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1. Policy

1.1 Archery Victoria is mindful of the risks associated with conducting archery and other activities at Club level. Archery Victoria has developed this basic risk management policy for use by people who are not Risk Management professionals, with a view to providing a safer sporting environment and experience, for Clubs, archers and visitors.

1.2 This Policy applies first and foremost to the Board of Archery Victoria. It also applies to Club Committee Members, to all Coaches, Judges, Team Managers, Event Managers and Tournament Directors and all volunteers who work on and interact with Archery Victoria's events and activities.

The Policy is also intended to be a model for Clubs for the development of risk management procedures and the implementation and review of systematic practices to minimize risks.

1.3 This Policy, and associated documents enter into force and applies as of 30 November 2025. It will be reviewed on or before 30 November 2027. Unless required by changes to legislation, changes to the Rules Archery Victoria or Archery Australia policies, or as determined necessary by the Archery Victoria Board

1.4 Copies of all documents can be obtained from the Archery Victoria website. Additional information is available from the Secretary, Archery Victoria.

2. Introduction

2.1 Today, amateur sport is managed by Boards of Management, with volunteer-run sporting organisations now have more responsibility to their members than ever before. Clubs need skills that go well beyond sport itself, including knowledge of law, insurance, member protection, technology, marketing, finance, and risk management.

2.2 Risk management is no longer just about keeping members safe from injury. It also means looking after money and people wisely, making good decisions, running the organisation well, and showing sponsors, government, and the community a positive image.

2.3 At its simplest, risk is the possibility of an injury or damage resulting from an activity. Risk management is the process of systematically avoiding, eliminating or minimising the adverse impact of all activities which may cause injury or damage. This process is a framework within which risk exposure can be identified, monitored and controlled. Persons involved in sport can use risk management as a tool by which they can meet their duties of care and thus avoid injury or damage to others and subsequent liability.

2.4 Risks which can be covered by a Risk Management Process include:

- Legal risks – Losses and costs arising from legal actions for breach of a common law or statutory duty of care;
- Physical risks – Injuries to participants and the public;
- Financial risks – Increased insurance premiums, costs associated with injuries for business reasons, loss of financial stability and asset value, replacement costs and earning capacity and increased external administrative costs;
- Moral and Ethical risks – Loss of quality of participant experience and confidence, adverse publicity and damage to image or reputation.
- Environmental risks – Damage to the environment (atmospheric / flora / fauna) resulting from Club activities.

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- Governance risks – Loss to Clubs as a direct result of inappropriate management processes or decisions.

3. Risks That Need to be Managed

3.1 From a risk management perspective, Archery Victoria has three key areas of responsibility:

1. Providing a safe environment by ensuring that members and others can participate in programs safely. This requires clear policies and standards, safe facilities, and activities delivered by qualified personnel and trained volunteers.
2. Making fair decisions especially those affecting members, are made fairly and transparently. This involves having clear policies and procedures that comply with legislation, and applying them consistently when making important decisions or resolving disputes.
3. Protecting assets and resources of the organisation by properly managing and safeguarding them. This includes financial resources, equipment, facilities, and intangible assets such as data, reputation, image, and marketing.

4. Commitment to Risk Management:

4.1 “Risk management is recognized as an integral part of good management practice. To be most effective, risk management should become part of an organization's culture. It should be integrated into the organization's philosophy, practices and business plans rather than be viewed or practiced as a separate program. When this is achieved, risk management is owned by everyone in the organisation”.

4.2 Archery Victoria has a commitment to use risk management practices to support and enhance our activities in all areas of the organisation. We will endeavour to;

- Develop and use a risk management plan to minimise reasonably foreseeable disruption to operations, harm to people and damage to property;
- Ensure risk management is an integral part of all our decision-making processes;
- Identify and take advantage of opportunities to minimise adverse effects;
- Strive to continually improve our risk management practices; and
- Ensure people are trained to implement risk management effectively.

5. Risk Management Responsibilities

5.1 Board Responsibilities

- The Board is responsible for managing risks in all areas under its oversight. Risk management processes should be carried out regularly and again immediately after any incident.
- Board Members should be involved in developing Archery Victoria's risk management plan for managing risks in specific areas under its control.
 - For example, the Treasurer manages financial risks, and the Secretary manages human resource risks.

