



AWSA Safety Management Policy

Version Control:

Issue	Date	Reason
0.1	Aug 15	Initial Draft
0.2	Sep 15	Second Draft
1	6 Nov 15	Version 1
2	1 Dec 17	Version 2

Contents Page

<u>Main Heading</u>	<u>Sub Heading</u>	<u>Page Nos</u>	<u>Para Nos</u>
Cover Sheet & Version Control		i	
Contents Sheet		ii	
Introduction		1	1
Responsibilities:		1	2
	Board of Trustees	1	2.1
	Discipline Chairmen	1	2.2 – 2.3
Standards		2	3
Risk Management:		2 – 3	4
	General	2	4.1
	Risk Categories:	2 – 3	4.2
	Operational Level	3	4.2a
	Programme Level	3	4.2b
	Strategic Level	3	4.2c
Assurance:		3 – 4	5
	General	3	5.1
	Performance Indicators	3	5.2
Review		3	6.1
Risk Management Process Guide:		A – 1 to 3	
	Purpose	A – 1	1.1
	Step in the Process	A – 1 to 2	1.3
	Tools and Techniques	A - 2	2
	Templates	A - 2	3
Risk Register and Risk Calculation		A1 – 1 to 2	
	Risk Register	A1 - 1	1
	Risk Calculation	A1 – 2	2
Risk Assessment Form	Snowboard Example	A2 – 1 to 6	

ARMY WINTER SPORTS ASSOCIATION

RISK MANAGEMENT POLICY

1 Introduction

1.1 The Army Winter Sports Association (AWSA) has a duty of care to everyone involved in AWSA activities and is committed to ensuring that all of its operations are carried out safely. **It is written with reference to FRAGO 01 to OPO 14/002 – The Army’s approach to “Risk to Life” Sport and AT¹ and the ASCB Directive from DASC².** The aim of this policy is to set out the responsibilities and processes for managing safety across AWSA operations. It also provides a common risk management language. The policy forms parts of the Association’s internal controls and corporate governance arrangements.

2 Responsibilities

Board of Trustees

2.1 The Board of Trustees is responsible for ensuring that the AWSA’s activities are conducted safely and that appropriate measures are put in place to facilitate this objective. In discharging this responsibility and in establishing the safety management system, the Board of Trustees has adopted the following principles:

- a. Winter Sports include an element of danger and the risk must be reduced as far as is reasonable practicable commensurate with the benefits of carrying out the AWSA’s core activities; unnecessary risks will not be tolerated.
- b. The AWSA is responsible for the safety of operations conducted under its auspices and responsible for governing and managing the safety of its events through the Disciplines. The AWSA has no responsibility for setting safety standards across the Armed Services.
- c. The AWSA Board is responsible for establishing the safety management system, setting policy and assuring itself that its operations are safe. Responsibility for managing safety should be delegated to the lowest possible level.

Discipline Chairmen

2.2 Discipline chairmen are responsible for the safe conduct of their discipline activities. This will include training and competitions. Each discipline chairman is required to develop, maintain and employ a safety management plan that complies with this Policy, but is tailored to his or her discipline’s activities. The safety management plans for each discipline are to be properly documented in the format specified in this Policy and reviewed each year. Discipline Chairmen should also produce risk registers, which should be maintained prior to and dynamically during events.

2.3 Discipline Chairmen are to report each year to the Board of Trustees at the first AWSA Management Meeting held normally in late Apr/early May to explain how the discipline has complied with this Policy, detail any accidents that have occurred and show what risks are being managed.

¹ Army/COS/14/9/1 dated 3 Sep 14.

² DASC² letter dated 10 Dec 14.

3. Standards

3.1 The AWSA has a duty of care to people in line with its responsibilities under the Health and Safety at Work Act, which is set out in a military context in JSP815. In general terms the standards applied to AWSA activities are to be aligned to National Governing Bodies (NGB) standards for each discipline. Where this is judged to be insufficient to meet the duty of care requirement, appropriate additional steps should be taken to ensure operations are conducted safely. Where it is not sensible or appropriate to apply NGB standards, this should be recorded in the discipline's safety management plan or risk register.

