



BALMAIN SAILING CLUB

RISK MANAGEMENT PLAN

19 May 2020

Disclaimer

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This Document is available to all members and visitors and is located in the Office and on the BSC website.

Use the table below to provide the version number, the author, the date of the version, the name of the person providing approval, the date that it was approved, and a brief description of the reason for creating a revised version.

Version #	Prepared by	Revision Date	Approved By	Approval Date	Reason
1.0	Michael Meehan	31/8/2013			Initial Risk Management Plan draft
2.0	Alan Gregory	19/5/2020	Colin Grove		Revised Risk Management Plan

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1 INTRODUCTION

1.1 Philosophy

Balmain Sailing Club (BSC) recognises the inherent risks associated with conducting yacht and dinghy races, running larger sailing regattas, operating our Sailing School, and conducting events that encourage wider community participation in the club's activities. To assist our volunteers, officials and club members to minimise these risks, the BSC Risk Management Plan has been developed with a view to providing a safer sporting environment and experience for those who participate in our sailing events and attend our club.

Risk management at BSC involves putting processes in place to make sure that:

- The hazards (or unwanted events) associated with proposed sailing, training and social activities have been comprehensively and systematically identified, assessed and recorded.
- Controls have been identified and put in place to keep risks at an acceptable level.
- The effectiveness of these controls is routinely monitored and reviewed to refine the club's risk management plan.

1.2 Duty of Care

Club and race officials owe a duty of care to participants in sailing races and activities where there is a reasonably foreseeable risk of harm or injury to participants. In exercising this duty of care, Australian law requires officials to take reasonable steps to reduce the likelihood of injury to participants as a result of those risks which are foreseeable.

1.3 Objectives of Risk Management at BSC

- To minimise the incidence of injury to participants, officials and other persons associated with club sailing competitions and related activities.
- To provide a fun, healthy and safe sporting environment for individuals to participate and enjoy the sport of sailing.
- To minimise potential club liability as a result of poorly managed sailing competitions and related club activities.

1.4 What is Risk Management?

Risk management is the process of systematically eliminating or minimising the adverse impact of all activities which may give rise to injurious or dangerous situations. This requires the development of a framework within which risk exposure can be identified, monitored and controlled.

Risks which are covered by this risk management program include:

- Physical Risks – Injuries to participants and the public
- Legal Risks – Losses and costs arising from legal actions for breach of a common law or statutory duty of care and compliance requirements
- 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.

1.5 Which Risks Need to be Managed?

The law does not require the club to provide a completely risk-free environment. Indeed, by agreeing to participate in sailing activities, participants will be taken to have consented to those risks which form an inevitable aspect of the activity. The Club will not be required to take steps to counter risks where it would be unreasonable to expect us to do so in the circumstances. The Club will however be expected to adopt reasonable precautions against risks which might result in injuries, damages or other impacts which are reasonably foreseeable.

1.6 Club Risk Management – Scope and Limitations

This resource, if followed and regularly reviewed, it is likely to increase safety and encourage members and visitors to be aware of their Duty of Care. As new people come onto our premises regularly, the Committee and other Club Members should assist them to have a safe and enjoyable visit.

Risks and hazards will change over time. It is important that the Committee and key people in the Club regularly review this plan and include new or changed risks and hazards as they emerge.

1.7 Who Should be Involved in the Risk Management Process?

Successful management of risk will reflect the expectations and mandate of those in the BSC Committee. It is critical that these people express the mandate and commitment. Leadership from the top will shape the culture, and the culture will either encourage or discourage effective risk management.

It is important that all “key” people including the BSC Committee, race officials, club management, sailing school instructors, volunteers and other stakeholders are involved in the risk management process and the routine review of this plan and its implementation.

Finally, all involved in racing, sail training and social club activities have a responsibility to take a pro-active approach to the identification and management of risk.

1.8 Accountability

The club should ensure that there is authority, accountability and appropriate competence for managing risk. This can be facilitated by:

- Identifying the risk owner who has the authority to manage the identified risk
- Identifying who is responsible for managing the risk management framework
- Identifying other responsibilities of people at all levels in the club/centre
- Establishing internal reporting and escalation processes

As officers of the organisation, the Committee, key management and officials all have a responsibility to be diligent in how the organisation exercises its objectives. Due diligence requires that, among other things, the appropriate resources and processes to minimise risks are established and routinely reviewed.