5.2 Club Committee Responsibilities

- Club Committees develop and implement the club's risk management plan.
- Members should be involved in creating the plan and managing risks in specific aspects of the Club's operations.
- The Club Committee shall monitor and review the plan's implementation. The plan should be reviewed:
 - At least every six months;

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- Before any event or tournament; and
 - Immediately after an incident

5.3 Participation and Collaboration

Key people, including Committee members, Coaches, Judges, and interested volunteers, must be involved at every step of the risk management process. These individuals bring the knowledge and training needed to address risks specific of archery and Club activities. Risk management should not be handled by a single person, as this can lead to incomplete or flawed outcomes.

5.4 Overall Responsibility

The overall responsibility for Archery Victoria's risk management rests with the Archery Victoria Board. The Board shares its responsibility with Club Committees who hold the responsibility for risk management within the Club. Larger clubs may choose to create a dedicated Risk Committee made up of key individuals to report directly to the Club Committee.

5.5 Identifying and managing risks is a shared responsibility, everyone involved in archery is responsible for their own safety and welfare, and the safety and welfare of others (duty of care). Identifying all types of risks, understanding their consequences, and managing them is part of the club's risk management system, and involves everyone in the organization.

3. Definitions

3.1 Duty of Care

3.1.1 The Law does not require associations to provide a completely risk-free environment. In fact, by agreeing to participate in archery activities, participants will be taken to have consented to those risks, which form an inevitable aspect of the sport. Archery Victoria/Clubs will not be required to take steps to counter risks where it would be unreasonable to expect them to do so in the circumstances. Archery Victoria/Clubs will however be expected to adopt reasonable precautions against risks which might result in injuries or damages which are reasonably foreseeable.

3.1.2 Negligence arises only when someone is in circumstances that create a duty of care, a responsibility to take reasonable steps to ensure the safety and welfare of another person or persons. This duty exists because of the relationship between individuals or groups. For example:

- Board Members and Club Committees have a duty to their members.
- Coaches have a duty to their athletes.
- Come 'n Try leaders have a duty to participants.
- Clubs have a duty to spectators.

3.1.3 In short, a duty is owed to anyone we can reasonably foresee might be affected by our actions.

3.2 Standard of Care

3.2.1 The 'standard of care' exhibited is central to determining negligence. While the duty to act responsibly is constant, the exact behaviour required varies with the circumstances. The standard isn't the same in every situation. It depends on things like:

- The level of knowledge that is held or available.
- The age and experience of participants.
- How much supervision is required or provided.
- The type of activity and the risks involved.
- The conditions (for example, indoors vs outdoors, weather, equipment).

3.2.2 There are four main guides to what standard of care applies:

1. Written rules and standards
 - Laws, safety regulations.
 - Standards, Codes, and Rules.

 - Specific policies and procedures (from Archery Victoria, Archery Australia, or other governing bodies).
 - Club or organisation's risk management policies.
2. Unwritten rules (common practice)
 - Things people in the sport or community generally do, even if not written down.
3. Court decisions (legal precedents)
 - Past court cases where similar situations have been judged. These show how the law has been applied before.
4. Common sense
 - Trusting your collective knowledge and experience.
 - If something feels 'not quite right', it probably is.

3.3 Negligence

3.3.1 For a person to successfully claim negligence, two more things also need to be shown:

1. That a person was harmed.
2. That the harm was caused (or made worse) by your failure to meet the standards of care.

3.3.2 Usually, the main question in a negligence case is not whether someone was harmed, but whether the 'standard of care' was met.

4. Documentation

4.1 Why Documentation Matters in Risk Management

4.1.1 Documentation is a cornerstone of effective risk management. It ensures compliance, supports decision-making, strengthens communication, drives improvement, and protects the organization from both financial and reputational harm, provides proof of the process.

