



DELL QUAY SAILING CLUB

DQSC RISK MANAGEMENT POLICY

Contents

1. Introduction
2. Recognition and 'Ownership' of Risk.
3. Risk appetite and risk management structure
 - 3.1. Strategic risk
 - 3.2. Developmental risk
 - 3.3. Reputational risk
 - 3.4. Operational Risk
 - 3.5. Financial Risk
 - 3.6. Health, Safety and Environmental Risks
 - 3.7. Opportunity and Threat based risks
4. Risk Management Structure
 - 4.1. Risk Management Process
 - 4.2. Risk Review
5. Compliance

Annex A: Risk Management Process Guide

- A1. DQSC Risk process

Annex B: Risk Classification and Quantification Guide

- B1. DQSC Risk Categories (Taxonomy)
- B2. Business Risk Ratings
- B3. Health, Safety and Environmental Risk Ratings

Annex C: Risk Register Example

- C1. GC Risk Register



DELL QUAY SAILING CLUB

DQSC RISK MANAGEMENT POLICY

Date	Reviewed/Amended
May 2019	

1. Introduction

This policy sets out Dell Quay Sailing Club (DQSC) guidance relating to the recognition and management of major organisational (business and HSE) risks. It applies to all individuals working for and representing DQSC which includes DQSC's members and all contractors and/or related personnel of DQSC acting in any capacity or activity sanctioned by the club.

2. Recognition and 'Ownership' of Risk.

The risk management process is a part of the overall management activity of the DQSC. Policy is created, reviewed and changed by the General Committee and implemented by the Commodore and the committee on a day to day basis. It is open to any member, workers (people on duty), committee member or volunteer to suggest that a risk exists and that it is sufficiently significant to require recognition in the Risk Register. The Commodore is accountable for maintaining the Risk process. Flag Officers and members of the General Committee are responsible for managing relevant risk matters and for periodic reviews of the appropriate register and mitigating actions in conjunction with their respective committee (House, Sailing, Cruiser and General Committee). The lead Committee(s) are identified against each risk listed in the register.

3. Risk appetite and risk management structure

The level of risk associated with the attainment of DQSC objectives is decided by the General Committee. This provides oversight and consistency in the level of risk taken by DQSC as a whole and ensures that the balance of risk against benefits across operations is appropriately managed and aligned at all times. The key descriptors to be considered when evaluating risk are as follows:

3.1. Strategic risk

DQSC recognises it works in a changing environment where its judgements have a considerable profile and sensitivity in matters relating to the efficient running of the club and which may necessitate a refinement to its existing processes. It will accept some moderate risks in these circumstances to ensure it is positioned to optimum advantage in relation to the strategic aims.

3.2. Developmental risk

DQSC accepts a degree of risk that is part and parcel of its willingness to take on new functions, facilitate change and evolve to meet changing priorities and develop its core business to the benefit of its membership. These risks will be closely monitored and managed so that business objectives are achieved and to ensure our stakeholders and members have confidence in our offer.



DELL QUAY SAILING CLUB

3.3. Reputational risk

DQSC has a low risk appetite for actions and decisions which may damage the quality of the club and thus our reputation. The degree of exposure to any identified risk should be commensurate with the ability of DQSC to take action to mitigate that risk. However, wherever possible and practical, actions will be identified to mitigate all risks assessed as Amber or above.

3.4. Operational Risk

Operational risk describes the kind of risk that can occur from the 'normal activities' of the club, such as a Club organized cruise or a race. Typically, these involve risks around the management of the event, including having enough volunteers. The club has a moderate appetite to operational risk, accepting that members will find ways to support continued operations even when things go wrong; the club will only cancel events when absolutely necessary and will introduce new activities to support members' experience of DQSC.

3.5. Financial Risk

Financial risk is described as risks with directly impact the financial health of the club. The club has a low risk tolerance for financial risk.

3.6. Health, Safety and Environmental Risks

Health, Safety and environmental risks may arise from any of the club's activities and have the potential to impact both volunteers and participants. Sailing is an inherently risky activity so the Club has a moderate appetite for H&S risks: first and foremost the club complies with the Law and also follows RYA guidance as best practice. For training centre activities the club adheres, at a minimum, to RYA mandated practice.

