

Elwood Sailing Club

Risk Management Plan

October 2022

[Document under review by General Committee. Comments from members welcomed via email to Club Manager]

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ACKNOWLEDGEMENT

In preparing this document, ESC has followed the Australian Sailing Risk Management Template. The Club also reviewed and adopted parts of Black Rock Yacht Club's (BRYC) risk management framework. BRYC has set the risk management standard for sailing clubs in Victoria and we thank them for their leadership in this area.

1. INTRODUCTION

Club Purpose

Elwood Sailing Club's vision is to be the off-the-beach (OTB) sailing club of choice in the bayside area. The Club's purpose is to provide, competitive, family friendly sailing for all skill levels. ESC seeks to continually improve the skills of our members to sail, windsurf and SUP safely and enjoyably, while respecting the enjoyment of others. The Club will continue to be fully engaged with our local community.

What is Risk Management?

Risk Management is the process of systematically identifying risks and eliminating or minimising the adverse impact of all activities which may lead to injury or loss of life, dangerous situations or loss of physical and intellectual property. This requires a framework within which risk exposure can be measured, monitored and controlled.

Approach to Risk Management

As with any area of endeavour, some activities undertaken by ESC naturally incur risk. The Club is very mindful of the need to understand, manage and mitigate these risks with a view to providing a safer sporting and social environment and experience for sailing and other members and as well as members of the community at large.

Importantly, the law does not require clubs to provide a completely risk-free environment. Indeed, by agreeing to participate in ESC activities, participants will be taken to have consented to those risks which form an inevitable aspect of the activity.

To ensure the sustainability of the Club, risk management must be an integral aspect of all activities and decisions. Therefore, members and officials leading activities in the Club or making decisions with regard to Club activities must have a full understanding of the risks associated with those activities and importantly, the measures or strategies in place to manage the risks.

This means that this risk management plan must be widely understood in the Club and should be reviewed regularly to ensure that the identification, assessment and mitigation strategies remain relevant and appropriate.

Objectives – Risk Management Plan

This document has been prepared with the following objectives in mind:

- To understand the risks associated with the activities of the Club particularly with regard to sailing activities
- To reduce the incidence of injury or loss to members, participants, officials and others who are involved in Club activities or interact with the Club's environment
- To assist in providing a safe, fun and healthy sporting and social environment for individuals to participate in Club activities and to enjoy the sport of sailing, windsurfing and SUP boarding
- To minimize the potential Club liability as a result of poorly managed sailing and other activities

2. THE RISK MANAGEMENT PROCESS AND MEASUREMENT

Risk Identification

The first step in our risk management framework is to identify what risks exist (or may exist in the future) within the Club's sailing competitions and programs and other activities. People involved in specific Club activities have been consulted and have been involved in identifying the risks. Officials, coaches, participants, employees, volunteers and members have been consulted.

Risk Categories

For the Club's purposes, four risk categories have been identified:

- ***On-Water*** - This category includes all those risks associated with the conduct of sailing races and the use of the Club's yachts, windsurfers and SUP boards once participants have left shore.
- ***Pre and Post On-Water Activities*** - This category refers to risks involved in activities which immediately precede and follow on-water events/activities. Launching and retrieving boats, rigging and preparation activities of race organisers are considered under this category.
- ***Clubhouse Environment*** - The physical environment in which the Club conducts events and undertakes other related activities would necessarily include risks to personal safety and property damage. This category focuses on the clubhouse, its use and surrounding environments (e.g. access, parking, storage areas, function hire) that are utilised by members, participants, and in some circumstances, the general public.
- ***Financial and Club Sustainability*** - Financial risks include the loss of financial stability and asset value, replacement costs and earning capacity and increased administrative costs. These risks can materialise through fraud, mismanagement, poor financial and other controls and under-insurance.

Risk Analysis Framework

Likelihood

The likelihood is related to the potential for a risk to occur over an annual evaluation cycle.

Rating	LIKELIHOOD - The potential for problems to occur in a year
A	ALMOST CERTAIN: Will probably occur, could occur several times per year
B	LIKELY: High probability, likely to arise once per year
C	POSSIBLE: Reasonable likelihood that it may arise over a five-year period
D	UNLIKELY: Plausible, could occur over a five to ten year period
E	RARE: Very unlikely but not impossible, once in 100 years

Severity

The severity of a risk refers to the degree of loss or damage that may result from its occurrence.

