



Risk Management Plan



Version 2.0
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1. Risk Management Strategy

Introduction

The strategy aims to outline an overall approach to risk management that addresses the risks to club members concerning health and safety facing Noosa Outrigger Canoe Club (NOCC) in the delivery of its activities.

Risk management should be embedded within the daily operation of the club, from policy formulation to training sessions. Through understanding risks, decisions can be made effectively to ensure the health and safety of club members.

A risk management strategy does not focus on risk avoidance but on identifying and managing an acceptable level of risk.

About the Club

Noosa Outrigger Canoe Club Inc. (NOCC) is a non-profit organisation whose safety and operation is managed by club members. NOCC adheres to the 'Member Protection Policies (MPP)' and AO Rules as provided by the national governing body – the Australian Outrigger Canoe Racing Association (AOCRA).

The club comprises a Management Committee and members as follows: President, Vice President, Secretary, Treasurer, plus up to three other members.

The Secretary is the primary point of contact for club members and is also the person who makes direct contact with AOCRA and the zone. At the commencement of each Season, the club Secretary issues AOCRA with a list of contact persons for the Club. The list includes all committee members' contact details and conducts activities as outlined in the AOCRA Secretary's Handbook.

The Management Committee meets monthly and sometimes more frequently to discuss general business, including new guidelines and directives issued by AOCRA or the zone.

All paddlers are made aware of current and future requirements and their obligations as paddlers regarding safety and conduct when representing the club at regattas and other paddling-related functions and fundraisers.

This risk assessment outlines the process required to ensure training sessions are conducted safely. The risk assessment process is every paddler's responsibility, not just that of the coach/steerer/crew captain. Every paddler is responsible for his or her safety at all times. To ensure that all paddlers are aware of their responsibilities, all club members are obliged to read, understand and acknowledge this risk assessment.

Objectives of the Strategy

To develop a risk map that will identify and rank all significant risks facing the Club and enhance the confidence that activities can be delivered safely.

- To rank all risks in terms of likelihood of occurrence and consequence.
- To allocate clear roles, responsibilities and accountabilities for risk management.
- To facilitate compliance with all legal and other requirements, including those of the Australian Outrigger Canoe Racing Association.
- To raise awareness of the principles and benefits involved in the risk management process and to obtain member commitment to the principles of risk control.

Assessment and Review

This will involve consideration of all potential risks facing the Club in delivering its activities with risks broken down into appropriate headings (e.g. water safety, equipment, manual handling, night training etc.).

All risks should be clearly defined together with the existing controls to manage them. Considering the adequacy of the present control system will avoid duplication of resources as several of the identified risks may already prove to be effectively controlled.

Procedures in place must be adequate to manage the identified risk. Where control weaknesses are identified, these should be noted so that the proposed action is taken to remedy such deficiencies.

The Safety Officer will undertake the identification of risks. Input will be obtained from the committee and members to ensure that all risks have been considered and that important risk and control issues have not been overlooked.

Risk Ranking

As not all risks represent an equal significance to the club and its members, each area shall be ranked both likelihood and consequence.

Action Plan

Once risks have been identified and quantified, the next step is to control and manage them. This will involve considering cost-effective action, which will be judged against risk ranking, and the likelihood of occurrence. The proposed action will then be mapped against the specified risk together with an implementation date reflected by the perceived urgency and the named person designated for managing the risk.

Benefits of Risk Management

Provided the risk management approach is effectively planned and executed, the benefits of the risk process should encompass the following:

- Awareness of significant risks with priority ranking assists the efficient planning of resources.
- Enhancement of focus for internal audit needs assessment and planning.
- Recognition of responsibility and accountability.
- Aid to strategic and business planning.
- Identification of new opportunities.
- Action plan for the effective management of significant risks.