3.2 Each discipline chairman and event director is required to appoint safety officials for AWSA approved events. All officials should be suitably qualified and experienced (SQEP) for the duties they are undertaking. The training and qualification levels for any safety official are to be outlined in the discipline safety management plan. Where possible, NGB standards should be applied. If this is impracticable the discipline chairman should identify that such NGB status is not available and appoint the safety officials using gained experience as the measure of suitability. Any residual risk to the delivery of their events, safety of athletes / officials or reputational risks are to be recorded in the event risk assessment register.

3.3 Although insurance does not reduce the likelihood of an accident, it can help to ensure rapid access to the best medical help and also protects the AWSA from significant financial liability should an accident occur. Accordingly, the AWSA will hold appropriate public liability insurance and all discipline chairmen and event directors are to ensure that participants hold appropriate insurance to cover them for competition, third party or personal accident risks.

4 Risk Management

4.1 **General.** Some level of risk is both inevitable and necessary. The task of risk management is therefore to ensure that the AWSA adopts an effective risk process to support better decision making through a good understanding of risks and their likely impact. Risk management is not a one-off exercise. It is a continuous process because the decision making processes it underpins are continuous. Risk management will be an integrated part of good management within AWSA, but it should not be over bureaucratic. The AWSA Risk Management Process Guide outlines the methods for conducting risk assessment and classifying risks. It also provides example templates for use in developing each disciplines Risk Strategy and Risk Assessment forms.

4.2 **Risk Categories.** To make it easier to understand where responsibility lies for managing risk, AWSA activities risks are categorised in 3 levels:

- a. **Operational Level (Discipline Chairmen, Corps Reps and below).** Risks at this level are associated with the delivery of a particular activity. Typically this would be a single race or single event on a particular day. Responsibility for managing risks rests with the officials appointed by the Chairmen to ensure the safety of the event. This might be race officials or coaches for training activity. Any Risk to Life (RtL) that cannot be mitigated to a level that means it falls within the approved risk tolerance level, then the activity should be terminated or delayed until a decision on the continuation of the activity has been discussed with the discipline Chairman.
- b. **Programme Level (Discipline Chairmen).** Risks at this level are typically those associated with a competition such as the Army championships. Responsibility

for managing these risks rests with the event director, which is usually, but not always, the discipline chairman.

c. **Strategic Level (AWSA Trustees).** This is the highest level at which any risk can be held. These risks are critical to the organisation and demand the highest level of oversight and must be actively managed. Accountability for managing these risks rests with the Board of Trustees. Wherever possible these risks should be retired as any manifestation of this level of risk is likely to have severe consequences. Any risk that has the potential to manifest in RtL must be identified and mitigated to As Low As Reasonably Practicable (ALARP) and to a tolerable level as defined in the AWSA individual discipline or event risk strategies.

5. Assurance

5.1 **General.** The Board of Trustees needs to be assured that its policies are being complied with, that its operations are being conducted safely and that there are no indications of inappropriate risks being taken. The Board of Trustees will gain assurance through the annual reports provided by Discipline Chairmen.

5.2 **Performance Indicators.** It is not possible or essential to measure everything, but some measures provide useful early warnings of the organisation's health. The following will be monitored to provide an early indication of trends in that might indicate a worsening safety position:

- Disputes/litigation.
- Number of injuries of athletes.
- Number of injuries of officials.
- Claims submitted to AFCS for compensation as a result of participation in AWSA approved events.
- Number of 3rd Party injury claims.

6 Review

6.1 This risk management policy and performance will be reviewed by the AWSA Executive Committee annually and reported to the Board of Trustees.