4.1.2 Each phase of the Risk Management process shall be documented in order to:

- Record what and how decisions were made for future justification;
- Demonstrate that the process has been undertaken in a planned and systematic manner;
- Communicate to others the outcomes of the process;
- Provide an audit trail;
- Provide evidence of the due care undertaken for the process in the event a legal defence is required;
- Form an important part of the Club's compliance memory;
- Induct and educate incoming Committee and members;
- Monitor the progress of risk treatment plans;
- Review the risks on a regular basis and ensure the controls and treatments are operating as intended; and
- Facilitate a continuous improvement process.

4.2 Keeping Documents

4.2.1 The documentation maintained by the Archery Victoria and affiliated Clubs should provide an audit trail (story) of the Risk Management processes.

Attachments to this policy provide templates for minimum levels of documentation.

- Risk Register identifies the risks, associated existing controls, assessment of the Risk with the control in place for effectiveness, level of risk with the control in.

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- place (Residual Risk), additional control treatments to be undertaken, action plan for the control treatments, responsibility for actions, timelines for control treatments and resultant review of the risks with the full level of control.
 - Incident Register records any safety incidents that have occurred, including any immediate actions undertaken, recommendations for treatment, and when the matter was discussed by the Committee and when the actions were implemented.
 - Decisions of the Committee relative to the Risk Management discussions of incidents and identified Risks. (Risk Assessment Form and Risk Assessment Sheet) This documentation is generally contained within the Committee Minutes or for larger Clubs the Risk Committee.
 - Communications to Club members (Induction) and others should provide enough information to enable members to understand the safety issues and provide for a mechanism for members to report safety issues/incidents. Every member of the Club should be aware of who to make a report of a safety Incident or Risk and should sign to acknowledge that the risks have been explained to them.
 - Monitoring & Review documents (Incident Register) should record the process undertaken and the results of the review.

4.2.2 The documentation should justify the Board's and Club Committee's response to such questions as -

- Why was this risk identified as LOW and not MEDIUM?
- Why did the Committee accept this Residual Risk level?
- Why did the Committee decide on Treatment A rather than Treatment B?

4.3 Maintaining Documentation

4.3.1 Risk Management documentation can take any form with the following provisos:

- It must be complete such that future Boards and Committees will be able to follow and understand the decisions made and actions taken;
- It must be accessible to all people who are authorised;
- It must be in a format that is readily transportable, if in a computer file format, then at least 1 hardcopy should be printed each review cycle (6 months) and be retained as a backup; and
- If kept as a computer file, then regular backups should be maintained in a secure place away from the main computer resource.

4.4 Record Retention

4.4.1 Generally, a retention period of 7 years for Risk Management documentation is appropriate.

It is the responsibility of the Board and each Club Committee to ensure that documentation is retrievable throughout the retention period. Therefore, it would be best practice, to ensure that where computer systems are upgraded, documentation is converted to be accessible by the new system and appropriate backups made.

5. Risk Management Guidelines

5.1.1 The approach adopted by most organisations is based on the AS/NZS ISO 31000:2018 Risk Management Guidelines. Slight additions in this Policy have been made to AS/NZS ISO 31000 requirements while still maintaining compliance and are designed to assist Clubs in using the process.

5.1.2 This Policy has sought to simplify the steps set out in the AS/NZS ISO 31000; it includes the following stages in the Risk Management process:

- Risk Identification
- Risk Analysis
- Risk Treatment (action plan)
- Monitoring and Review
- Communication
- Adjusting the plan where appropriate.

5.1.3 This is not a “be-all-and-end-all” resource, which will make your Club litigation proof or completely fail-safe, however if followed, it may serve as a useful defence to claims of breach of duty of care.

5.1.4 Risks will vary between Archery Victoria and clubs, and from club to club, depending upon the circumstances and the ways in which each operates. It is up to the key people in each organisation when using this Policy to think about risks peculiar to their operations, and plan for their treatment accordingly.

5.1.5 All risks, whether generic to all activities or specific to a particular activity or environment should be included in the Risk Register for subsequent assessment and treatment.

5.2 Activities subjected to the Risk Management Process

5.2.1 The Board and all Clubs have activities that are regularly conducted (e.g. weekly) and others that are infrequently conducted (e.g. annually, a tournament, etc.). Many risks will be generic across all activities while some risks may be specific to a particular activity, all need to be assessed and mitigated.