Ongoing Review

It should be noted that in order to realise its full potential, the Risk Management process should be subject to periodic review. This will ensure that the risk plan is updated to modify the perceived risks, recognising that new risks may arise whilst others will either disappear or become less significant in terms of priority.

Monitoring the effectiveness of the process is vital and the Club should ensure that:

- Clear responsibility exists for the management of a particular risk area.
- Reporting arrangements should be in place, which will highlight changes in risk priority and any instances where risks are not being effectively managed.
- Procedures are in place, which will ensure the review of the effectiveness of the overall risk process.
- Methods are established for the appraisal of the performance of the risk management process and suitable performance standards and implemented by which the process may be reviewed.

2. Risk Management Plan

Risk Assessment Methodology

Risks are to be identified in accordance with the likelihood and consequence criteria in Table 1 and Table 2.

Table 1 Qualitative Consequence Measures

Level	Description	Example detail description
1	Insignificant	No injuries.
2	Minor	First aid treatment on-site.
3	Moderate	Medical treatment required off-site.
4	Major	Extensive injuries requiring ongoing treatment.
5	Catastrophic	Death or permanent disability.

Table 2 Qualitative Measures of Likelihood

Level	Description	Example detail description
A	Almost certain	Is expected to occur in most circumstances.
B	Likely	Will probably occur in most circumstances.
C	Possible	Might occur at some time.
D	Unlikely	Could occur at some time.
E	Rare	May occur, only in exceptional circumstances.

The risk score for each of the identified hazards is to be calculated using the risk matrix in Table 3.

Table 3 Risk Matrix

Likelihood	Consequences				
	Insignificant 1	Minor	Moderate	Major	Catastrophic 5
A (Almost certain)	L	H	H	E	E

B (Likely)	L	M	H	E	E
C (Moderate)	L	L	M	H	E
D (Unlikely)	L	L	L	M	H
E (Rare)	L	L	L	M	M

Legend: **E:** Extreme risk; **H:** High risk; **M:** Moderate risk; **L:** Low risk

Risk is firstly to be identified without current control measures, unmitigated risk. Mitigated risk is to then to be assessed, this is risk with current controls.

If the mitigated risk is unacceptable, further risk treatments must be implemented.

Risk Assessment

Activity	Hazard	Unmitigated Risk			Mitigated Risk			
		Likelihood	Consequence	Risk	Controls	Likelihood	Consequence	Risk
River Training	Collision with other craft	D	5	H	Safety Policy	E	5	M
	Solar radiation	B	2	M	Sun Safe policy	D	2	L
	Injury including knocks,	C	3	M	Coaching policy	D	3	L
	Cardiac arrest or other	E	5	M	Coaching policy	E	5	M
	Capsize or canoe flooding	C	2	E	Safety Policy	E	5	M
	Crew member getting into	C	2	M	Safety Policy	C	2	L
Coastal Training	Collision with other craft	E	5	M	Safety Policy	E	5	M
	Solar radiation	See river training						
	Injury	See river training						
	Cardiac arrest or other	See river training						
	Capsize or canoe flooding	C	2	E	Safety Policy	E	5	M
	Crew member getting	C	2	E	Safety Policy	E	5	M
	Collision with other	C	5	E	Night-time Paddling	E	5	M

Activity	Hazard	Unmitigated Risk			Mitigated Risk			
		Likelihood	Consequence	Risk	Controls	Likelihood	Consequence	Risk
	Injury	See river training						
	Cardiac arrest or other serious medical condition	See river training						
	Capsize or canoe sinking	See river training						
Launching canoes	Injury due to lifting canoes	C	3	M	Safety Policy	C	3	M
	Slipping on boat ramp	C	3	M	Safety Policy	C	3	M
	Trapping finger between boat and trolley	C	3	M	Safety Policy	C	3	M

Action Plan

The following risks have been identified as unacceptable and action has been identified to mitigate that risk.