PNYM Sanders CBE DSO
Chairman AWSA
1 Dec 17

Annex:

A. AWSA Risk Management Process Guide.

ARMY WINTER SPORTS ASSOCIATION – RISK MANAGEMENT PROCESS GUIDE

1. Introduction

1.1 Purpose. The purpose of this guide is to ensure that risk management is carried out in a consistent manner following best practice procedures, so that the results obtained can be relied upon by the Board to make reliable and robust decisions for the future growth and prosperity of the organisation. This guide provides a road map for the implementation of risk management by describing the steps in the process and the activities involved in each step.

1.2 Guide updates will be issued on an as required basis to include improvements to enhance the maturity of AWSA's risk management practices and or include changes in legislation, corporate governance publications or AWSA internal controls. This guide has been reviewed by the AWSA Management Committee and must be followed to accomplish the internal control objectives.

1.3 Steps in the Process. The AWSA Risk Process is based on the M-o-R Guide and subdivided into 4 elements³:

- **Identify.**

- **Context.** The goal of this step is to obtain information about the planned activity and how it fits into the wider organisation. It should include:

- What the activity objectives are?
- What the scope of the activity is?
- What assumptions have been made?
- What constraints are relevant to the activity?
- Who are the stakeholders and what are their objectives?
- Where does the activity sit in the organisation structure?
- The organisation's own environment.

- **Identify the risks.** The goal of this step is to identify the risks to the activity objectives with the aim of minimizing threats while maximizing opportunities. It should include:

- Identify the threats and opportunities to the activity.
- Prepare a risk register.
- Prepare Performance indicators and early warning indicators where necessary.
- Understand the stakeholder's view of the risks where necessary.

- **Assess.**

- **Estimate.** The goal of this step is to prioritise the individual risks so that it is clear which risks are most important and most important. It should include:

- The probability of each threat or opportunity – how likely is it to occur?

³ The M-o-R approach is coherent with JSP 815.

- The impact of each threat and opportunity – what would be the effect on activity objectives if it occurred?
 - The proximity of each threat or opportunity – when would the risk occur if it did?
- **Evaluate.** The goal of this step is to understand the risk exposure faced by the activity by looking at the net effect of the identified threats and opportunities on an activity when aggregated together.
- **Plan.** The goal of the Plan step is to prepare specific responses to the threats and opportunities identified. Ideally the aim is to remove or reduce the threats and maximize the opportunities.
- **Implement.** The goal of this step is to ensure that the work to identify and plan action to control risks are achieved. The implement step can use the following:
 - **Execute.** Ensure planned active planned mitigation responses are applied.
 - **Monitoring.** This is required to understand if the responses implemented are effective in accomplishing the desired aim. This is a neutral activity, it is a process of observation.
 - **Controlling.** Controlling is an active activity, unlike monitoring, it takes the outcome of monitoring and adapts responses already in place.
 - **Update risk register.** The register must be updated with new risks, closed risks, revised post response residual risk figures, planned responses, the individuals carrying out the roles risk actionee and risk owner.

2. **Tools and Techniques.** The following techniques may be used throughout the risk management process. Note there are no associated techniques for the plan and implement process.

Process step	Techniques associated with this process step in the AWSA process
Identify – context	<ul style="list-style-type: none"> ● Stakeholder analysis including RACI diagrams ● PESTLE analysis ● SWOT analysis ● Define the probability impact grid
Identify – risks	<ul style="list-style-type: none"> ● Checklists ● Prompt list ● Cause and effect diagrams ● Risk descriptions
Assess – estimate	<ul style="list-style-type: none"> ● Expected value assessment
Assess – evaluate	<ul style="list-style-type: none"> ● Summary risk profiles ● Summary expected value assessment ● Probability trees

3. **Templates.** The Risk Register Template and Risk Category calculation are detailed at Appendix 1. There is a completed example at Appendix 2.

Appendices:

1. Risk Register Template and Risk Category calculation.
2. Risk Assessment – Army Snowboard Championship, Stubai, Austria, Mar 16 - Risk Assessment Form Example.

