervised group). Guidance and information (printed and verbal) at Beginners Courses on selection of appropriate equipment to avoid "over-bowing" and correct shooting techniques. Availability of Club Coaches to provide personal advice on improving shooting techniques.	All Archers, Coaches and Junior Coordinator	Current and ongoing	Coaching Coordinator and Club Coaches
P3	Risk to archers from defective or incorrectly set up shooting equipment	LOW	Careful selection and advice from Coaches when buying new equipment including accessories. Testing any new or altered shooting set-up at short range. Shooters of adjustable bows should not increase the poundage without getting new sight settings. Using a bow square to check the position of nocking points, arrow rests and brace height. Checking for loose sight bar or sight block. Strings and cables must be regularly inspected and replaced before they break. Checking for splits, dents, loose fibres, straightness and fletching integrity after every end by spinning and/or flexing arrow. Checking finger tab regularly for loose shelf or loose screws or sharp edges. Check release aids for wear, both in the trigger mechanism worn rope.	All Archers	Current and ongoing	Coaching Coordinator and Club Coaches
P4	Risk to beginners and users of Adelaide Archery Club shooting equipment	LOW	Regular inspection and maintenance of all Club shooting equipment used in Beginners Courses and by tyro archers and the public.	Equipment Officer	Current and ongoing	Executive Committee

RISK		RISK LEVEL	RISK TREATMENT	RESPONSIBLE	TIMETABLE	MONITORING
P5	Risk to public of arrow injury outside confines of shooting ground	MEDIUM	<p>The enforcement of safe shooting practices and the prohibiting of unsafe practices to ensure that no arrows go beyond our licensed shooting ground.</p> <p>Strict attention to adjusting bow sights as archers shoot at shorter distances. Double-checking sight settings. Banning the practice of "high drawing". Enforcing six arrow ends.</p> <p>New archers, archers trying out new equipment and those returning after a break from shooting must begin at short ranges. Such archers should remain at the short ranges until they are able to shoot consistent groups. This promotes safety as well as building confidence.</p> <p>Any shot arrow which is lost for any reason and remains lost after a shoot MUST be logged at the first opportunity in the book kept in the Clubroom for the purpose. This applies to practice as well as programmed shoots. When logged arrows are found, the fact must also be logged. This record enables the Club to keep track of arrows and to refute any incorrect claims made about any arrows found.</p>	All Archers, Field Captains, Coaching Coordinator and Club Coaches.	Current and ongoing	Executive Committee and Shooting Committee

RISK		RISK LEVEL	RISK TREATMENT	RESPONSIBLE	TIMETABLE	MONITORING
P6	Risk of injury to anyone on shooting ground.	MEDIUM	<p>Strict adherence to rules covering the set-out of the grounds. These rules apply to practice as well as programmed shoots.</p> <ul style="list-style-type: none"> ❖ Archers may only shoot in adjoining lanes when the maximum range is 30m or less. ❖ Where the maximum range exceeds 30m, archers must have one vacant lane between them. ❖ Archers shooting in adjoining lanes at different ranges must not be shooting with a difference in ranges exceeding 20m. ❖ So that these rules can be observed when the Field Captain sets out the ground, all archers must add their names to the target allocation board by a specified cut-off time. <p>The signal to go to the line to shoot must only be sounded when all archers have returned to the shooting line after scoring arrows. Archers must stand with one foot either side of the shooting line. Archers who have finished shooting (and officials and spectators) must remain at least 5m behind archers who are shooting, until signalled by the Field Captain that it is safe to move forward. Running is prohibited on the shooting ground during any archery activity.</p> <p>Use of a bow stringer to string or unstring recurve and longbows. Never release a drawn bow without an arrow ("dry-firing"). Ensuring that arrows are the correct length for the Archer. Short arrows can fall off the bow and be dangerous. When approaching the target butt archers must be careful of arrows lodged in the ground, which could injure feet or shins. When proceeding to the target to score and withdraw arrows archers shall always approach targets and withdraw arrows from either side to avoid injury by arrows lodged in the target face. Enclosed footwear is mandatory. A bow may only be drawn with an arrow in it on the shooting line and directed towards the target.</p>	All Archers, Field Captains, officials and spectators	Current and ongoing	Executive Committee and Shooting Committee
P7	Tripping over uneven surfaces (irrigation elements, paving)	MEDIUM	Regular inspection of shooting ground including paved areas and remedial attention as soon as hazards are discovered.	All Archers	Current and ongoing	Groundsman