Activity	Hazard	Action	Responsibility	Date
Launching boats	Injury due to lifting canoes.	Review of canoe handling to be undertaken and a policy / procedure or alternative equipment to be implemented.	Safety Officer.	July 23.
	Slipping near canoe.			
	Trapping leg in sand or against canoe.			

Note: items included in the action plan are identified due to recent events or occurrences.

3. Policies and Procedures relevant to Risk

Safety Policy

Noosa River Environment

There are some unique risk management issues when paddling in the Noosa River and attempting to cross the bar.

The primary risk whilst paddling in the river area is the potential for interactions between outrigger canoes and larger marine vessels, including dredges, fishing, boats, general marine pleasure craft and people carrying out varied recreational activities (e.g. stand-up paddle board riders, kayakers and surf skis etc.). All preventative measures must be taken to avoid collisions, including canoes giving way to larger craft and using lights during night-time and low-light paddling. The canoe launch point is relatively protected and upriver of most major marine traffic. All paddlers must be aware of the other craft and people in the area and alert their steerer when required.

The area from the bridges south to Lake Weyba is restricted to all NOCC canoes. There is no access to this part of the river due to strong currents, in-water obstacles and the risk of serious damage and injury.

Crossing The Noosa Bar

Noosa is a designated coastal bar. Even on a good day, conditions on a bar can change quickly and without warning. Local knowledge, experience, type of canoe, and crew make-up are critical factors when attempting bar crossings. If the weather looks adverse, a bar crossing should not be attempted. A coastal bar should never be underestimated as even small waves can capsize or swamp and sink a canoe. It is mandatory in this club that all paddlers in canoes exiting the river and crossing the bar or entering the river from the ocean must wear a life jacket. (PFD) Racing covers must be fitted to V6 canoes if attempting a bar crossing and be zipped up as instructed by the steers person.

All paddlers must adhere to the following when crossing the bar:

- Steerers are considered “Masters” of the craft and have the final say on whether a bar crossing will be attempted; if a steerer deems the conditions unsafe, the decision must be accepted as final for that day.
- All paddlers exiting the river and crossing the bar or entering the river from the ocean must wear a life jacket (PFD). *See below new regulations as at December 2024.
- Racing covers must be fitted to V6 canoes if attempting a bar crossing and be zipped up as instructed by the steers person.

If the weather looks adverse, don't risk a bar crossing.

Only experienced steerers should attempt to cross the bar and only after a thorough assessment of conditions has been completed.

The following factors must be considered:

- State of tide and current flow in the bar;
- Sea conditions including ground swell size and wave period and shape of breaking waves;
- Wind strength and direction.

All steerers MUST hold position inside the bar to observe wave patterns and conditions before crossing to ensure the canoe is seaworthy and carrying all the required equipment (See OC6 Canoe Equipment Checklist

below). Crossing a bar on a run-out tide when the most dangerous wave conditions usually occur increases the potential risks. It should only be considered when the bar conditions regarding swell size and wind strength are favourable. Be prepared to cancel or delay the crossing when the tide is ebbing, and wind strength and wave conditions are unfavourable. The crew set up for a bar crossing is to be set by the steerer considering the experience and strength of individuals (male or female). Paddlers in seats 1-2 MUST be aware of risks and indicate consent to sit in the seat to steerer /coach and be mindful of the impact minimising procedures (i.e. duck and tuck). Other paddlers must also ensure their paddles are “locked” into the water as waves pass.

Covers are to be placed on canoes at the Steerers discretion.

Any time a crossing is attempted (in or out), patience by paddlers is required, and only the steerer's directions are to be followed and carried out as promptly as possible. Steerers must accept the request of any crew member not wishing to cross the bar.