**APPENDIX 1 TO ANNEX A TO
AWSA SAFETY MANAGEMENT POLICY
DATED 1 DEC 17**

RISK REGISTER AND RISK CALCULATION

1. **Risk Register.** The following is the minimal content for the AWSA Risk Register:

Risk Identifier	Risk Category	Date Raised	Raised by	Risk Description	Risk Calculation	Risk Response	Mitigation	Residual Risk Calculation	Secondary risks	Action Status
<i>Unique number for each risk identified</i>	<i>- RtL - Financial - Reputational</i>		<i>Name /appointment of individual raising risk</i>	<i>What is the risk. Cause +Event + Effect</i>	<i>Risk = Probability x Impact</i>	<i>- TREAT - TOLERATE - TERMINATE - TRANSFER - TAKE the OPPORTUNITY</i>	<i>Describe what action will be taken to mitigate and manage the risk</i>	<i>Risk = Probability x Impact</i>	<i>Responding to risks can result in additional ,secondary risks. These should be captured as new risks and attacked using the Risk management process</i>	<i>Open /Closed</i>

Ser	Hazards (Include Hazard Survey Number where applicable)	Who is at Risk?	Control Measures (Specific existing Control Measures)	Risk Rating (Probability X Impact)	Additional Controls (Each Control Measure is to be specific and managed)	Residual Risk Rating	Management Plan		
							Owner	Target Date	Comp Date
01	Collision with public skiers/ snowboarders who gain access to race piste.	Public	Each race piste is closed to the public and is monitored by : French Ski Instructors Service Race Officials French Piste Security personnel on duty.		Each race piste is cordoned off and marshalled. Signs warn the general public that race pistes are closed.		COR		Mar 15

The current risk register for Snowboard activity can be found at Appendix 2.

2. Risk Calculation.

PROBABILITY	Common or regular	0.9	V HIGH 71-99%				STRAT	
	Frequent	0.7	HIGH 51-70%		Op	Programme		
	Occasional	0.5	MEDIUM 11-50%	Op				
	Improbable	0.1	LOW 2-10%					
	Incredible	0.01	V LOW Up to 1%					
Risk Calculation =Probability x Impact				V LOW	LOW	MEDIUM	HIGH	V HIGH
				0.05	0.1	0.2	0.4	0.8
				Very Minor Injury	Moderate Injury	Serious Injury	Very Serious Injury	Fatality
				IMPACT				

Notes:

- Very Minor Injury – individual feels effect of cold but does not require medical attention.
- Moderate Injury – individual is ambulant and requires first aid, medic or GP intervention e.g. sprained joint.
- Serious Injury – individual requires medical intervention e.g. Fracture.
- Very Serious Injury – individual requires hospitalization overnight e.g. multiple injury, concussion, complex fracture.
-

**APPENDIX 2 TO ANNEX A TO
AWSA SAFETY MANAGEMENT POLICY
DATED 1 DEC 17**

**RISK ASSESSMENT – ARMY SNOWBOARD CHAMPIONSHIPS
STUBAI, AUSTRIA, MAR 16**

SNOWBOARD RISK ASSESSMENT FORM

Organisation:	AWSA		Assessment No:	2015/01	Assessment Date:	Mid Mar 15		
Discipline:	Army Snowboard		Assessment Type (Delete as appropriate; see Note 1)					
			Specific Yes	Generic	Record of Dynamic Assessment			
Activity/Process: Army Snowboard Championships - Snowboard Competition								
Assessor				Line Manager Acceptance (See Note 2)				
Name:				Name:				
Rank/Grade:				Rank/Grade:				
Signature:				Signature:				
Hazards (Include Hazard Survey Number where applicable)⁴	Who is at Risk?	Control Measures (Specific existing Control Measures)	Risk Rating (Likelihood X Consequence) (See Note 3)	Additional Controls (Each Control Measure is to be specific and managed)	Residual Risk Rating (See Note 4)	Management Plan		
						Owner	Target Date	Comp Date
Collision with public skiers/snowboarders who gain access to race piste.	Public	Each race piste is closed to the public and is monitored by : French Ski Instructors Service Race Officials French Piste Security personnel on duty.		Each race piste is cordoned off and marshalled. Signs warn the general public that race pistes are closed.		COR		Mar 15

⁴ Information taken from the Health & Safety in Ski Slopes Operations Guide to assist with this assessment.