3.7. Opportunity and Threat based risks

This Risk policy document identifies risk as, ' a situation, should it happen, would result in either a positive or detrimental impact on the objectives of the Club. Negatively impacting risk are described as 'Threats', and positively impacting risks are described as 'Opportunity'. This risk policy is focused on both threat and opportunity based risk management.

4. Risk Management Structure

4.1. Risk Management Process

A diagrammatic representation of the risk management process is in Annex A. A simple 4 step approach is taken.

Firstly, **risks are identified**. Those proposing new entries for the register should draft the full text required (including details of any mitigating action in hand or proposed), and indicate the category of the risk.

Risks are classified in accordance with the matrix set out in Annex A. Where mitigating actions are required these should be initiated and controlled using normal committee action planning methods and registered in the Risk Register (Annex B)



DELL QUAY SAILING CLUB

It should be noted that the Risk Register is just that: a reference listing of information about risks; it is not itself an action-generating or managing document.

An example of the DQSC Risk register is presented in Annex C.

4.2. Risk Review

Whilst the control of risk is an ongoing and everyday part of management, it is necessary to carry out periodic, formal reviews of the Risk Register in order to ensure that all concerned are aware of the current state of play. The register is reviewed by the General Committee on a quarterly basis and at any point where a new risk arises or significant change to the existing risk register take place.

5. Compliance

This policy will be reviewed annually unless circumstances dictate more frequent reviews. Compliance of this policy will be monitored by the General Committee and the Commodore.