New lifejacket rules starting from 1 December 2024

Wearing a lifejacket [personal floatation device PFD] is **compulsory**:

- When alone or accompanied only by children under 12 years in an open boat less than 4.8m in length and underway.
- During the crossing of a designated coastal bar in an open boat, as well as in any open area of a boat of any length, and on certain craft.
- While boating between sunset and sunrise in an open boat less than 4.8m in length and underway.
- Children aged over one year and under 12 years must wear a lifejacket when on an open boat or in the open area of a boat of any length while it's underway.

Update – June 2025: QLD Maritime has made it clear that no exemptions will be granted for regattas or club training under this rule and the decision from QLD Maritime is firm. Acceptance of Level 50 lifejackets (as opposed to bulkier types) is a positive outcome and should be seen as a practical and more comfortable solution for paddlers under the current regulations.

Specific craft requirements as of 1 December 2024

You must wear a lifejacket when crossing a designated coastal bar in the following types of craft:

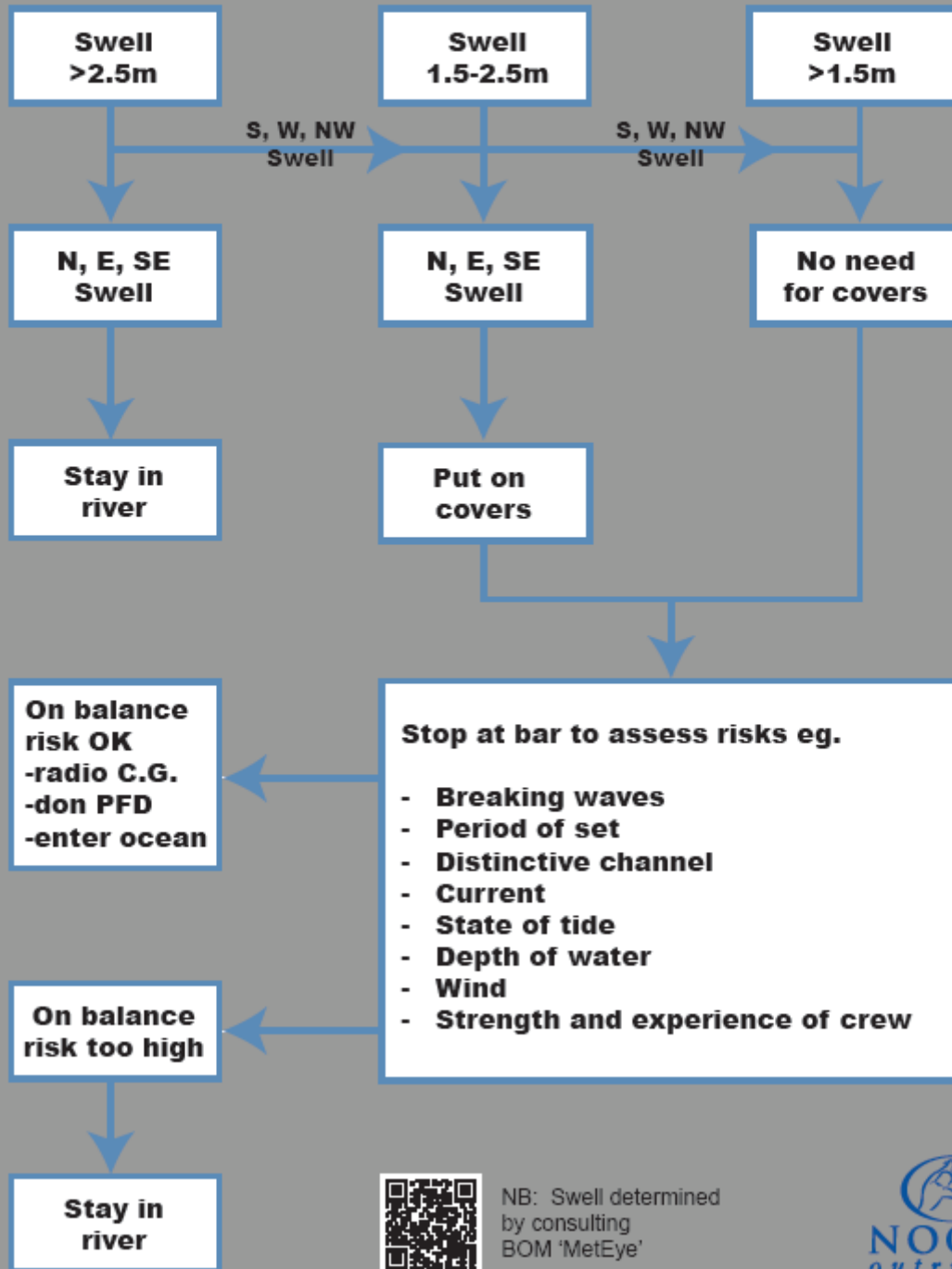
- Small sail boats (fun boats, lasers, herons);
- Pedal boats;
- Rafts (including inflatable rafts);
- Rowboats (excluding those operated by Surf Life Saving Australia Clubs);
- Sea and surf kayaks.

