

# MELBOURNE BUSHWALKERS INC. RISK MANAGEMENT PLAN

Melbourne Bushwalkers Inc. recognises the importance of a Risk Management Plan to set out guidelines for ensuring the safety and well being of its members when participating in Club activities. We follow the guidelines set by Bushwalking Australia. Details are as follows:

## Guidelines

1. All Club members are to be informed of the Club's Risk Management Plan, have access to it, and understand the risk controls that have been adopted (normally embedded in other documents, process, policies etc.)
2. New members are to be made aware of the Club's Risk Management Plan.
3. All club members should understand their roles and responsibilities.
4. Trip leaders are required to follow all Club policies and procedures.
5. Leaders' briefing and training to be held on a regular basis.
6. Where Club rules are not followed appropriate action will be taken.
7. The Club has a documented Emergency Checklist which includes the involvement of Club contacts. The Checklist is issued to leaders and available to all members.

## Review Process

Incidents need to be reported on an Incident Report form, tabled at committee meetings, discussed and action taken where applicable. The number of incidents needs to be documented over an annual period for ongoing review purposes.

Training or some other action may be necessary to reduce the risk of an event happening again, eg Leader training, Navigation training, First Aid training. The Club's Risk Management Plan should be checked annually for ongoing relevance and effectiveness.

## Risk Management Matrix

The matrix or 'heat map' below sets out the method by which various risk events likely to occur as part of the Club's activities are rated according to consequence if they occur and their likelihood of occurring, together with their risk rating.

- Look down the columns for the consequence that matches a risk event
- Then look across the rows for the likelihood of the risk event occurring for the activity you are considering.
- Where the column and row meet gives you the risk rating
- The risk rating is a guide to what degree of control action is required:

<b>Consequence</b>	Critical	LOW	HIGH	HIGH	HIGH
	High	LOW	HIGH	HIGH	HIGH
	Medium	LOW	MEDIUM	MEDIUM	MEDIUM
	Low	LOW	LOW	LOW	LOW
		Unlikely	Moderate	Likely	Almost Certain
		<b>Likelihood</b>			

## Risk Categories

The risks are grouped in categories, similar to Future Directions Categories where possible

- Activities – day and extended outdoor activities, social activities
- People – injuries, skills, behaviour, social, decision making, children/visitors/members/leaders
- Equipment – equipment used on activities by members
- Membership – numbers, age, activity, diversity,
- Organisation/Governance – club level risks, structure
- Assets - finances, clubrooms, processes/procedures, owned equipment,
- External - other organisations, climate/weather,

A number of risks can be assessed at an activity level and at a Club Level. For example, our club has around 10 incidents a year across over 160 activities involving over 2000 people of which maybe 3-5 incidents are actual injuries or near injuries. A number of activity risks have been assessed both at a Club (organisational) and an individual Activity level.

Hence:

- the **Likelihood** of an injury to a least 1 club member during a year is **Almost Certain**.
- the **Likelihood** of an injury to a club member on a walk is **Unlikely**

## Risk Management Basics

# Rating Risks as High, Medium & Low

- Based on their Likelihood & Consequences
- Rate the risk with the **current** controls and contingencies in place

<b>Consequence</b>	Critical	F LOW	F HIGH	F HIGH	F HIGH
	High	LOW	F HIGH	F HIGH	F HIGH
	Medium	LOW	MEDIUM	MEDIUM	MEDIUM
	Low	LOW	LOW	LOW	LOW
		Unlikely <5%	Moderate <50%	Likely <90%	Almost Certain >90%
		<b>Likelihood</b>			

F = Main risks to focus on  
Bushwalking Australia risk ratings used

- RED** = High Risk Level;
- YELLOW** = Medium;
- GREEN** = Low

# Risk Statements

Cause	Risk Event	Impact
<b>The factors which occur that lead to or trigger a risk</b>	<b>The event that potentially may occur that will have a negative impact on objectives.</b>	<b>The resulting situation or effect on the clubs objectives.</b>
Bad weather, injured member	Group being delayed	Concerns for Safety, Search costs....
Very high temperatures	May cause a person distress or injury	Dehydration, hyperthermia, unable to complete activity
Injured or disgruntled walker	May sue a club volunteer	Legal proceedings

A good risk statement has the causes, the risk event that may occur, and the impacts for the objectives of the organisation or activity.