5.2.2 The Board and Club Committee should determine how best to proceed in this regard, do they undertake a Risk Management process for each individual activity or do they undertake the one process and trust that all risks will be identified.

Note - One consideration in making this determination is ‘focus’. Generally, when the ‘focus’ is placed on a single activity all relevant risks associated with that activity are more likely to be identified. There will be duplication of risks identified with this method but there will also be a low likelihood of missing risks.

5.3 The Risk Management Process

Step 1: Identifying Risks

The first step in risk management is to work out what risks, currently exist, or may occur in the future, within the Club’s archery programs and activities.

The best people to help identify risks are those who are regularly involved in those programs or activities. Officials, coaches, and participants all have valuable insights based on their experience. Their practical knowledge is important for understanding why incidents happen, what problems might arise and how to remedy them.

When looking for risks, consider:

- The age of participants;
- The types of activities being run;
- The Club’s incident history (types and causes of incidents);
- The way activities are carried out and whether past problems have occurred.

Risk Categories

1. On-Field – Risks linked to running tournaments or activities once participants leave the clubhouse. These depend on the type of event, interactions between individuals, experience of participants and organisers, and the venue.
2. Pre- and Post-Event – Risks that occur before and after events, such as ground and target set up and maintenance.
3. Environment – Risks in the physical environment outside the shooting field, including the clubhouse, parking, and surrounding areas used by members, participants, or even the public.
4. Personnel – Risks relating to people involved: members, officials, participants, parents, minors, and spectators. The Club has a duty of care to everyone who may be affected by its activities.
5. Operational – The other activities of the Club outside of competitions.

Step 2: Analysing Risks

Once all reasonably foreseeable risks are identified, the next step is to assess them by looking at:

1. Likelihood – How likely the risk is to happen (Table 2.1);
2. Consequence – How serious the result would be if it did happen (Table 2.2);
3. Priority – How urgent it is to address the risk (Table 2.3).

By using the rating scales below, the Board/Club can rate each risk and set priorities for mitigating or managing them.

Likelihood	
Likely	Will occur at every archery event
Possible	Could occur once a year
Unlikely	Could occur once in 5 to 10 years
Remote	Could occur once in 10 to 100 years

Table 2.1 Likelihood

Consequence	
Extreme	Death or permanent disability Serious injury requiring long rehabilitation Financial loss over \$100,000 Major loss of reputation for the sport nationally Loss of government funding Committee member charged in relation to Club activities
Serious	Serious injury requiring rehabilitation Financial loss over \$50,000 Legal prosecution Significant damage to reputation
High	Injury requiring the person to have time off work Financial loss over \$5,000 Club reputation harmed
Low	Minor injury requiring only on-site first aid Financial loss under \$5,000 Negative media story about the Club

Table 2.1 Consequence (to be determined by Club Committee)

Note: The financial thresholds used in these tables should be adjusted to suit each Club's size and circumstances. For example, a \$1,000 loss may be extreme for a small Club but minor for a larger one.

Once risks have been rated for likelihood and consequence, the Board/Club can decide which risks need the most urgent attention and what actions should be taken to manage them.

Step 3: Using the Risk Matrix

The Risk Matrix helps decide how urgently a risk needs to be addressed. By combining the likelihood and the consequence ratings, each risk is given a priority level.

- Red (High Priority): Immediate action required
- Orange (Medium Priority): Action needed as soon as reasonably practicable
- Yellow (Low Priority): Monitor and manage as needed
- Green (Very Low Priority): Acceptable risk – no immediate action required

		Consequence			
		Extreme	Serious	High	Low
Likelihood	Likely	High	High	Medium	Medium
	Possible	High	High	Medium	Low
	Unlikely	Medium	Medium	Low	Very Low
	Remote	Medium	Medium	Low	Very Low

Table 3 Risk Matrix

Example:

If the shooting line faces a road, arrows could overshoot and land on or beyond the road. This risk is rated **Red** because it poses a ‘High Priority’ safety risk, meaning the Board/Club must act immediately to eliminate or control it.