The following flowchart will assist in the decision to cross the bar.

The document can be found on the NOCC Website in the Members Area under Club Information.



noosa bar risk flowchart



NB: Swell determined by consulting BOM 'MetEye'

Record Keeping Policy

NOCC will maintain the following records:

- Training session coaches must keep a diary of all coaching instruction carried out.
- Paddlers borrowing club OC1s or OC2s will be required to have a coach with them and a record of all paddlers to be kept by the coaches.
- A register will be kept for all OC training sessions.
- A paddler must complete and sign all pages of this document as proof that he or she is familiar with the club's policies, rules, and directives.
- As AOCRA members, all NOCC must complete the Medical Declaration if any medications are in use. Any significant injuries, such as back, heart, pregnancy etc, are noted, and a Doctors' Certificate stating the member's fitness must accompany the application.
- A register of member training is to be maintained by the Club; this is to include, but is not limited to, the following: First Aid; steerer, coach and boat licences.

Incident Reporting and Investigation Procedure

- All incidents including First Aid treatments, Medically Treated Injuries and Near Misses are to be reported and the appropriate report forms are to be completed.
- Incidents are to be reported to AOCRA via the AOCRA website.
- www.aocra.com.au is the website for AOCRA and all administrative documents, regatta schedules, sporting updates, latest news and regatta results are available on this site.
- An online incident report (www.aocra.com.au) must be completed by the steerer (or the coach on duty) as per AOCRA requirements. Members MUST log into the AOCRA website to be able to lodge an incident report. Incidents must be reported within 7 days of the event.
- A copy of the report is automatically sent to the AOCRA Safety Officer and the zone and club secretaries.
- An incident report MUST be completed to enable a paddler to make an insurance claim for medical or related expenses and equipment damage claims.
- A NOCC incident form should also be completed as part of the club's ongoing risk assessment process.
- The decision to refer a person for medical treatment is at the discretion of the First Aider. However, if a person is to be taken off-site for medical treatment, the steerer/coach must contact the Safety Officer or Club President at that time. AOCRA should be advised immediately of any reportable incident that occurs.
- A nominated First Aider must accompany all injured persons requiring medical attention to the doctor/hospital.
- All medically treated injuries shall be immediately reported to the Safety Officer for determining investigation requirements and recording. Reporting of Near Miss incidents is to occur by the next day.
- The severity of the accident/incident will determine the minimum composition of the investigation team. If an injury occurs, the injured person is to be included, where possible, in the investigation process.
- All members shall be responsible for reporting all paddling-related incidents/injuries to their immediate Steerer/Coach at the time of the incident/injury and before the end of their session. Failure to report an incident/injury could result in no support for an insurance claim.

Emergency Evacuation Procedure (on water)

- Steerer, Coach and First Aider to ascertain situation.
- The closest point of withdrawal identified.
- Emergency personnel notified (see emergency contact list).