BWA recommends we simplify the risk statement looking mainly at the event and how the risk can be controlled.

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## Reducing or Mitigating a Risk

- **Control the risk:** reduce the Likelihood and/or Consequences
- **Avoid the risk:** e.g. don't go there .....
- **Accept a level of risk:** decide what to do if it occurs despite the controls that are in place (see Contingencies)
  - We often cannot eliminate a risk
- **Contingencies:** describe what to do if the risk eventuates
- Managing a risk can require controls **and** contingencies
- If the current controls are not enough to reduce the risk to an acceptable level then new or more effective controls may be needed

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## Risk Management Table

Risk Event	Risk Likelihood Consequences	Risk Rating After Controls Applied	<i>Controls (Not exhaustive)/ Contingencies (CT:) should the risk occur ITEMS in BOLD/Red need action to implement</i>
<b>ACTIVITIES</b>			
A1a. Dehydration from Extreme Heat	Unlikely  High	Low	<ul style="list-style-type: none"> <li>• Policy: Carry minimum 2 litres water/day, wear sunhat and take sunscreen.</li> <li>• Leader (remote and extended activities) makes every attempt to confirm water availability and inform party members if special measures required such as carrying additional water or purifying water.</li> <li>• Refer Club's Safety Guidelines checklist</li> <li>• Refer Club's "Introduction to Melbourne Bushwalkers"</li> <li>• Club arranges regular First Aid training</li> <li>• Leader modifies distance/pace if necessary</li> <li>• If temperature over 38C at Reference Temperature Site day activities cancelled and Multi day activities cancelled or modified as required</li> <li>• The Club has developed and communicates Fire Season, Total Fire Ban and Extreme Heat Policies to all members</li> <li>• CT: Apply First Aid, kits carried on all activities</li> <li>• CT: Seek help, mobile, PLB optional, min of 4 in party</li> </ul>
A1b Hypothermia from Extreme cold	Unlikely  Critical	Low	<ul style="list-style-type: none"> <li>• Clothing checklist includes raincoat, beanie, gloves, warm extra clothing such as thermals.</li> <li>• Recommended all walkers in remote areas carry an Emergency Blanket in winter – <b>communicate and update club documentation.</b></li> <li>• Gear checklist for overnight activities.</li> <li>• Leader confirms that party members are carrying minimum clothing requirements if very cold weather expected (also applies to day walks if cold conditions and off trail).</li> <li>• Leaders keep close watch on weather particularly in alpine areas</li> <li>• Participants should have regular intake of high calorie food and sufficient liquids</li> <li>• Refer Club's Safety Guidelines checklist</li> <li>• Refer Club's "Introduction to Melbourne Bushwalkers"</li> <li>• Refer Club's "Introduction to Overnight Bushwalking"</li> <li>• CT: Apply First Aid, kits carried on all activities</li> <li>• CT: Seek help, mobile, PLB optional, min of 4 in party</li> </ul>
A2 Stings – insects, spiders, leeches, poisonous plants	Moderate  Medium  Or  Unlikely  Critical	Medium  Or  Low	<ul style="list-style-type: none"> <li>• Gear checklist includes gaiters</li> <li>• Leaders consider terrain when planning an activity</li> <li>• First Aid kits contain antiseptic cream/liquid/powder.</li> <li>• Club provides regular First Aid training</li> <li>• CT: Members carry Green Health Cards re allergies</li> <li>• CT: Apply First Aid, seek help, mobile, PLB optional, min of 4 in party</li> <li>• CT: Members carry personal prescription medication, e.g.Epi-Pen</li> </ul>
A3 Snake bite	Unlikely  Critical	Low	<ul style="list-style-type: none"> <li>• Walkers are advised to wear long trousers or gaiters in certain terrain and seasons –<b>communicate to membership each spring.</b></li> <li>• Gear checklist include gaiters, snake bite bandage advertised for member purchase</li> <li>• Leaders of Sunday walks carry First Aid kit including snake bite bandage</li> <li>• Club provides regular First Aid training</li> <li>• Visitors and Members advised of need for full Ambulance cover.</li> <li>• CT: Apply First Aid, seek help, mobile, PLB optional, min of 4 in party</li> <li>• Note: Comprehensive Ambulance cover reduces costs of an evacuation Ambulance Cover reminders repeated after 2017 incident</li> </ul>
A4 Lightning Strike from Electrical Storm	Unlikely  Critical	Low	<ul style="list-style-type: none"> <li>• Weather forecast checked before trip commences.</li> <li>• Walking at high risk times and in high risk locations avoided where possible</li> <li>• CT: Crouch on an insulating material such as your sleeping mat or frameless backpack. Tuck your chin down on your chest, your hands and bum should be off the ground. The goal is to minimise contact with the ground and make yourself as small as possible.</li> <li>• CT: Members of party stay together in open space, but &gt; 6 metres apart</li> <li>• CT: Avoid high ground, isolated objects such as a tree in a clearing, overhanging cliffs or caves</li> <li>• <b>Develop an Information Sheet and communicate.</b></li> </ul>