The Secretary is responsible for organising the review of this document and updating of the risk management tables. However, this does not absolve other club officers or principals of their responsibilities.

2 RISK MANAGEMENT IMPLEMENTATION

The risk management approach adopted in this resource references the Standards Australia guidance: Risk Management – Guidelines on risk assessment techniques SA SNZ HB 89-2013.

2.1 The Risk Management Process

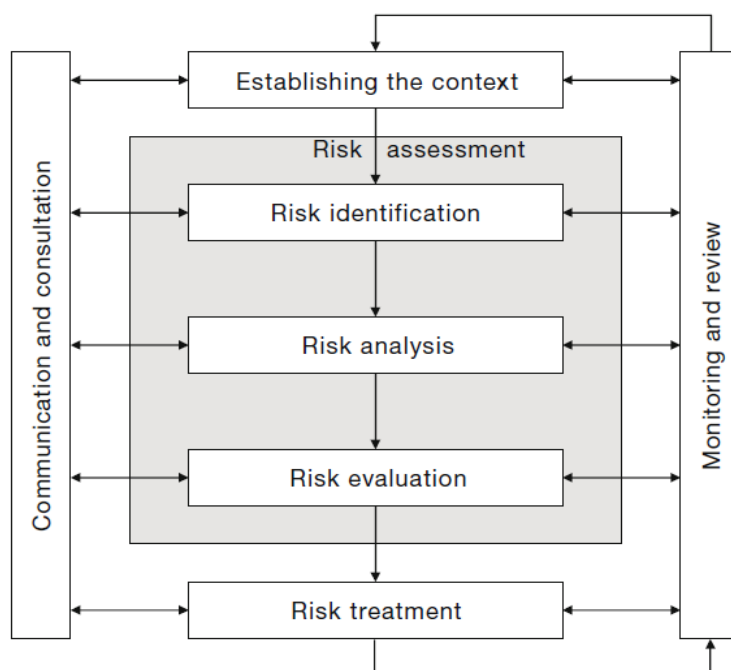


Figure 1 - Risk management process

2.2 Communication and Consultation

It is essential that club members and participants in programs and activities are aware of the risk management program and are consulted in its development, implementation and evaluation. Effective communication ensures that those accountable for implementing the risk management process and stakeholders understand the basis on which decisions are made, and the reasons why particular actions are required.

BSC membership is constantly changing and new members should understand the risk management policy and obligations as part of their induction to the club. Similarly, regatta and race entrants that are not members of BSC should also be made aware of any specific rules with which they must comply, in reference to the club's risk management plan.

2.3 Establishing the Context

Establishing context defines the basic parameters through which the risk management process is considered. Establishing the context is concerned with:

- Understanding the club objectives
- Recognising the constraints of the club's external operating environment which can give rise to uncertainty and risks to its objectives - eg relevant laws, regulations, codes of conduct, economic climate, public perceptions, etc.
- Recognising the constraints of the club's internal operating environment which can give rise to uncertainty and risks to its objectives – eg club charter and by-laws, governance structures, roles and responsibilities, infrastructure assets, skills and experience base of paid staff and volunteers.
- Recognising the expectations of internal and external stakeholders, eg membership, sailing administrators, other sailing clubs, regulators, sponsors, neighbours, etc.
- Agreeing on the club's risk criteria against which it will evaluate the acceptability of risks

2.4 Risk Identification

The first step in our risk management program is to identify what risks exist (or may exist in the future) within our sailing races and associated activities. It is important that people who are regularly involved in the sport are involved in identifying risk areas. Officials, instructors, coaches and even participants should be consulted.

There are a number of things that must be considered in identifying risks:

- The age of participants, experience, type of fleet
- The type of club activities conducted
- Incident and injury history (including type of injury and cause)
- How operational procedures are conducted, and whether there have been any previous problems

2.4.1 Risk Categories

The risk management plan is organised into four **Risk Categories**.

1. Sailing - On-Water

This category includes all of those risks associated with the conduct of sailing races and sailing activities once the participants have left the club dock, club deck, adjacent marinas, or moorings. This includes the club's tender service to participating yachts.

2. Sailing - Off-Water

This category refers to the risks involved in activities which immediately precede and follow our on-water events and activities. For example, the rigging, launching and retrieval of racing and Sailing School dinghy's, berthing of racing and Sailing School keelboats at the club dock, safe docking and management of club tenders and vessels including refuelling and preparation for use, use and storage of lifejackets, radios, club race buoys, deck security, boatshed safety, etc.