Hazards (Include Hazard Survey Number where applicable) ⁵	Who is at Risk?	Control Measures (Specific existing Control Measures)	Risk Rating (Likelihood X Consequen ce) (See Note 3)	Additional Controls (Each Control Measure is to be specific and managed)	Residual Risk Rating (See Note 4)	Management Plan		
						Owner	Target Date	Comp Date
Collision with static objects (trees, piste markers, snow cannons etc)	Athletes	Security netting (engineered 'A' netting complete with plastic sheeting, purpose built 'B' netting and 'C' netting) to protect athletes from obstacles is sited mainly in the athletes 'fall' line including the race 'finish' area.		Each race piste is prepared by the French Piste Security personnel in conjunction with the Technical Delegate. Netting and mattresses are moved for each event as the competition proceeds.		COR		
Collision with static objects (trees, piste markers, snow cannons etc)	Athletes	Mattresses to cover any obstacle in the athletes 'fall' line including the 'finish' area.		Course setters are supervised to ensure that race courses are set away from obstacles and where necessary, additional netting or protection is added once a course is set, before a competitor is allowed to race the course.		COR		
Emergencies, Cold injury, hypothermia and effects of sun	Athletes	Emergency medical facility "Barquette" is situated at the race start with 2 x 1 st aid qualified personnel. Additional 1 st aid, including a helicopter is available on call by Piste Security personnel. A French doctor is immediately available in close proximity to the 'finish' area. French emergency medical facility is available in close proximity to AWSA Race Office		If the mobile emergency medical facility is deployed, a fully manned replacement will be in place before the race resumes. Particular attention is given to the finish area to ensure that any static objects, including timing equipment, are well protected by mattresses and, where possible, will 'break away' if collided with.		COR		

⁵ Information taken from the Health & Safety in Ski Slopes Operations Guide to assist with this assessment.

Hazards (Include Hazard Survey Number where applicable) ⁶	Who is at Risk?	Control Measures (Specific existing Control Measures)	Risk Rating (Likelihood X Consequen ce) (See Note 3)	Additional Controls (Each Control Measure is to be specific and managed)	Residual Risk Rating (See Note 4)	Management Plan		
						Owner	Target Date	Comp Date
Emergencies, Cold injury, hypothermia and effects of sun	Athletes Officials	All race organisers including Service, French Ski School and Piste Security are in contact with each other by radio at all times.		Spectators are excluded from the finish area which must be fenced off. Athletes are supervised to ensure they exit this area as quickly as possible.		COR		
Emergencies, Cold injury, hypothermia and effects of sun	Athletes Officials	PPE Crash helmets and suitable cold weather clothing are mandatory for all snowboarding events. Weather forecasts are displayed and updated on a regular basis.		Risk of cold injuries/hypothermia can be reduced by clear advice given at team captain's meetings linked to published daily weather forecast.		COR		
Emergencies, Cold injury, hypothermia and effects of sun	Athletes Officials	Athletes are briefed by their respective Team captain's at the daily Team Captain's meeting of the specific risks germane to the forthcoming		Event specific risk briefings are delivered to each of the Team Captains for cascade to their athletes. This covers the general point of the need for the athletes to act responsibly so as not to endanger themselves or fellow competitors. Specific risk issues wrt environmental, course conditions and any other pertinent risks are also covered at the TC's meeting and reiterated in the pre-competition brief by Service race /competition officials as required.		COR		

⁶ Information taken from the Health & Safety in Ski Slopes Operations Guide to assist with this assessment.