<b>Risk Event</b>	<b>Risk Likelihood Consequences</b>	<b>Risk Rating After Controls Applied</b>	<b>Controls (Not exhaustive)/ Contingencies (CT:) should the risk occur ITEMS in BOLD/Red need action to implement</b>
A5 Private Transport Accident	Unlikely Critical	Low	<ul style="list-style-type: none"> <li>• Drivers obey road rules etc</li> <li>• Similar risk level to general population using vehicles</li> <li>• <b>Develop and communicate Club guidelines about fatigue, driving distances, sharing driving, parking safely, rest breaks, etc.</b></li> </ul>
A6. Vehicle break in or theft	Unlikely Low	Low	<ul style="list-style-type: none"> <li>• Ensure cars are locked and parked safely before walking</li> <li>• Drivers encouraged to have insurance</li> </ul>
A7. Sunday Bus Accident	Unlikely Critical	Low	<ul style="list-style-type: none"> <li>• Driver/or leader asks passengers to wear seat belts if fitted</li> <li>• Use of professional bus company</li> <li>• Refer Club's Leaders' Guide</li> <li>• Refer Bus Transport Guidelines for Leaders and Driver</li> <li>• Leaders preview walk to ensure road is suitable for the bus.</li> <li>• Leaders do not stand on moving bus but remain seated</li> <li>• A portable P.A. system is provided for leaders to make announcements if a bus PA is not available</li> <li>• CT If passenger is sick or needs to leave bus for any reason it is leader's responsibility to liaise with driver to determine action, Policy is that a person cannot be left alone</li> <li>• Similar risk level to general population using buses</li> </ul>
A8. Party back late	Moderate Medium	Medium	<ul style="list-style-type: none"> <li>• Leader can set early departure time for non-Sunday Walks</li> <li>• New Club Emergency Contact System in place</li> <li>• Policy: Party to carry mobile and First Aid Kit. People carry own First Aid Kit with medications, torch and matches in waterproof container</li> <li>• Leader's Emergency Checklist</li> <li>• Pack Carry's take full camping equipment</li> <li>• Whip assists participants who need help</li> <li>• CT: Club Emergency Mobile for advice to family/friends on late activities</li> <li>• CT: CEC in place and can take action as appropriate</li> </ul>
A9 Serious Preview Incident	Unlikely High	Low	<ul style="list-style-type: none"> <li>• Emergency Contact System includes Trip (Preview) Information Form so a responsible person knows the Preview is underway</li> <li>• Email sent to <a href="mailto:ecs@mbw.org.au">ecs@mbw.org.au</a> with Preview timing to ensure Insurance applies to any accident</li> <li>• Encourage but do not require leader to go with someone.</li> <li>• Previews generally not conducted for Pack Carry's and Base Camps so largely avoid risk for these activities</li> <li>• PLB and GPS available for loan to leaders</li> <li>• Leaders are encouraged to ensure they have appropriate maps, GPS, or walk notes for guidance.</li> <li>• Exit routes are planned for emergencies.</li> <li>• <b>Need to review and increase compliance re using Trip Intentions Form (TIF) and sending email.</b></li> </ul>
A10 Bushfire	Unlikely High	Low	<ul style="list-style-type: none"> <li>• Activity areas researched regarding fire zone, emergency exit routes</li> <li>• Overnight walkers advised by leaders that fuel stove cooking is required or to take food that doesn't require a stove</li> <li>• Activity participants comply with CFA/SES/Park Ranger directions</li> <li>• Any fires, if allowed, are kept small, well contained, completely extinguished and cold when leaving a campsite</li> <li>• Activity leader check re bushfire danger with relevant authorities before starting a walk during fire season.</li> <li>• An AM radio (available from clubroom if required) is carried on activities during the fire season to do checks re fire status. All activities to take a mobile.</li> <li>• If over 38 degrees Celsius at Reference Temperature Site day activities cancelled, and Multi day activities cancelled or modified as required</li> <li>• If a Total Fire Ban is declared in the applicable Fire Ban District, then all day activities cancelled. If a Multi-day activity has commenced it will either cease, be suspended or continue if safe to do so provided an exemption obtained. (Refer Total Fire Ban Policy for exemption procedure)</li> </ul>