Rating	POTENTIAL IMPACT - In terms of the objectives of the organisation
A	CATASTROPHIC: One or more fatalities.
B	MAJOR: Permanent disabling injury. Vessels lost or damaged beyond repair.
C	MODERATE: Serious reversible injury requiring medical treatment and rehabilitation. Vessels unable to complete series, race or passage.
D	MINOR: Reversible temporary illness/injury requiring medical treatment. Damage to equipment that requires repair before being operable.
E	NEGLIGIBLE: Minor injuries possibly requiring first aid. Minor damage to equipment.

Having assessed each risk in terms of its likelihood and severity, we are in a position to prioritize the risks to assist in the decision making of what action is warranted to manage the risks.

Prioritisation

The risk priority scale determines the nature of the risk and the action required. They are indicators to assist in the decision-making of what action is warranted for the risks.

Risk Priority Scale:

		IMPACT					
		High	A	B	C	D	Low
LIKELIHOOD	High	A	Extreme (1)	Extreme (1)	Major (2)	Major (2)	Medium (3)
	B	Extreme (1)	Extreme (1)	Major (2)	Medium (3)	Minor (4)	
	C	Extreme (1)	Major (2)	Major (2)	Medium (3)	Minor (4)	
	D	Major (2)	Major (2)	Medium (3)	Minor (4)	Minor (4)	
	Low	E	Medium (3)	Medium (3)	Minor (4)	Minor (4)	Minor (4)

Key:

1	Extreme risks that are likely to arise and have potentially serious consequences requiring urgent attention
2	Major risks that are likely to arise and have potentially serious consequences requiring urgent attention or investigation
3	Medium risks that are likely to arise or have serious consequences requiring attention
4	Minor risks and low consequences that may be managed by routine procedures
5	Use this to note a risk that does not apply to the Club

Once a risk priority has been determined, the General Committee of the Club can consider the level of risk mitigation and action for each risk.

Risk Mitigation and Treatment (Strategies and Action Plans)

This stage is all about the identifying and testing strategies to manage the risks which have been identified and subsequently evaluated as posing a real risk to Club members and others.

Club officials and members have worked together to brainstorm a variety of treatment strategies and then consider each strategy in terms of its effectiveness, cost and implementation.

These strategies are not “theoretical” and are subject to testing from time to time at the discretion of the General Committee depending on the risk rating of the risks.

Where risks have been rated highly, policies, procedures and strategies to mitigate the risk have been established or reviewed. This review includes what needs to be done, who is responsible and what time frame is acceptable.

Risk Monitoring

The risk management assessments, plan and strategies are reviewed regularly by the General Committee. Specific risk plans should be reviewed at the end of major on-water events to ensure that the plans remains fluid, relevant, accurate and effective. Accountabilities will also require updating as changes in Club personnel occur.

The Club has established procedures for the recording of accidents, incidents, losses or other matters that point to a breakdown of risk strategies or the need to review risk assessments or strategies.

Risks change due to changes in the law, technology, racing procedures and community expectations.

Constant evaluation and updating is to be done to take into account the Club’s own experiences.

Communication

All Club members and participants in Club programs must be aware of the Risk Management Policy, Plan and Implementation.

Membership of the Club is constantly changing and as such, the Club should ensure that new members are introduced to the Risk Management Plan as part of their induction to the Club.

Similarly, training centre students, entrants in Club run sailing events and competitions who are not members of the Club should also be made aware of the Club’s Risk Management Plan.

Where changes to the plan, the strategies or accountabilities occur, people affected by those changes must be advised.

3. RISK REGISTERS

On-Water

Risk ID	Risk	Likelihood	Severity	Risk Rating	Mitigation and Controls	Risk Owner
OW1	Drowning	C	A	1	Everyone must wear a correctly fitted PFD when sailing or in a RIB. Users of Club SUPs shall wear a PFD when more than 200m from shore. Users of Club Windsurfers must wear a PFD	Rear Comm.
OW2	Entrapment & Entanglement after capsize	C	A	1	OTB boat audit checks, including declaration by boat owner of safety obligations (AS Special Regulations Part 2 obligations). High speed safety vessels. Rescue boat drivers briefed on what to do (in most situations, first try to right the boat). Knife and wire cutters on rescue boat	Rear Comm.
OW3	Person Lost at Sea	C	A	1	Sign-on/off requirement for all Club organised on-water activities. Patrol plans for rescue boats (race management and training). Use of Club Windsurfers discouraged when the wind is blowing offshore or more than 15kts in any direction. Use of Club SUPs discouraged if wind is blowing offshore or more than 10kts in any direction	Rear Comm.
OW4	Hyperthermia	D	A	2	Sailors and volunteers advised of expected conditions and risks at pre-activity briefing. Instructors to make sure students dress for the conditions. Emergency response plan in place	Rear Comm.
OW5	Collision with Swimmer - sail boat, RIB	C	B	2	No boating area clearly communicated, diagram in SI and posted on notice boards. Strictly no boats in designated swimming area. Slow approach departure from beach	Rear Comm.
OW6	Propeller Strike	C	A	1	Authorised / trained operators only. When recovering people from the water with the RIB, nose in first and turn the engine off within two boat lengths, throw line to bring people alongside. Propeller guards fitted to all rescue RIBs. No bow riding	Rear Comm.
OW7	Boom Strike while sailing, rigging, launching and retrieving boats	C	B	2	Sailors, students and trolley volunteers made aware of risk, how best to avoid and where to stand when launching boats. Encourage use of helmets – Club loan helmets available	Rear Comm.
OW8	Crushed by Sailboat in Shore	C	B	2	Sailors and beach volunteers informed of risks and how best to	