Hazards (Include Hazard Survey Number where applicable) ⁷	Who is at Risk?	Control Measures (Specific existing Control Measures)	Risk Rating (Likelihood X Consequen ce) (See Note 3)	Additional Controls (Each Control Measure is to be specific and managed)	Residual Risk Rating (See Note 4)	Management Plan		
						Owner	Target Date	Comp Date
Snow Blindness	Athletes Officials	Competitors are advised of the conditions/have access to updated weather reports. Protective eyewear (goggles) is required for all snowboard events. Competitors are advised to wear goggles or sunglasses at all times		A medical brief is delivered to team captains at the initial team captain's meeting. A member of the Tri-service hill team is designated as the Technical Delegate is in attendance throughout the competition to advise on safety and technical matters.		COR		
Manual Handling (restraint of snowboards)	Athletes	Provide instructions on carrying equipment. Athletes briefed on general equipment security – ideally snowboards to be leased to riders during official activities.		A member of the Tri-service hill team is designated as the Technical Delegate is in attendance throughout the competition to advise on safety and technical matters.		COR		
Equipment defect board and bindings.	Athletes	Equipment checked by competent person. Carry out daily/weekly inspection as appropriate.		A member of the Tri-service hill team is designated as the Technical Delegate is in attendance throughout the competition to advise on safety and technical matters.		COR		

⁷ Information taken from the Health & Safety in Ski Slopes Operations Guide to assist with this assessment.

Line Manager Assessment Review (See Notes 2 and 5)							
Review Date:		Review Date:		Review Date:		Review Date:	
Name:		Name:		Name:		Name:	
Rank/Grade:		Rank/Grade:		Rank/Grade:		Rank/Grade:	
Signature:		Signature:		Signature:		Signature:	

Notes:

1. If using a 'Generic' risk assessment, Assessors and Line Managers are to satisfy themselves that the assessment is valid for the task and that all significant hazards have been identified and assessed. If additional hazards are identified they are to be recorded and attached to the Generic assessment.
2. Line Managers are to note that they are responsible for production of the risk assessment and that they are signing to indicate that the risk assessment is suitable and sufficient and they consider the risks to be acceptable.
3. When recording the Risk Rating ensure that both the Likelihood and Consequence scores are included.

PROBABILITY	Common or regular	0.9	V HIGH 71-99%				STRAT	
	Frequent	0.7	HIGH 51-70%	Op	Programme			
	Occasional	0.5	MEDIUM 11-50%	Op				
	Improbable	0.1	LOW 2-10%					
	Incredible	0.01	V LOW Up to 1%					
Risk Calculation = Probability x Impact				V LOW	LOW	MEDIUM	HIGH	V HIGH
				0.05	0.1	0.2	0.4	0.8
				Very Minor Injury	Moderate Injury	Serious Injury	Very Serious Injury	Fatality
				IMPACT				

Notes:

- Very Minor Injury – individual feels effect of cold but does not require medical attention.
- Moderate Injury – individual is ambulant and requires first aid, medic or GP intervention e.g. sprained joint.
- Serious Injury – individual requires medical intervention e.g. Fracture.
- Very Serious Injury – individual requires hospitalization overnight e.g. multiple injury, concussion, complex fracture.

High	Improve control measures; consider stopping work. Conducting work at this level of risk is to be reported up the Line Management / Command chain.
Medium	Review control measures and improve if reasonably practicable to do so, consider alternative ways of working.
Low	Maintain control measures and review if there are any changes.
V Low	Maintain control measures.

4. Record the residual Risk Rating to demonstrate that the risk has been reduced to an acceptable level; record Likelihood and Consequence scores.
5. Risk Assessments are to be reviewed:
 - Annually.
 - If there is reason to doubt the effectiveness of the assessment.
 - Following an accident or near miss.
 - Following significant changes to the task, process, procedure or Line Management.
 - Following the introduction of more vulnerable personnel.
 - If “Generic” prior to use.