Risk Event	Risk Likelihood Consequences	Risk Rating After Controls Applied	Controls (Not exhaustive)/ Contingencies (CT:) should the risk occur <i>ITEMS in BOLD/Red need action to implement</i>
			<ul style="list-style-type: none"> <li>The Club has developed and communicated Fire Season, Total Fire Ban and Extreme Heat Policies to all members</li> <li>Consider use of Personal Locator Beacon for remote activities</li> <li>CT: Take shelter, get help if practical (mobile, PLB)</li> </ul>
A11 Wilderness or Extreme Activities cause Incident	Moderate High	High	<ul style="list-style-type: none"> <li>Leader is experienced in Wilderness / extreme activities.</li> <li>Club has a grading and preview system for activities so that participants know what to expect – refer “Introduction to Melbourne Bushwalkers”</li> <li>Leader includes information on grading in Club NEWS walk preview.</li> <li>Leader informs party members of the nature of the activity and terrain and during booking process and in the preview</li> <li>Leader must be satisfied of suitability of all participants, particularly visitors on the activity and anyone carrying an injury</li> <li>Leader ensures participants carry appropriate equipment.</li> <li>Group must carry PLB and other appropriate safety equipment for these activities e.g. At least 1 GPS with loaded trip data.</li> </ul>
A12 Flooded rivers, high tides	Unlikely High	Low	<ul style="list-style-type: none"> <li>If a walk involves river crossings after heavy rain in catchment areas, leaders make every attempt to check in advance status of rivers and bridges and plan an alternative route.</li> <li>Leaders check if the safety of a coastal walk is affected by tide or local weather conditions. <a href="http://www.bom.gov.au">www.bom.gov.au</a>.</li> <li>Activity Co-ordinators/Leaders take tides into account when scheduling coastal activities</li> <li>Leaders, where appropriate, preview walk to ensure terrain is understood &amp; deemed as suitable for activity.</li> <li>CT: Vary route as practical</li> <li><b>Develop Information Sheet on River/Creek crossing techniques</b></li> </ul>
A13 Search & Rescue costs	Unlikely High	Low	<ul style="list-style-type: none"> <li>Leaders have an appropriate level of navigation skills or walk on defined tracks.</li> <li>Club has developed and communicated protocols regarding regrouping at track junctions, maintaining sight contact especially on untracked or poorly marked routes, appointing a whip</li> <li>Refer Club’s Safety Guidelines checklist</li> <li>Refer Club’s Leaders’ Guide</li> <li>Club holds Navigation and Leaders’ training regularly</li> <li>Whistle codes communicated regularly</li> <li>Leader carries whistle, torch, map, compass, Members should carry a whistle, torch, compass etc</li> <li>Clear intention of proposed route, participant names, estimated time of return, maps if required, sent to ECS for Pack Carry trips and remote Base Camps</li> <li>Club contact system and Emergency guidelines known to leaders</li> <li>CT: Members advised to have Comprehensive Ambulance Cover</li> <li>CT: Club has Personal Accident Insurance for members and visitors.</li> </ul>
A14 Lillo, kayaking/canoe trips	Moderate High	High	<ul style="list-style-type: none"> <li>Participants issued with Melbourne Bushwalker “Introduction to Liloing Policy”</li> <li>Leaders to check on status of rivers particularly after heavy rain or long droughts</li> <li>Only use experienced Leaders or Mentors and suitable equipment</li> </ul>
A15 Building Fire or other emergency in Club Room	Unlikely Critical	Low	<ul style="list-style-type: none"> <li>Special Club meetings and social nights start with a reminder about emergency exits and assembly point, evacuation procedures, e.g. (assemble in Flagstaff Gardens).</li> <li>Torch and emergency exit door key placed on kitchen bench on club nights</li> <li>Above two items included in Duty Roster checklist</li> <li>No smoking in clubrooms</li> <li>Fire blanket in place near stove</li> <li>Whistles not used in enclosed places without warning</li> <li>Portable electrical appliances checked (arranged through Royal Historical Society) &amp; tagged by electrician regularly. <b>Check with RHS when due.</b></li> </ul>