	Break				minimise. When beach conditions are rough, avoid standing on the beach side of sailboats being launched/retrieved	
OW9	Fire/explosion on Powerboat	D	BOW11	2	Authorised operators only. Pre-start checks. Fire extinguishers on board. Do not to start engine you smell or see petrol. No personnel other than refueller permitted on board when refuelling	Rear Comm.
OW10	RIB Launch and Haul Out – being pinned between RIB and trailer, run over, hit by winch handle, slipping over on the ramp	B	C	2	Authorised operators only. Operators must not drive RIB up onto trailer. Operators must not use ESC boat ramp if sea conditions are unfavourable (use St Kilda marina ramp or shelter in Brighton marina). Ratchet mechanism must be engaged when winching the RIB back onto the trailer. Check all-clear before moving tow vehicle	Rear Comm.
OW11	Safety Boat breakdown – not being able to provide effective safety support	B	C	2	Pre-launch checklists for Safety Boats. Multiple RIBs on water, and/or small training RIB can be launched quickly, if necessary. Radio back-up to Tower Controller / Beach Marshall	Rear Comm.
OW12	UV Exposure – Skin cancer	D	A	2	Slip, slop, slap. Provision of sunscreen by Club. UV protection clothing available for purchase, plus some spares in training shed	Rear Comm.
OW13	Insufficient supervision of students in training exercises resulting in accidents or personal injury	C	B	2	Safety ratios in place - Student : Instructor, and Safety Boat : Dinghies. Training wind limits apply. In event of insufficient supervision in place, on-water activities will be cancelled	Rear Comm.
OW14	Cut Feet	B	D	3	Sailors advised to wear footwear, mandatory for students, instructors and rescue boat crew	Rear Comm.
OW15	Collisions with PWCs and other craft resulting in personal injury	D	B	3	Risk is low in training and racing area	Rear Comm.
OW16	Appointment of inexperienced Race Officer resulting in poor decision-making.	D	C	3	List of experienced Race Officers to be maintained and review of race management training to be undertaken to ensure on-going access to experienced race officials	Rear Comm.
OW17	Inexperienced or untrained Rescue Boat drivers leading to personal injury or property damage	D	C	3	List of authorised powerboat operators maintained and training courses conducted. RO has authority to cancel racing if there are insufficient rescue boats	Rear Comm.
OW18	Unforeseen Severe Weather -	C	D	3	Continuous monitoring of weather conditions (RO, Head Instructor,	Rear Comm.

	squalls, electrical storms, etc.				Tower Controller, Beach Marshall). Local proximity to shore reduces risks	
OW19	Anchoring boats and buoys – manual handling injuries and crushed toes from dropped anchors/weights				Experienced powerboat operators. Anchors and weights of appropriate size. Powerboat crew training courses – wear shoes, don't lift anything that could cause strain	Rear Comm.

Pre and Post On-Water Activities

Risk ID	Risk	Likelih'd	Severity	Risk Rating	Mitigation and Controls	Risk Owner
PP1	Collision with Cyclist - sailor, sail boat, RIB trailer	B	B	1	Awareness - watch out, remind others of risk. Witches hats at main crossing point. For larger regatta, student training courses and on Discover Sailing Days, string up a flag barrier parallel to bike path. Use a spotter when towing RIBs across bike path	Rear Comm.
PP2	Falling Masts – while rigging / de-rigging	C	B	2	Sailors advised to double check setup and get help when conditions require. Instructors to supervise and assist students as required	Rear Comm.
PP3	Manual Handling – lifting boats, pushing boats across the sand, and other things	B	C	2	Sailors advised not to lift or move anything that could cause strain - get help. Use ramps for dinghies in second level storage bays.	Rear Comm.
PP4	Injury to Feet	B	D	3	Sailors advised to wear footwear, mandatory for students, instructors and rescue boat crews	Rear Comm.
PP5	Inadequate checks on sailing craft used in Club activities	D	C	4	Compliance with Special Regs Part 2, including declaration by boat owners. Regular spot audits	Rear Comm.