Step 4: Deciding on Risk Treatments (Controls)

Once the priority of a risk is known, the Board/Club must decide what level of treatment or action is required. For each risk, ask:

- Can we eliminate the risk completely? or,
- Is it acceptable to reduce the likelihood to a safe level?

Note: Most often you can only reduce the likelihood the consequence if the incident happens will be the same.

Important: The Board/Club must formally agree on what level of risk is considered acceptable for the Board/Club, and document why they made that decision.

Existing Controls

Before deciding on new actions, check what controls are already in place and how effective they are.

- If the current measures are effective enough, no extra treatment may be needed.
- If they are inadequate or incomplete, more action will be required.

Treatment Options (Action Plan)

There are several ways to treat risk. The Board/Club should choose the most practical and effective options for each situation:

1. Avoid the risk – Stop or eliminate the activity causing the risk.
Example: Don't run an event if the safety of the range cannot be guaranteed.
2. Share the risk – Transfer part of the risk to another party.
Example: Take out insurance to cover potential accidents or losses.
3. Reduce the likelihood – Put in place controls that make the risk less likely to happen.
Example: Using wireless timing systems reduces trip hazards from cables on the field.
4. Reduce the consequence – Limit the damage if the risk occurs.
Example: Incorporating a Club reduces the financial liability of individual members.
5. Accept the risk – Do nothing additional. Accept the risk and its possible consequences, but monitor it regularly in case circumstances change.

The level of risk that remains after treatment is called the Residual Risk. Board/Club must reassess the residual risk to ensure that controls are working and the risk is of a level that they are comfortable with. Officials should work together to come up with different strategies to manage risks. Each idea needs to be tested for how effective it could be and whether it is realistic and practical to put into practice.

Questions to Guide Treatment Decisions

When considering treatments, officials should ask:

- Why is the likelihood considered high?
- Why is the consequence considered serious?

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- What controls are already in place?
 - Are those controls effective?
 - What level of residual risk is acceptable to the Board/Club?

Developing an Action Plan

If a risk is rated high or extreme, the Board/Club must carefully plan how to treat it. The action plan should include:

- What additional actions are required;
- Who is responsible for implementing the actions;
- When the actions will be completed: and
- Who will check that the actions have been implemented effectively.

These details will form the Board/Club's Risk Action Plan.

Important points to remember:

- The Board/Club rely on volunteers, so they need think about how new or updated controls can realistically be put in place.
- A risk can rarely be removed completely, unless the activity itself stops.
- Different Clubs may choose different treatments for the same type of risk, depending on the resources they have available.

Ideally officials will work together to brainstorm a variety of treatment strategies and then consider each strategy in terms of its effectiveness and practicality of implementation. This will necessarily involve some "reality testing" of risk treatment strategies as officials determine what reasonable steps, they may take to reduce the impact of the risk arising.

If the Board/Club has assessed a risk, and the risk has rated highly, Board/Club management will need to carefully consider necessary policies, procedures and strategies to treat the risk. These policies/procedures must include what is needed to treat the risk, who has the responsibility, and what is the timeframe for risk management. These elements will comprise your action plan.

Example: Clubs Abutting Roads

The Risk:

If the Shooting Line faces a road, arrows could overshoot the target and land on or beyond the road. This risk has been rated RED (high), requiring immediate action.

Possible Treatments:

- Club A (financially strong):
 - Erects a barrier between the targets and the road.
 - Implements coaching and training practices to reduce high-draw releases.
 - The likelihood of the risk occurring is reduced, and the overall risk rating drops.
 - The Committee accepts the residual risk as manageable and requires no further treatment.
- Club B (large membership and resources):
 - Considers the same controls as Club A but decides not to accept any residual risk.
 - Changes operations so the Shooting Line will never face the road.
 - The risk is eliminated by removing the activity (shooting toward the road).
- Club C (limited resources):
 - Cannot afford to erect a barrier or relocate the Shooting Line.
 - Options:
 - Accept the risk but use training and coaching to reduce high-draw releases; or
 - Decide the risk is too high and relocate to a safer venue.