<b>Risk Event</b>	<b>Risk Likelihood Consequences</b>	<b>Risk Rating After Controls Applied</b>	<b>Controls (Not exhaustive)/ Contingencies (CT:) should the risk occur ITEMS in BOLD/Red need action to implement</b>
			<ul style="list-style-type: none"> <li>• Ensure heaters are not covered by clothing</li> <li>• Disconnect all electrical appliances when not in use.</li> </ul>
A16 Extreme Weather  <b>NEW</b>	Unlikely  Critical	Low	<ul style="list-style-type: none"> <li>• Leaders to monitor Bureau of Meteorology Warnings for walk areas to assess activity impacts re high winds, rain, flooding, lightning etc</li> <li>• Check if Parks are closed, review camping areas etc</li> <li>• <b>2018: Communicate to Leaders, add to Leadership Training, etc</b></li> </ul> <p>Note: Excludes Extreme Temperatures and Total Fire Bans as they are separate risks. Note: No formal club policy due to variability of forecasts, varying impacts on individual activities etc.</p>

<b>PEOPLE</b>			
P1. Medical emergency (000) – Critical Injury on an Activity	Unlikely  Critical	Low	<ul style="list-style-type: none"> <li>• Minimum number of 4 walkers</li> <li>• Leader carries mobile phone. In emergency dial 000 (over-rides locked phone, one with no credit and connects with any provider in range)</li> <li>• Trips are planned to include quick exit routes where possible</li> <li>• Participants satisfy leader of their fitness and suitability and carry Personal Health Details card</li> <li>• Club provides regular First Aid training</li> <li>• Leaders of Sunday walks carry First Aid Ki; members advised to carry own kit and personal medications</li> <li>• Exit routes are considered for emergencies</li> <li>• CT: Use Green Health Card to determine medical conditions etc</li> <li>• CT: Provide First Aid to injured person</li> <li>• <b>CT: Critical Incident Debriefing, Club Personal Injury Insurance</b></li> <li>• CT: Provide First Aid to injured person, seek assistance from medically trained participants, Club Personal Injury Insurance</li> <li>• CT: For incidents and emergencies that cause substantial delays the leader calls the Club Emergency mobile 0447 489 661.</li> <li>• <b>CT: Implement BWV Critical Incidents Procedures (need to review and communicate)</b></li> </ul>
P2. Serious Injury to a Participant on an Activity	Unlikely  High	Low	<ul style="list-style-type: none"> <li>• Plan trip to include quick exit routes where possible</li> <li>• Participants must satisfy leader of their fitness and suitability and carry Personal Health Details card</li> <li>• Club provide regular First Aid training</li> <li>• Leaders of Sunday walks carry First Aid Ki; members advised to carry own kit and personal medications</li> <li>• Exit routes are considered for emergencies</li> <li>• Carry a mobile phone. In emergency dial 000</li> <li>• Participants advised re equipment to take e.g. footwear, sun protection</li> <li>• Refer Activity Risk controls and contingencies</li> <li>• Incident Reporting Process (See above Risk)</li> <li>• Take actions as appropriate for each serious injury</li> <li>• Leaders Emergency Check List and use of whistles to communicate to group</li> <li>• Walk grading system in place, leaders can vary based on Preview</li> <li>• Visitors are vetted so they are capable of that activity</li> <li>• Club to continually raise awareness of safeguards against injury e.g. articles in News</li> <li>• CT: Provide First Aid to injured person, seek assistance from medically trained participants, Club Personal Injury Insurance</li> <li>• CT: For incidents and emergencies that cause substantial delays the leader calls the Club Emergency mobile 0447 489 661.</li> </ul>
P3. Minor injury to a Participant on an Activity	Moderate  Medium	Moderate	<ul style="list-style-type: none"> <li>• E.g. twisted ankle, sprain, cuts</li> <li>• Plan trip to include quick exit routes where possible</li> <li>• Participants must satisfy leader of his/her fitness and suitability</li> <li>• Club provide regular First Aid training</li> <li>• Leaders of Sunday walks carry First Aid Ki; members advised to carry own</li> </ul>