3. Club Infrastructure and Environment

The physical environment in which we conduct club events will necessarily include risks to personal safety, property damage or environmental impacts. This category is not concerned with the on-water environment, but rather focuses on the club infrastructure and surrounding environments which are utilised by members, participants, our residential neighbours and the general public.

4. Club Operations

This category includes members, officials, participants, visitors and spectators who may be involved in club activities, and the ongoing operational viability of the club. The club owes a duty of care to its members and those people who may be affected by its actions and therefore should ensure that it takes steps to manage operational risks which may impact on club members, its personnel, and the local community.

2.5 Risk Analysis

The risk analysis assesses:

- The chance of the risk occurring (likelihood)
- The loss or damage impact if the risk occurred (consequence)
- The degree of urgency required to address the risk (priority)

The following rating scales can be used for the risk assessment to establish priorities for action.

2.5.1 Likelihood

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

RATING	DESCRIPTOR	LIKELIHOOD The potential for problems to occur in a year
A	ALMOST CERTAIN	Expected to occur in most circumstances (more than once per month)
B	LIKELY	Probably occur in most circumstances (once every 1 month – 1 year)
C	OCCASIONALLY	Should occur at some time (once every 1 year – 10 years)
D	UNLIKELY	Could occur at some time (once every 10 – 100 years)
E	RARE	May only occur in exceptional circumstances (< once every 100 years)

2.5.2 Consequence

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

RATING	DESCRIPTOR	CONSEQUENCES In terms of the objectives of the organisation
5	CATASTROPHIC	One or more fatalities, or multiple significant injuries with extended hospitalisation, or wide spread public inconvenience, or liabilities or reputational damage affecting the continued viability of club operations, cost of damage over \$1M, or significant unrecoverable damage to the environment.
4	MAJOR	Permanent disabling injury, or significant injuries (requiring hospital treatment), or major public inconvenience, or significant liabilities or reputational damage, or cost of damage \$100K - \$1M, or unconfined environmental impact requiring long term recovery.
3	MODERATE	One significant reversible injury (requiring hospital treatment), or moderate public inconvenience, or moderate liabilities or reputational damage, or cost of damage \$10K - \$100K, or confined environmental impact with medium term recovery.
2	MINOR	Small number of minor injuries requiring medical treatment, or some public inconvenience, or minor liabilities or reputational impact, or cost of damage \$1K - \$10K, or short term confined environmental impact.
1	INSIGNIFICANT	One minor injury requiring first aid, or cost of damage up to \$1K, or confined and promptly reversible environmental damage.

2.5.3 Risk Impact Matrix

The risk impact matrix determines the severity of the risk and the impact it could have on the organisation. It provides an indicator to assist in the decision making of what action is warranted for the risks.

LIKELIHOOD	CONSEQUENCE				
	Catastrophic 5	Major 4	Moderate 3	Minor 2	Insignificant 1
(A) Almost certain	Extreme	Extreme	High	Moderate	Moderate
(B) Likely	Extreme	Extreme	High	Moderate	Low
(C) Occasionally	Extreme	High	Moderate	Low	Low
(D) Unlikely	High	High	Moderate	Low	Low
(E) Rare	High	Moderate	Low	Low	Low

Once risk impact has been determined the committee can evaluate priorities for response to make the risk tolerable to the organisation.

PRIORITY	DESCRIPTION
(ER) Extreme Risk	Extreme risks that are likely to arise and have potentially serious consequences requiring urgent attention
(HR) High Risk	Major risks that are likely to arise and have potentially serious consequences requiring urgent attention or investigation
(MR) Moderate Risk	Moderate risks that are likely to arise or have serious consequences requiring attention
(LR) Low Risk	Low risks that may be managed by routine procedures

2.6 Risk Evaluation

The purpose of risk evaluation is to assist in making decisions about which risks need treatment and the priority for treatment implementation. These decisions are based on the risk analysis.

Risk evaluation involves comparing the level of risk analysis with risk criteria established when the context was considered. It involves determining what risks are tolerable to the organisation having regard to the organisation's attitude to risk.