Key Point:

Risk treatments will vary from Club to Club. Financial resources, member capacity, and willingness to accept residual risk all influence the chosen approach.

Step 5. Monitor and Review**Reviewing and Updating the Risk Management Plan**

- The Risk Management Plan is a living document and must be updated regularly to reflect changes within the Board/Club. (The Board/Club needs to determine what constitutes regular review, and may need to defend if it was frequent enough)
- Officials should review the plan prior to each competition, activity, program, or season. This review can be built into the Board/Club's overall activity review process.
- Good record-keeping is essential. Risk management procedures should include:
 - Documentation of any incidents;
 - Records showing how effective the risk management plan has been;
 - Statistics on injuries or recurring incidents, to identify activities that may need stronger controls or supervision; and
 - implementation of, and induction in stronger controls or supervision
- Risks can change over time due to:
 - Updates in the law;
 - New safe practices and techniques;
 - Advances in sporting technology;
 - The Board/Club's own experiences; and
 - Previously unforeseen incidents.

Because of this, the Risk Management Plan must never remain static. Ongoing evaluation and updating are critical to ensure the safety of participants and the continued effectiveness of the plan.

Monitoring of the Risk Register, Controls and Treatments

The Register of Risks will be a standard bi-monthly agenda item at Archery Victoria Board meetings. This shall also be an agenda item for Club Committee to manage the key identified risks within their club.

The President of Archery Victoria together with the Board, and Club Presidents are responsible for the regular review of the Archery Victoria/Club Register of Risks. The President will get reports from those responsible for managing particular risks and the review systems that are in place to treat and minimize risks.

Annual reviews shall take place one calendar month before the Annual Meeting and the management of risks across the functional areas shall be reported in the Annual Report.

The Club Committee is responsible for setting the review periods for the Club's Risk Register, controls, and treatments.

- General Recommendation: All risks should be reviewed at least annually regardless of incidents.
- Factors to Consider in setting Review frequency:
 - The level of risk (from the Risk Matrix);
 - Incidents associated with the risk;
 - Changes to Board/Club circumstances (e.g. growth, new activities, venue changes); and
 - Changes to laws, regulations, or sporting standards or rules'

Suggested Review Cycle:

- RED risks (High): Reviewed monthly.
- AMBER risks (Medium): Reviewed every 6 months.
- GREEN risks (Low): Reviewed annually.

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- Risks that have resulted in incidents: Reviewed monthly for a minimum of 3 months, before reverting to the normal review cycle.

6. Communication

6.1 Effective risk management relies on effective communication of risks and control methods. Archery Victoria/Clubs shall ensure that:

- At the Club Level:
 - All members and program participants must be aware of the Club's risk management policy.
 - Members should be consulted in the development, implementation, and review of the risk management plan.
 - New members must be introduced to the Club's risk management policy and obligations during induction.
 - Non-member participants (e.g. tournament entrants) must be informed of the Club's risk management procedures and relevant rules.
- Between Clubs and Governing Bodies:
 - Clubs should share information about risks and treatments with Archery Victoria Board.
 - Clubs should share information about risks and treatments with other Clubs.
- Archery Victoria should:
 - Maintaining and updating its Policies.
 - Maintain a register of incidents, risks and treatments reported by Clubs.
 - Encourage and assist in sharing of risk information between Clubs.
 - Include Risk Management as a standing agenda item bi-monthly at Board meetings.
- Archery Australia demonstrates its commitment to risk management by:
 - Maintaining and updating its Policies.
 - Reviewing processes through the Audit & Risk Committee.
 - Including Risk Management as a standing agenda item for Board and RGB meetings.
 - Facilitating sharing of information between RGBs.
 - Conducting ad hoc reviews of RGB and Club risk management programs.

NOTE:

There will be circumstances in the past where risks which are particular to a Club's activities may not have been addressed, these must be addressed by the Club to ensure that a valid risk assessment has been undertaken.

7. Acknowledgements

7.1 In preparation of this document the author acknowledges;

- Archery Australia "Risk Management Resources for Clubs.
- Australian Sports Commission.
- Australian & International Standard on Risk Management AS/NZS ISO 31000:2018 Risk Management Guidelines.