			<p>kit and personal medications</p> <ul style="list-style-type: none"> <li>• Carry a mobile phone. In emergency dial 000</li> <li>• Participants advised re equipment to take e.g. footwear, sun protection, medications</li> <li>• Incident Report Process and Analysis</li> <li>• Leaders Emergency Check List and use of whistles to communicate to group</li> <li>• CT: Provide First Aid to injured person, seek assistance from medically trained participants, Club Personal Injury Insurance</li> <li>• CT: For incidents and emergencies that cause substantial delays the leader calls the Club Emergency mobile 0447 489 661.</li> </ul>
P4. Health condition or disability	Moderate High	High	<ul style="list-style-type: none"> <li>• Participants inform leader in advance of any condition or disability that may affect their ability to participate safely in the activity.</li> <li>• Participants complete and carry Personal Green Health Details Card provided by the Club</li> <li>• Leaders determine during the booking process that person can satisfactorily complete activity</li> <li>• Leaders of Sunday walks carry First Aid Ki; members advised to carry own kit and personal medications</li> <li>• At beginning of walk leader re-checks whether any health or injury problems</li> <li>• Club by-laws provides that if participant becomes ill or is injured on a walk that person cannot be left on their own. At least one Club member should stay with the person until appropriate help is provided. If necessary, the activity may need to be abandoned (refer Club document - Leading a Day Walk)</li> <li>• Club provides regular First Aid Training</li> <li>• PLB's available for remote and other areas for free</li> <li>• CT: Provide First Aid to injured person, seek assistance from medically trained participants, Club Personal Injury Insurance</li> <li>• CT: For incidents and emergencies that cause substantial delays the leader calls the Club Emergency mobile 0447 489 661.</li> </ul>
P5. Slow party member or visitor	Moderate Medium	Medium	<ul style="list-style-type: none"> <li>• Appropriate vetting of visitors during booking process that person can satisfactorily complete activity.</li> <li>• Leaders vet members on extended activities</li> <li>• Leaders carry out gear check as required</li> <li>• Leader checks possible injury or illness</li> <li>• Leaders understand emergency procedures. Leaders Emergency Check List and use of whistles to communicate to group</li> <li>• Whip on all walks, monitors and assists</li> <li>• CT: Whip or other participants assists person, Leader may get person off activity.</li> <li>• CT: For incidents and emergencies that cause substantial delays the leader calls the Club Emergency mobile 0447 489 661</li> </ul>
P6. Leader Poor Decision Making	Unlikely High Or Moderate Medium	Low Or Moderate	<ul style="list-style-type: none"> <li>• Leaders Training (navigation, training nights/days, activity information sheets, News/email communications) Note: significantly improved in 2016 using tailored Bushwalking Victoria Framework</li> <li>• Previews undertaken for all Sunday and most day walks</li> <li>• Club documents provide guidelines and are communicated, e.g. - Leading a Day Walk, Participants' Responsibilities, Code of Conduct, Fire Season/Total Fire Ban/Extreme Heat</li> <li>• New Leaders work with more experienced leaders</li> <li>• Incident Report Process and Analysis</li> <li>• Walks Secretaries, in conjunction with Committee, may need to monitor Leaders performance i.e. is this a once off issue</li> <li>• <b>Make leaders more aware of the psychological risk factors involved in decision making.</b></li> <li>• <b>Review Leaders Training (Unit 1) re coverage of group psychology.</b></li> <li>• CT: For incidents and emergencies that cause substantial delays the leader calls the Club Emergency mobile 0447 489 661.</li> </ul>
P7. Poor Decisions from Group Dynamics in an Emergency	Unlikely High Or	Low Or	<ul style="list-style-type: none"> <li>• For 'Hard or 'riskier" activities Leaders can choose participants based on skills, compatibility etc</li> <li>• Leaders Training and Mentoring</li> <li>• Club policy on authority of Leader</li> <li>• Incident Report Process and Analysis</li> </ul>