2.7 Risk Mitigation

Risk mitigation involves selecting one or more control actions to mitigate identified risks and implementing these controls in practice. In particular, risks rated highly will need careful consideration of what policies, procedures and controls can be put in place to reduce its severity and likelihood. These will include the specific actions to be implemented, the timeframe and who is responsible for actioning.

Section 3 of this plan outlines the risks identified at BSC and the actions to be implemented to mitigate these risks. The action plan also includes a list of resources that are available as part of the risk management process. These are essential for the effective implementation of any emergency plan and it is critical that staff or volunteers have the knowledge of what and where they are.

2.8 Monitor and Review

The BSC Committee should review the risk management plan on an annual basis, at minimum, taking account of changes within the club that may influence the risk profile. BSC risk management procedures should include the documentation of any accidents, as well as information on the effectiveness of the risk management plan.

It is suggested that the club use methods such as:

- Assigning a key person to be responsible for overseeing the risk management activities
- Developing checklists for any given activity or risk control to ensure the operator knows and implements the controls
- Periodically checking that procedures are being observed, that equipment is in place and being maintained
- Periodically reviewing the risk register. This is a mandatory action if circumstances or activities change within the club/centre or its environs.
- Provide a report to the committee at periodic intervals
- Make the club's risk management activities a standing item on the club Committee's agenda

3 RISK ASSESSMENT & MANAGEMENT MATRIX

ID No.	Risk / Hazard	Likelihood	Consequence	Inherent Risk Rating	Risk Controls	Residual Risk Rating	Resources	Persons Responsible	Timeframe
3.1 Sailing - On-Water									
1	Severe weather conditions or weather changes (including squalls, electrical storms) resulting in sailors and officials being exposed during events.	B	4	ER	Close monitoring of weather forecast & radar by Race Committee. Abandon racing if weather too extreme Reinforce individual skipper's choice of whether to participate if conditions look beyond their boat's or crew's ability Emergency procedures in place & communicated.	HR	BOM forecast and live weather data, weather apps, etc IMP	Vice Commodore Racing Manager BSS Instructors	Ongoing
2	Prevailing weather conditions prevent rescue vessels being able to remain on station or fulfil their role.	C	4	HR	Abandon race if so severe	MR	On course weather observations	Vice Commodore Racing Manager	Ongoing
3	Wind and wave conditions result in capsizes, personal injury or boats being unable to return to shore safely.	B	2	MR	Rescue craft (RC) in attendance for all races RC drivers trained for dinghy recovery Other yachts offering assistance where required	MR	Reliable, well serviced RC's RC drivers trained in safe recovery	Vice Commodore Racing Manager	Ongoing
4	Heat stroke, sunburn or hypothermia to sailors and /or officials.	E	2	LR	Sunscreen and water to be carried on all yachts Sunscreen regularly provided as race prizes Encourage sailors and race officials to wear suitable sun protection in summer and warm clothing in winter	LR	Sunscreen available in dinghy shed	Skippers BSS Instructors	Ongoing
5	Collision between boats resulting in personal injury and/or major damage disabling boat(s).	B	3	HR	Clear Sailing Instructions Limit number of entries in divisions Design courses and start times to minimise the probability of vessel congestion Liaise with other West Harbour sailing clubs to maximise class separation Incident Management Plans (IMP) Annual skippers briefing and training of competitors in race rules Application of COLREGS	MR	COLREGS, AS Blue Book, RRS, IMP	Vice Commodore Racing Manager Skippers	Ongoing
6	Dangerous interaction with commercial vessels or other recreational boats.	C	4	HR	Check local shipping movements prior to racing Skippers Briefing re incidents with non-racing vessels Note in sailing instructions / race notices re safe distances from commercial vessels	HR	RMS & COLREGS	Vice Commodore	Ongoing
7	Collision of boat with submerged object resulting in personal injury or major damage to boat.	C	3	MR	Rescue craft visual inspection when setting marks IMP	MR	IMP	Racing Manager RC drivers	Ongoing
8	Personal injury to crew member(s)	C	3	MR	Cat 7 first aid kits on all yachts and rescue craft IMP	MR	First aid officers First aid kits at club	Vice Commodore Skippers	Ongoing