RISK		RISK LEVEL	RISK TREATMENT	RESPONSIBLE	TIMETABLE	MONITORING
P8	Tripping over archery tackle	MEDIUM	Restrictions as to where archery bags and tackle may be placed and bows assembled before and during shooting.	All Archers	Current and ongoing	Executive Committee
P9	Dehydration	MEDIUM	Cool water to be available close to the shooting field at all times. Archers encouraged to bring a personal supply of drinking water to their waiting position.	All Archers	Current and ongoing	All Archers
P10	Sunburn and sunstroke	MEDIUM	Implementation of a Hot Weather Policy. For Seniors, if on any Programmed Shooting day, the maximum forecast temperature at 9:00am on any radio station is 38°C or above, the Field Captain is not obliged to attend. The Programmed shoot may proceed but if the Field Captain does not elect to attend, archers must choose an acting Field Captain from among their number. For Juniors, if on Friday evening, the 6:00pm Channel 9 news forecasts a maximum of 38°C or above, the Juniors do not shoot. Archers encouraged to wear a hat, sunscreen and a shirt with long sleeves and a collar. Club provides sunscreen and umbrellas to use on the waiting line.	All Archers, Junior Club Coordinator	Current and ongoing	Shooting Committee, Junior Club Coordinator
P11	To members and guests in clubroom (hot liquids, slippery floor, sharp knives)	MEDIUM	Clubroom users are encouraged to observe the same precautions they would in their homes. Spills to be mopped up as soon as they occur. Knives to be correctly stored in cutlery drawers. First aid kit to be correctly maintained and in an accessible place.	All members and Guests	Current and ongoing	Clubroom Committee and Club Steward
P12	Incorrect food preparation, storage or handling	LOW	Adelaide Archery Club does not sell prepared food. Refrigerator with temperature indicator used for food storage. Limit access to food handling areas. Encourage use of hand washing sink. Disposable plates, cups and cutlery to be used whenever possible.	Social Coordinator, Club Steward.	Current and ongoing	Clubroom Committee and Club Steward
P13	Working bee activities (lifting, power tools, hand tools, sharps, toxic materials)	MEDIUM	No shooting will be permitted during working bees and club maintenance. While using power and hand tools, sharp equipment and materials such as paint and paste, appropriate protective clothing and equipment must be worn. Those using the equipment must be experienced or under tuition and supervision of someone who is experienced and authorised. Power and hand tools must be checked regularly to ensure they are in safe working order. RCD's to be used with all electrical power tools.	All members	Current and ongoing	Groundsman and Equipment Officer

RISK		RISK LEVEL	RISK TREATMENT	RESPONSIBLE	TIMETABLE	MONITORING
P14	Workshop activities (arrow cutter, compound bow press, hot air blower)	LOW	While using power and hand tools, sharp equipment and materials such as paint and paste, appropriate protective clothing and equipment must be worn. Those using the equipment must be experienced or under tuition and supervision of someone who is experienced and authorised. Power and hand tools must be checked regularly to ensure they are in safe working order. RCD's to be used with all electrical power tools.	All members	Current and ongoing	Equipment Officer
P15	Grounds maintenance activities (mower, line trimmer, toxic materials)	LOW	The Groundsman is the only person authorised to use mower, line trimmer and weedkiller. While using power and hand tools, sharp equipment and materials such as weedkiller and paint, appropriate protective clothing and equipment must be worn. Anyone assisting the Groundsman must be experienced or under the supervision of the Groundsman. Power and hand tools must be checked regularly to ensure they are in safe working order. RCD's to be used with all electrical power tools.	Groundsman	Current and ongoing	Groundsman
P16	Falling limbs from trees	MEDIUM	Regular inspection of trees on shooting ground by Adelaide City Council. Where need for remedial pruning becomes obvious, Adelaide Archery Club Groundsman will advise the Adelaide City Council.	Adelaide City Council	Current and ongoing	Groundsman
F1	Building fire	MEDIUM	Maintain appropriate hand held fire extinguishers in Clubroom and Workshop. Ensure obstacle free access to fire extinguishers at all times. Ensure that heaters are switched off when building is unoccupied. Maintain service contract with approved fire services contractor. Maintain Club premises in a tidy and litter-free state.	All members and Building Officer	Current and ongoing	Executive Committee
F2	Theft of club plant or equipment	MEDIUM	Maintain Club premises in a secure condition. Ensure that outside security light on timer is operating correctly. Exercise vigilance in ensuring that all windows are closed and locked and that all outside doors are locked and deadlocked on leaving building. Register kept of all key-holders.	Field Captain or last key-holder to leave Clubrooms	Current and ongoing	Building Officer
F3	Investment risk (financial institution crash)	LOW	Adelaide Archery Club constitution specifies acceptable financial institutions. Spreading investments between institutions.	Treasurer and Finance Committee	Current and ongoing	Executive Committee
F4	Financial mismanagement	LOW	Annual budget approved and all financial decisions made/ratified in open Club meetings. Four signatories to all bank/credit union accounts, any two to sign. Financial records audited annually.	Treasurer and Finance Committee	Current and ongoing	Executive Committee