	Moderate Medium	Moderate	<ul style="list-style-type: none"> <li>• <b>Make leaders more aware of the psychological risk factors involved in group decision making (refer P6)</b></li> <li>• CT: For incidents and emergencies that cause substantial delays the leader calls the Club Emergency mobile 0447 489 661.</li> </ul>
P8. Bad behaviour by a Member/Visitor	Unlikely Moderate	Low	<ul style="list-style-type: none"> <li>• Clubs Code of Conduct &amp; Participants Responsibilities, communicated frequently, applies to all participants</li> <li>• Leaders Training and Mentoring)</li> <li>• Club policy on authority of Leader</li> <li>• Incident Report Process and Analysis</li> <li>• CT: Counselling &amp; discipline action as needed</li> <li>• CT: Rules &amp; By-Laws cover discipline and grievance procedures</li> <li>• CT: For incidents and emergencies that cause substantial delays the leader calls the Club Emergency mobile 0447 489 661.</li> </ul>
P9. Large group size or large number of visitors	Moderate Medium	Moderate	<ul style="list-style-type: none"> <li>• Experienced Leaders and Whip assigned to activity particularly 'Easy' Sunday walks</li> <li>• If 15 or more visitors Whip should be an experienced Leader.</li> <li>• <b>Communicate to leaders and include in Leader training.</b></li> <li>• On Sunday bus walks participants are split into two groups</li> <li>• Visitors vetted re suitability for walk</li> <li>• Use of Whistle re-enforced</li> <li>• Other experienced Leaders or Committee member or Duty Roster person can advise re limiting numbers if needed</li> <li>• Members encouraged to support Visitors</li> <li>• CT: Leader can appoint another experienced walker to act as co-leader</li> <li>• CT: Ensure sufficient experienced club walkers in party</li> </ul> <p>Note: Potentially increased risk due to increase in new member numbers with limited experience</p>
P10. Issues with Children on Activities	Unlikely Medium	Low	<ul style="list-style-type: none"> <li>• Children on Club activities must be accompanied by a parent or 'guardian'</li> <li>• Parents are responsible for children's behaviour and safety.</li> <li>• Parents sign Acknowledgement of Risks Form on children's behalf</li> <li>• Parents liaise with leaders in advance to obtain agreement to bring children on certain activities</li> <li>• Members must be over 18 years of age</li> </ul> <p>Note: We generally <b>avoid</b> this risk</p>
P11, Decreasing knowledge and experience in remote areas	Unlikely Medium	Low	<ul style="list-style-type: none"> <li>• Mentor new Pack Carry &amp; Base Camp Leaders</li> <li>• Leaders Database contains walk reports and maps</li> <li>• Active and growing Pack Carry Programs mitigates risk</li> <li>• Leaders ensure, where possible, they have up to date maps &amp;/or GPS</li> </ul> <p>Note: Adventurous leaders taking us to Deal Island, Tarkine etc. as well as regular Iconic Walks. This risk may reduce our ability to go to these areas or we may encounter issues when we do</p> <p>Note: Risk may increase in future as likelihood increases</p>
P12. Lack of Skills in Members and Leaders	Moderate Medium	Medium	<ul style="list-style-type: none"> <li>• Extensive documentation e.g. club information sheets, and processes</li> <li>• Training Officer position filled</li> <li>• New Leadership Training Program with regular training activities e.g. navigation training</li> <li>• Mentoring of new Leaders.</li> <li>• Visitors go through a qualifying process</li> <li>• Use walks as training opportunities where possible (small percentage at present) &amp; provide additional maps to walkers.</li> <li>• Communicate information and reminders through email, News etc</li> <li>• All members can participate in leader's training program</li> </ul>
P13. Members are not as social as they used to be	Moderate Medium	Medium	<ul style="list-style-type: none"> <li>• Active Social Program, focusing on monthly Wednesday Clubroom Socials which are attracting record numbers.</li> <li>• Website secure Members Area provides contact detail for members,</li> <li>• Future Directions SWOT &amp; Objectives e.g. working on our objective of being a friendly place</li> <li>• Visitors now get invites to social activities</li> </ul> <p>Note: Members also do a lot of private walking activities with other members.</p>