Clubhouse Environment

Risk ID	Risk	Likelih'd	Severity	Risk Rating	Mitigation and Controls	Risk Owner
CE1	Violent Assault (Unprovoked)	C	A	1	Frequent communication to members and employees of risks and recent incidents in the local area. Employees instructed to only leave the clubhouse with others after dark. Security cameras installed.	Vice Comm.
CE2	COVID-19 outbreak	B	B	1	COVID-19 safety officer appointed.	Sec.

	at club				Frequent communications to members re requirements and protocols. Vaccines readily available	
CE3	Clubhouse Stairs – tripping, falling down	B	B	1	Awareness. Use the handrail. Avoid carrying heavy/bulky items up or down the stairs – separate into smaller packages. If required, ask for assistance	Vice Comm.
CE4	Wet change room floors – slips and falls	C	C	2	Non-slip mats used in showers. Sailors advised to sit down when putting on / taking off wetsuits. Chair in shower area. Children to be supervised at all times.	Vice Comm.
CE5	Child Abuse	D	B	2	Child Safety Policy in place. WWC checks and formal guidelines for use of change rooms in place. Whenever possible, children to be accompanied by an adult carer or guardian. Instructors to schedule group toilet breaks for Tackers and ask multiple adult carers to assist	Sec.
CE6	Exposure to Asbestos	D	A	2	Clubhouse audited for asbestos and warning signs in place. Members prohibited from undertaking repair works w/out prior approval of Manager or Vice Commodore	Vice Comm.
CE7	Abusive or Violent Guests / Patrons	B	C	2	Employment of qualified and trained bar staff. Guidelines in place – if required, call police	Vice Comm.
CE8	Intoxication – at risk behaviour	C	B	2	Responsible consumption of alcohol rules in place. Use of qualified and trained bar staff. Awareness of need for safe transport options	Vice Comm.
CE9	Poor storage of fuel resulting in personal injury or property damage from explosion or fumes	D	C	3	Fuel storage cage locked at all times. Access by authorised persons only	Rear Comm.
CE10	Environmental Damage from inappropriate maintenance of drainage & effluent	C	C	3	Sewage storage well regularly maintained. Emergency alarm system in place	Vice Comm.
CE11	Breach of Liquor Licence	C	D	3	Compliance requirements reflected in By-Laws. Employment of qualified and trained bar staff	Vice Comm.
CE12	Vehicle / Pedestrian collision – being run over by a car when exiting the front door of the Club	D	A	2	Awareness. Watch out, remind others of risk – especially sail training students and community hire groups with children participants	Vice Comm.
CE13	Working at Heights - falling	C	C	2	Members, guests and employees must not climb a ladder to more than 1.5m off the ground – eg to change light bulbs or hang decorations in the hall area. Refer By-Laws	Vice Comm.

Finance and Club Sustainability

Risk ID	Risk	Likelih'd	Severity	Risk Rating	Mitigation and Controls	Risk Owner
FS1	Inappropriate delegated authorities may lead to poor financial decision-making or financial loss	C	D	3	Authorities in place and communicated. Use of club debit cards limited to Commodore and Manager. Bank account access limited to Commodore, Treasurer and Manager	Treas.
FS2	Lack of adequate insurance to cover loss of assets	C	B	2	Insurance policy reviewed annually and approved by General Committee	Treas.
FS3	Sharing of passwords for MYOB may result in fraudulent transactions and inaccurate financial reporting	C	D	3	Limited number of users. All aware of the importance of not sharing passwords	Treas.
FS4	Sharing of passwords for internet banking may result in loss of funds through unauthorized funds transfers	C	A	1	Limited number of signatories. All aware of the importance of not sharing passwords. Dual authorisation required to access term deposits. Balance in operating accounts relatively modest	Treas.
FS5	Fire in the Office resulting in loss of records and equipment or personal injury	D	B	2	All key information backed up on external platforms or copies kept off site	Vice Comm.
FS6	Resignation or absence of key person(s) resulting in loss of capability to manage Club affairs	C	B	2	Key business systems and processes mapped. Two individuals assigned to each, but further training required to achieve duplication	Comm.
FS7	Hack of computer system – unauthorised access to confidential information	C	C	2	[tbc]	[tbc]