ID No.	Risk / Hazard	Likelihood	Consequence	Inherent Risk Rating	Risk Controls	Residual Risk Rating	Resources	Persons Responsible	Timeframe
9	Crew member(s) fall overboard	C	2	LR	Rescue craft in attendance for all races Races monitored on VHF 73 or 77 by club & rescue craft Encourage skippers to conduct regular MOB drills with crews Other yachts to provide assistance if required IMP if required	LR	IMP	Vice Commodore Racing Manager	Ongoing
10	Death from drowning	E	5	HR	Dinghy sailors to wear correctly fitting PFDs Non-swimmers must wear PFD's while yacht racing Encourage yacht crews to wear PFD's in windy conditions or where risk of falling over board is increased RC crews to wear PFD's at all times	MR		Vice Commodore Racing Manager Skippers	Ongoing
11	Medical emergency on race vessel	D	4	HR	IMP Rescue craft in attendance for all races Races monitored on VHF 73 or 77 by club & rescue craft Emergency response cards on all yachts showing West Harbour ambulance access points	MR	IMP Rescue craft	Vice Commodore Racing Manager	Ongoing
12	Injury to person(s) in the water from rescue craft propellers.	E	4	MR	Propeller guards fitted to rescue craft	LR		Vice Commodore	In place
13	Personal injury to kayakers, paddleboarders or swimmers following a collision with a competitor or official boat.	E	4	MR	Keeping an adequate lookout on all vessels Skippers briefing	LR		Skippers	Ongoing
14	Inexperienced or disabled boat(s) lose control and get into difficulties which require external assistance.	C	3	MR	Rescue craft in attendance for all races Other yachts to offer assistance where appropriate	MR	Reliable, well serviced RC's RC drivers trained	Racing Manager	Ongoing
15	Inadequately prepared or maintained boats that are not seaworthy or increase safety risks	D	3	MR	All racing yachts to have annual Cat7 certificate audits by AS registered auditors Club dinghies to be annually inspected	MR	Cat 7 Forms	Vice Commodore Racing Manager Dinghy Captain Skippers	Annually
16	Missing boat(s) either during a race or failing to complete a race	E	3	LR	Race officers conduct pre and post event boat counts RC drivers to have a participant list	LR	Participant start lists	Race officers	Ongoing
17	Mechanical breakdowns / gear failure in rescue vessel(s) resulting in a loss of effective rescue capabilities.	D	3	MR	Ensure RC's are regularly serviced & maintained Pre use procedures to check RC boat systems, fuel levels, radios, lights, fire extinguisher, etc RC vessel backup from adjacent neighbours, club members or other clubs with power boats	LR		Vice Commodore Racing Manager	Ongoing
18	Fire/explosion on Rescue Craft.	E	5	HR	Regular checks of RC fuel systems Drivers trained to safely handle fuel Fuel stored on shore in dedicated fuel storage Smoking prohibited on or near RC vessels or fuel storage	MR		Racing Manager Rescue boat drivers	Ongoing
19	Inadequate or insufficient safety / rescue equipment provided by race / event organisers.	D	3	MR	Regular equipment checks and replace as required	LR		Vice Commodore	Annually
20	Delay by race officials to deploy rescue boats as required by emergency circumstances.	D	4	HR	RCs available for each race Adequate race communication options to advise of emergency, eg VHF plus mobile	MR		Vice Commodore Race Manager Race officers	Ongoing