Canoe Regatta Safety Equipment Procedure

All canoes shall carry a minimum of two (2) bailing buckets or similar equipment to bail out canoes.

A towrope of 25 metres minimum length by 12 mm diameter,

SILVER ROPE, available for immediate use, is compulsory on all OC6 canoes for ALL MARATHON RACES.

NOTE: NOCC will teach paddlers the correct TOWING procedure. All canoes shall carry a minimum of One (1) spare paddle

Storm covers are to be fitted at the direction of the Race Director or other officials or for training sessions in prevailing conditions.

The captain of each team is responsible for the rigging of the canoe and inspection for seaworthiness before each event or training session.

All crew shall be swim competent and capsize experienced.

Where required by AOCRA rules, a PFD for each person in the canoe shall be carried on board each canoe.

Strong Wind Warning

AOCRA has a strict policy on using canoes during strong and gale force wind warnings (winds above 34kts). Under no circumstances are canoes to be put into the water during a gale force warning.

Thunderstorms or Forecast Thunderstorms

No paddling races or training will be conducted during forecast or actual thunderstorms.

Canoe Safety Equipment

NOCC requires all canoes carry the following safety equipment during each training session.

OC6 – LIST the safety equipment here:

- A Type 1, 2 or 3 PFD MUST be carried on board each canoe - one for each paddler – every time the canoe is put on the water.
- It is a club requirement that each paddler supply their own PFD.

OC1/2 – LIST safety equipment here.

- A Type 1, 2 or 3 PFD MUST be carried on board each canoe (but preferably worn)- one for each paddler – every time the canoe is put on the water.
- A Leg rope is a mandatory safety feature and must be attached to OC1/OC2 canoes. It is recommended that paddlers use them to ensure their own personal safety, especially when offshore and/ or in conditions where the paddler/s may become separated from their canoe.
- If training at or near dark paddlers must wear a light attached to their person or canoe – e.g. headlight.

- All sessions must be logged with an on shore person and include an expected return time.
- All paddlers must log the training session on the sign-in and sign out sheet on the club notice board
- Paddlers are not permitted to train on club canoes alone. There must be at least two paddlers in attendance at all times.
- When training at dusk or dawn or sessions that start or finish in the hours of darkness, the following equipment must also be included:
 - Flashing light with 360 degree visibility on all craft
- For sessions that start or end in hours of darkness, sessions are carried out in areas out of significant boat traffic.
- Storm covers are to be put on canoes in the event of rough conditions. This is at the discretion of the team Coach and Captains.
- The canoe rigging must be checked before every session and re-rigged where necessary.
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- The steerer (or master) of the canoe is legally responsible for the navigation and direction of the canoe and the paddlers in the canoe. All paddlers must follow the steerers directions.
- The captain of each crew is responsible for the safety of the canoe and the paddlers.
- It is good practice for all paddlers to check the canoe, whilst it remains the captain's responsibility
- There are at most 6 paddlers in each canoe for any session.
- Any person showing signs of alcohol consumption or other erratic/unsafe behaviours will not be allowed in the canoe.
- A sign out and sign-in sheet is held in the club notice board for training sessions and may be utilised by the coaches (ATTACHMENT 1).

A team captain is appointed for each crew for every training session. This person ensures the safety of all of their crew. This person ensures the canoe is equipped for the training session and meets the club safety requirements. This can be the steerer. The captain may delegate this responsibility to an experienced member of the crew.

OC1/2/V1 the club will follow the minimum requirements that paddlers must adhere to when paddling outrigger small craft, that is any craft other than a OC6, to be eligible for personal accident and liability insurance cover- for both enclosed waters and for open waters.

OC6 – the club will adhere to the AO rules (8.7) regarding training in offshore and coastal waters.

Accident Procedures

All paddlers should be made aware of preventative measures and how to deal with a situation on the water.