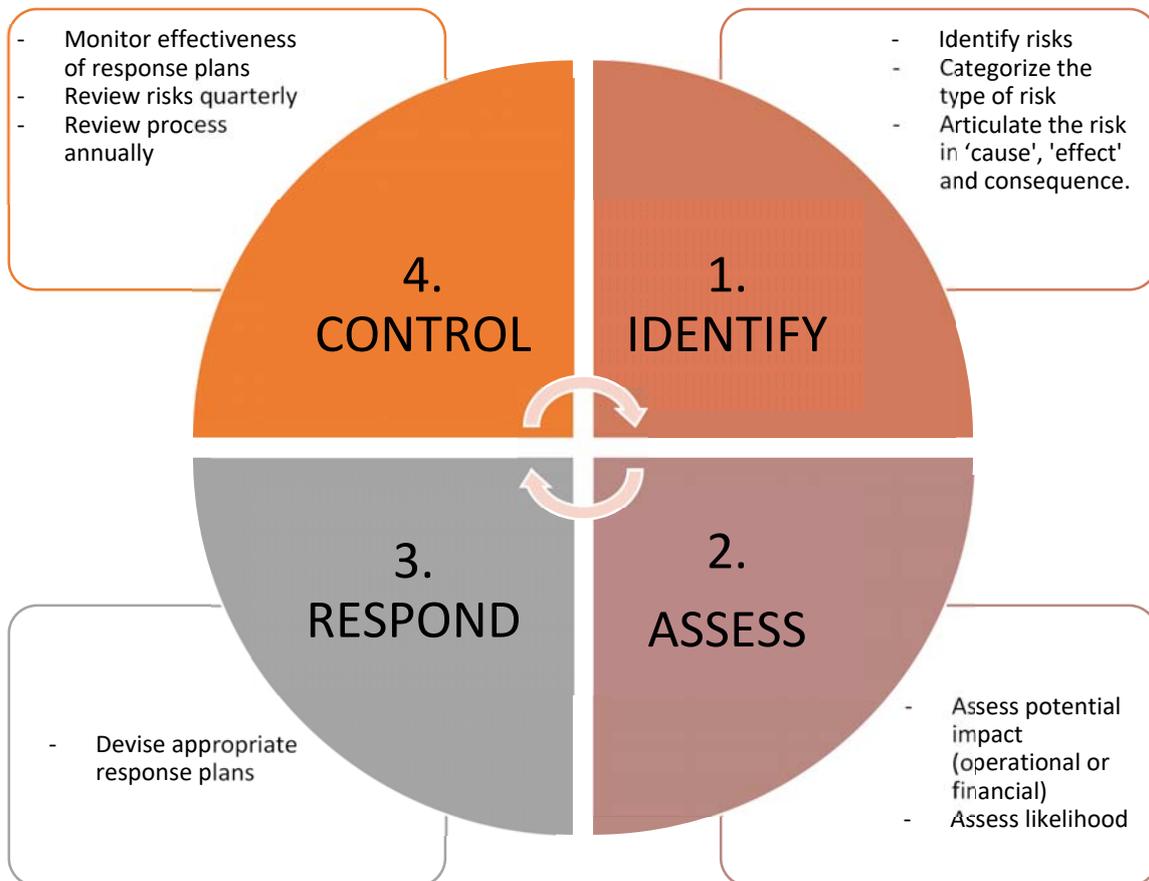


DELL QUAY SAILING CLUB

Annex A: Risk Management Process Guide

A1. DQSC Risk process

The DQSC Risk process below shows the 4 stages of the risk management. These are 1, Identification of the risk, 2, Assessment of the risk (impact and probability), 3, Response (measures and actions to manage the risk) and 4, Control (reviews risk process performance).





DELL QUAY SAILING CLUB

Annex B: Risk Classification and Quantification Guide

B1. DQSC Risk Categories (Taxonomy)

Risks are classified under the following Risk Categories:

No.	Risk Category*	Description
1	Strategic	Impact to the Strategic intent of the club
2	Developmental	Impacts relating to change of activity in the club
3	Reputational	How the club is viewed by stakeholders
4	Operational	Activity based risks from vessels, club, facilities on and off the water including Security and Environmental related issues
5	Financial	Direct financial impacts on the club
6	Safety and Health	Safety and health related risks

*Risk categories 1-5 are collectively known as the Club's 'Business risks', i.e. those risks that impact on the Club's viability as a business.

B2. Business Risk Ratings

Risks are given the following ratings for assessment purposes, to aid prioritisation.

Business Risk Matrix (Threat and Opportunity)

LIKELIHOOD	High	Yellow M	Blue H	Purple VH
	Med ium	Green L	Yellow M	Blue H
	Low	Green L	Green L	Blue H
		Low	Medium	High
			IMPACT	

Likelihood	Percentage (-ve and +ve)	Description (-ve and +ve)
Low	<5 %	Rare, may occur in exceptional circumstances.
Medium	5-50%	Could occur, at some point in time.
High	>50%	Will probably occur

Impact	Financial (£)	Description
Low	<1000	Limited impact on the Club's operations
Medium	>1000 to <10000	Significant impact on one part of the Club's operations or a moderate impact on the operations of the Club as a whole
High	>10000	Significant impact on the Club's operations



DELL QUAY SAILING CLUB

B3. Health, Safety and Environmental Risk Ratings

Risks are given the following ratings for assessment purposes, to aid prioritization.
Health and Safety Risk Matrix (Threat and Opportunity)

LIKELIHOOD	High	Yellow M	Blue H	Purple VH
	Medium	Green L	Yellow M	Blue H
	Low	Green L	Green L	Blue H
		Low	Medium	High

IMPACT

Likelihood	Probability	Descriptor
Low	<5 %	never occurred in harbour or club
Medium	5-50%	occurred in past 5 years in harbour or club)
High	>50%	occurred in past 1 year in harbour or club

Impact	H&S	Environmental (-ve and +ve)
Low	Minor injury*	Limited impact on the Club's operations
Medium	Several Minor injuries**	Significant impact on one part of the Club's operations or a moderate impact on the operations of the Club as a whole
High	Multiple Minor injury or single Major injury**	Significant impact on the Club's operations

* =Minor injury not needing first aid on site.

**= Major injury requiring first aid on site and or/external medical support (e.g. Emergency Services)



DELL QUAY SAILING CLUB

Annex C: Risk Register Example

C1. GC Risk Register

RISK ID	SOURCE	THREAT/OPPORTUNITY	Risk Category	Title	Risk Description			PI	Mitigating Actions in place
					Cause [Because...]	Event [...could happen]	Effect [...which would lead to]		
1	General	Threat	Business Financial	Bank failure	Aldemore bank fails	we lose all funds over £85k in the account	financial distress for the Club, loss of confidence in GC management	LH	Minimise amount over £85k in the account; check with GC when depositing any funds that take total over £85k
2	Sailing	Threat	Business Operational	Duty failure	Multiple duty volunteers fail to turn up over a number of weeks	racers have to cover duties themselves	loss of confidence in the duty system, loss of co-incidence in that series, racing numbers drop	MM	DO call round, Duty Coordinator oversight
3	House	Opp	Business Financial	Increase profits from Club events	market take away pizzas at end of Fun Fridays	higher turn out at club events	increased profits	HL	None