ID No.	Risk / Hazard	Likelihood	Consequence	Inherent Risk Rating	Risk Controls	Residual Risk Rating	Resources	Persons Responsible	Timeframe
					RC drivers trained in emergency response procedures				
21	Careless handling and laying of course marks & buoys may result in injuries.	C	3	MR	Race officers to use safe lifting techniques Marks designed to be as easy and safe as possible to lay and retrieve	MR		Race officers Race Manager	Ongoing
3.2 Sailing - Off-Water									
1	Persons sustaining injury from slipping on launching ramp.	C	3	MR	Keep ramps clear of debris and growth. Maintain the ramp in good order	MR		Infrastructure Director	As required
2	Theft or damage of participant's boats or gear due to poor security or storage of equipment.	C	2	LR	Ensure equipment is stored correctly Ensure club, deck and boatshed are locked when unattended. Annual audit of who has keys to secured areas	LR		Infrastructure Director	Ongoing
3	Equipment left lying around posing risk of injury.	C	2	LR	Ensure good housekeeping by all persons at the club Pickup any items immediately	LR		Members	Ongoing
4	Electrocution of sailors as a result of power leads on deck.	D	5	HR	Ensure no power leads left unattended on deck. Ensure leads are locked away after use.	HR		Club manager & users of power equipment	Ongoing
5	Placing heavy equipment and boats high up in storage racks resulting in injury or damage during retrieval.	D	4	HR	Assisted lift when storing boats or heavier equipment Store the regularly used and heavier boats on the lower racks Keep racks tidy and the area clear of debris and equipment	MR		Dinghy Captain & sailors Members / volunteers	Ongoing
6	Trip hazards from boats, rigging and trailers left on decks and walkways	C	3	MR	Ensure that rigging area is kept tidy after racing. Annual boatshed audit and clean-up to maximise 'off-deck' boat and rigging storage	MR		Dinghy Captain	Ongoing
7	Inexperienced or careless persons re-fuelling rescue boats resulting in spillage, risk of fire and property damage.	D	4	HR	Training required for all persons refuelling the safety boats and tenders Provide checklist / instructions on how to refuel on boats Seek help with refuelling when uncertain Use correct equipment.	MR		Club manager and users of rescue boats	Ongoing
8	Personal injury or property damage arising from rigging accidents, eg falling masts, swinging booms.	C	3	MR	Owners ensure boats are kept in good order Particular vigilance when rigging on windy days Seek assistance when rigging to reduce risks	MR		Boat owners	Ongoing
9	Poor handling of race disputes and grievances resulting in dissatisfaction amongst sailors and potential legal exposure.	D	3	MR	Sailing instructions clear about race committee and protest procedures Ensure Insurances and compliance kept up to date Deal with issues in a timely fashion Encourage participants to formally protest for RRS infringements to encourage behaviour change	LR		Vice Commodore Racing Manager	Ongoing

ID No.	Risk / Hazard	Likelihood	Consequence	Inherent Risk Rating	Risk Controls	Residual Risk Rating	Resources	Persons Responsible	Timeframe
10	Dangerous wake hitting ramp during launching and retrieval of dinghies and tender boats.	B	3	HR	Wait until wake subsides before launching Keep launching areas clear Assist fellow sailors with boat launch and retrieve	MR		Members	Ongoing
3.3 Infrastructure & Environment									
1	Injury from packing and unpacking of equipment during club special events	D	4	HR	Seek assistance to move awkward or heavy items Use lift or traveller to move heavy items up or down to club	MR		Members & volunteers	Ongoing
2	Injuries resulting from walking up and down the main stairs.	C	4	HR	Proper hazard signage, lighting, maintain handrail and steps	HR		Infrastructure Director	Ongoing
3	Injuries from using the inclinator	D	3	MR	Only trained persons given operational control of the inclinator No persons stand or ride on the inclinator Stand well clear after loading Ensure the load is securely strapped Keep vegetation clear from the tracks	MR		Infrastructure Director Club Manager	Ongoing
4	Injuries to kitchen staff from poorly maintained appliances, fixtures and fittings	D	4	HR	Regular kitchen inspection Kitchen staff to report issues Maintain, repair or replace faulty items	MR		Infrastructure Director Club Manager	Ongoing
5	Burns received from BBQ equipment.	D	4	HR	Keep BBQ clean from fats Ensure that cooking utensils are correct for their intended use Have only experienced cooks and adult operators	MR		Club Manager	Ongoing
6	BBQ gas bottle leakage or explosion	D	4	HR	Material Safety Data Sheet Check gas bottles and if in doubt then replace Keep bottles in a cool, ventilated spot No smoking near gas usage	MR	MSDS	Club Manager	Ongoing
7	Electrocution	D	5	HR	Distribution Boards: keep closed and locked Only a licensed electrician to work on electrical installation Testing and tagging of appliances bi-annually Repair or discard faulty electrical items	HR		Infrastructure Director	Ongoing
8	Building fire	D	4	HR	Annual fire safety equipment inspections and maintained or replaced as required Evacuation procedures determined and communicated to members and other users of the club Regular fire drills	MR		Infrastructure Director	Ongoing
9	Environmental discharge and damage	D	3	MR	Ensure wastewater and stormwater systems meet plumbing standards and are maintained Ensure use of fuels, chemicals, paints etc are managed to minimise risk of spillage to harbour	LR		Infrastructure Director	Ongoing
10	Exposure to hazardous materials or dangerous goods due to inadequate storage arrangements.	D	3	MR	MSDS on display on notice boards and on club web page Lockable fuel storage cabinet located outside building	LR		Infrastructure Director	Ongoing