RISK		RISK LEVEL	RISK TREATMENT	RESPONSIBLE	TIMETABLE	MONITORING
F5	Fraud by club member (cheque handling, bank accounts, cash)	LOW	Four signatories to all bank/credit union accounts, any two to sign. Financial records audited annually. Cash drawer locked, register kept of key-holders. Minimal cash held on premises. Cash banked regularly.	Treasurer and Finance Committee	Current and ongoing	Executive Committee
F6	Financial liability of club officers (incorporated body)	LOW	Adelaide Archery Club Incorporated under the Associations Incorporation Act. Adelaide Archery Club carries Directors Liability insurance.	Executive Committee	Current and ongoing	Executive Committee
F7	Financial loss through fundraising or social activities	MEDIUM	Proposals and budget for fundraising activities approved by members at open Club meetings. Note that fundraising activities are not an essential component of Club finances.	Social Coordinator	Current and ongoing	Executive Committee
M1	Cancellation of Beginners Course	LOW	Intending participants in the cancelled Beginners Course personally advised as soon as possible of the cancellation and the reason(s) for it. Course (or component sessions of the course) to be staged as soon as possible after the missed session(s). Intending participants, who are unable to attend the rescheduled course, will be offered a refund.	Coaching Coordinator and Treasurer	Current and ongoing	Executive Committee
M2	Over-subscription of a Beginners Course	LOW	Coaching Coordinator to maintain register of applications for Beginners Courses and not accept any beyond the ability of the Club to cope. Encourage Archery SA to establish other Beginners Courses to relieve strain on Adelaide Archery Club and AJAD program.	Coaching Coordinator Junior Club Coordinator	Current and ongoing	Coaching Coordinator
M3	Unexpected increase in membership applications	MEDIUM	Anticipate as a result of a local archer achieving a high profile success in archery competition (World Champion, Olympic medallist). Encourage Archery SA to establish other Beginners Courses to relieve strain on Adelaide Archery Club and AJAD program. Divert membership enquiries to other metropolitan archery clubs	Coaching Coordinator, Archery SA Delegate	Current and ongoing	Executive Committee
M4	Risk to Club image resulting from arrow damage in unsuitable butts.	MEDIUM	Continual development of target butt materials/construction to minimise arrow damage. Use of experimental target butts to field-test new materials/construction.	Ad hoc Committee for the purpose	Current and ongoing	Executive Committee

RISK		RISK LEVEL	RISK TREATMENT	RESPONSIBLE	TIMETABLE	MONITORING
M5	Coaching (inadvertent but inappropriate touching or comments)	LOW	Use only qualified archery coaches who have had training regarding appropriate/inappropriate physical contact as part of their coaching accreditation. Coaches are required to sign the "Code of Ethics" form endorsed by Archery Australia and the Australian Sports Commission for re-accreditation. Ensure that any coaching assistants involved in Beginners Courses or "Come 'n Try"s are carefully screened and given prior instruction in appropriate physical contact and comment. Such coaching assistants are only to be utilised under the supervision of a qualified coach.	Coaching Coordinator , Junior Club Coordinator and Member Protection Officer(s)	Current and ongoing	Executive Committee
M6	Coaching (intentional harassment, physical and/or sexual abuse)	LOW	Use only qualified archery coaches who have had training regarding appropriate/inappropriate physical contact as part of their coaching accreditation. Coaches are required to sign the "Code of Ethics" form endorsed by Archery Australia and the Australian Sports Commission for re-accreditation. Ensure that any coaching assistants involved in Beginners Courses or "Come 'n Try"s are carefully screened and given prior instruction in appropriate physical contact and comment. Require SA Police Clearance for personnel in key positions. Such coaching assistants are only to be utilised under the supervision of a qualified coach. A member may be expelled from the Club for conduct detrimental to the interests of the Club.	Coaching Coordinator , Junior Club Coordinator and Member Protection Officer(s)	Current and ongoing	Executive Committee