Measures may include:

- Use of PFDs;
- Bailing techniques;
- Understanding the ocean / waterways;
- How to rig a canoe;
- How to huli and recover a canoe;
- How to exit and reboard a canoe;
- Managing a canoe in the surf;
- Attaching storm covers;
- Use of a tow rope.

All incidents (injury & equipment damage) will be reported immediately to the Club Secretary or president. No one else is suitable and one of these people MUST be contacted. All incidents must be logged into the AOCRA online system within 7 days of the incident.

Compliance

NOCC complies with all AOCRA policies, rules, regulations, requirements and guidelines. All members are made aware of their membership obligations and requirements for training. If a member decides to train or paddle using club equipment outside club approval/guidelines they do so at their own risk and responsibility.

4. Document Control

Document Description	Version	Reason for Issue	Approved by	Date
Risk Management Plan	1.0	New document		28/06/21
Risk Management Plan	1.1			28/06/24
Risk Management Plan	1.2	Formatting and adding of Noosa Bar Flow Risk Chart.		11/01/24
Risk Management Plan	1.3	Update of new requirements and removal of Policies /Procedures to a separate document.		09/2025

ATTACHMENT 1 – SIGN IN & OUT SHEETS

OC6 CHECKLIST		OC1 /2 CHECKLIST	
	Spare Paddle		Leg rope on canoe
	Rigging checked		PFD /Lifejacket on canoe [preferably worn by paddler]
	Safety Pack		Advised on land person of course to be taken and expected return time.
	PFDs [lifejacked] for each paddler [6]		
	Lights [if necessary]		
	New paddlers briefed		
	Comms /Radio		
	2 bailers		
	Advise coast guard of expected time of return		

DATE	SESSION	TIME IN	SIGN IN	TIME OUT	SIGN OUT
TODAYS DATE	OC6, 1 or 2	Time leaving for paddle	Signature of steerer	Time back to beach	Signature of steerer

ATTACHMENT 2 - PADDLERS ACKNOWLEDGEMENT

RISK ASSESSMENT ACKNOWLEDGEMENT

As a member of NOCC Outrigger Canoe Club I have been made aware of the Risk Assessment document for the Club.

I have read the document.

I understand my obligations as a member of the Club to adhere to all the safety requirements as per this Risk Assessment.

Surname	
First Name	
Signature	
Date	

ATTACHMENT 3 – CLUB ACTIVITY RISK ASSESSMENT

Risks for consideration when developing a Risk Management Plan include:

- Late Canoe Procedure – if a canoe has not returned from training/racing, what do you do , who do you call etc.;
- Sun stroke / hyperthermia;
- Sharks / stingers;
- Shore break;
- Sand Bar;
- Beach launch;
- Shipping / Boating traffic;
- Storms (including electrical);
- Huli-ing or capsize;
- Lifting / launching canoes;
- Strong Wind Warning;
- Poor state of equipment;
- Lack of light;
- High / low water and/or air temperature;
- People on the beach;
- Volunteers;
- Parents of junior paddlers;
- Transporting canoes (on trailers to and from sites);
- Medical Emergencies;
- Coaches – qualifications.

ATTACHMENT 4 – EMERGENCY CONTACT LIST

Contact:	Details	Phone
Ambulance		000
Police	Noosa Station	54408111
Coast Guard	Emergency 54497670	General
Fire Brigade		000
Club Secretary	Frankie Errickson	0427 227 428
Club President	Mark Gravalin	0409 322 447
Vice President	Tim Fisher	0431 407 709
Head Coaches:	Flea White [Juniors + 5am Women]	0417 199 366
	Chris Mitchell	0407 735 275
	Paul Squire	0428 551 110
	Des Mabbot	0420 935 769
Hospital	Noosa Hospital	07 5455 9200
NYRC		07 5449 8602
MSQ Noosa	Gary Patten	0436 949 506
Taxi	Black & White	131 008