ID No.	Risk / Hazard	Likelihood	Consequence	Inherent Risk Rating	Risk Controls	Residual Risk Rating	Resources	Persons Responsible	Timeframe
11	External contractors not complying with club safety protocols.	D	4	HR	Only use licensed contractors with suitable OH&S protocols Induction for contractors	MR		Infrastructure Director Club Manager	Ongoing
12	Glass or needle stick injuries to Club sailors and patrons	D	3	MR	Wear shoes Dispose of items of concern Regular working bee clean ups	LR		Members	Ongoing
13	Inadequate first aid equipment to support timely response to injuries	D	4	MR	First aid kits inspected annually and contents updated Automatic External Defibrillators available to enhance first aid response capability Location of first aid equipment communicated	MR		Infrastructure Director	Ongoing
3.4 Club Operations									
1	Poor food management and handling procedures in catering may breach regulations, result in food poisoning, or transmission of pathogens	C	3	MR	Ensure kitchen procedures comply with 'Standard 3.2.2 Food Safety Practices and General Requirements' for safe food handling and hygiene Employ kitchen staff trained to meet these standards Ensure kitchen areas, utensils, crockery and cutlery are cleaned to required standards Ensure refrigeration can maintain required temperatures Dispose of out of date and old food	MR		Club Manager	Ongoing
2	Community complaints about noise or antisocial behaviour of club members, patrons or venue hire guests	B	2	MR	Shut down post-race activities by a reasonable time to minimise complaints Clear operating guidelines provided to venue hire clients outlining noise control requirements Avoid noisy mid-week evening events	LR		Club Manager Duty Director	Ongoing
3	Intoxicated club members or guests on premises causing problems for other patrons	C	3	MR	RSA accredited bar staff only to serve alcohol Patrons suspected to be under the influence of drugs (legal or illegal) or alcohol are escorted off premises Ensure that patrons asked to leave are taken care of by way of friends / Ambulance / police or taxi.	MR		Club Manager Duty Director Bar Staff	Ongoing
4	Injury to sailors, members or community participants in Balmain Regatta & Australia Day major events	C	3	MR	Adequate safety precautions implemented to minimise risks from boat movement around club docks and HQ marina, swimming off the ramp, band setup, food and bar sales	MR		Directors Club Manager Members	Ongoing
5	Damage to club caused by venue hire participants	C	3	MR	Clear hire agreement outlining do's and don'ts and rental conditions Adequate insurance coverage for damage claims	MR	Venue hire agreement	Directors Club Manager	Ongoing
6	Poor performance of Sailing School instructors	C	2	LR	Ensure all instructors are appropriately qualified and skilled for the courses they are running Performance reviews of instructors Participant exit surveys	LR	Sailing School Operating Protocols	Sailing School Principal	Ongoing
7	Lack of first aid officer(s) available during club activities resulting in poor injury management.	C	3	MR	Club members / officers with first aid certification currency kept in register and published in IMP and on website	MR		Directors	Ongoing

ID No.	Risk / Hazard	Likelihood	Consequence	Inherent Risk Rating	Risk Controls	Residual Risk Rating	Resources	Persons Responsible	Timeframe
8	Confused response to emergencies and incidents	C	4	HR	IMP prepared and communicated to those responsible for actioning	HR		Directors	Ongoing
9	Insufficient experience or training for key club officials resulting in poor decision making	C	3	MR	Ensure that both on-water and off-water officials are trained appropriately	MR		Directors	Ongoing
10	Theft or misappropriation of club cash takings	D	2	LR	Cash locked in safe and banked ASAP after club events Encourage transition from cash to card transactions	LR		Club Manager	Ongoing
12	Unforeseen expenditures or external events diminished the financial viability of club	C	5	ER	Monthly detailed financial reporting to BSC Committee and to members via Directors meeting minutes Careful programming of future capital or maintenance expenditures Pursue options for infrastructure or other financial grants Where necessary, appeal to membership for financial assistance	HR		Treasurer Directors	Ongoing
13	Inadequate club insurances to cover key identified risks	D	5	HR	Register of insurance policy renewal dates when policy to be renewed Seek annual advice from independent insurance broker regarding adequacy and cost effectiveness of insurance cover	HR		Secretary Directors	Ongoing