P14. Apathy from Members and the Public	Moderate Medium	Medium	<ul style="list-style-type: none"> <li>Active Website, Facebook and Meet-Up channels providing a good flow of visitors</li> <li>Monthly News &amp; Website support communications to members</li> <li>Active Committee with all Committee and non- Committee positions filled</li> <li>Future Directions SWOT &amp; Objectives.</li> <li>We monitor activity statistics at 6 and 12-month points, good current growth</li> <li>Design new activities to attract &amp; engage members &amp; visitors. Future focus on driving participation rates.</li> </ul>
P15: Older People Walking  <b>NEW</b>	Unlikely Medium	Low	<ul style="list-style-type: none"> <li>News article to increase awareness of benefits, risks and leader's authority</li> <li>MOFS and TOFS activities specifically for older members (easier, shorter and more social, higher awareness of the issue among participants)</li> <li>Review age profile for particular activity types.</li> <li>In serious cases Club to discuss with member and/or family/emergency contact, and use of 'walk companion'</li> </ul> <p>Note: No evident increase in incidents relating to membership aging. We have had an aging membership until recently.</p> <p>Note: This risk arose from BWV recent communications to Clubs on this topic.</p>

<b>MEMBERSHIP</b>			
M1. Major drop in Club Membership	Unlikely High	Low	<ul style="list-style-type: none"> <li>Sunday Bus attracts a large number of visitors</li> <li>Objective to grow to 500 members (FD)</li> <li>CT: We monitor membership regularly, compare to previous years, if a sustained fall occurs initiate membership campaign</li> <li>Note: Membership stable for 5 years, 427 in Feb 2015</li> <li><b>Promote club activities through social media: Facebook &amp; Meet Up.</b></li> </ul>
M2. Aging Membership	Unlikely Medium	Low	<ul style="list-style-type: none"> <li>We now collect age data and monitor age profile</li> <li>Significant numbers of new members join each year.</li> <li>Develop activities to attract and cater for younger members</li> <li>Club caters for aging with migration from Sunday to Wednesday to MOFS/ TOFS and Social Walks – catering for and retaining aging members</li> </ul> <p>Note: Large number of members in 56-70 group, New members on average 15 years younger than existing members. Growth in 30-45 and 50-65 year old's.</p>
M3. Membership not growing despite a large number of Visitors	Unlikely Moderate	Low	<ul style="list-style-type: none"> <li>We now collect data and monitor data on % of visitors who join.</li> <li>We follow up members who do not re-join with good success</li> <li>New Controls: <ul style="list-style-type: none"> <li>Visitors now in membership database and receive News, Social Invites and Quarterly Program.</li> </ul> </li> <li>Reduced barriers for visitors booking on to a walk e.g. Vouching</li> <li>Provide more activities that visitors can engage in e.g. Easy Walks</li> <li>Now over 30% of visitors join the Club</li> </ul> <p>Note: Membership stable in recent years with a large increase in 2017</p>
M4: Large Membership Growth  <b>NEW</b>	Almost Certain Medium	Medium	<ul style="list-style-type: none"> <li>Advice to members to book early</li> <li>Monitor renewal rates in 2018 and review risk rating</li> <li><b>Identify and review club operations at higher risk of impact</b></li> </ul> <p>Note: A large growth in membership without sufficient control may cause disruption to the clubs operations (e.g. bus frequently full, insufficient or use of inexperienced leaders, activities full when released, etc) resulting in member/visitor dissatisfaction, a high non- renewal rate, insufficient leaders, etc.</p>

<b>EQUIPMENT</b>			
E1. Inadequate Equipment for Activity	Unlikely Medium	Low	<ul style="list-style-type: none"> <li>Active Club Equipment Officer</li> <li>All groups required to carry a mobile,</li> <li>Activity Information Sheets available</li> <li>Visitors and Members advised re what to take</li> <li>First Aids Kit contents reviewed, all groups carry one</li> <li>Club hires a wide range of equipment, including GPS' and PLB's</li> <li>Club "Introduction to Melbourne Bushwalkers" outlines required equipment e.g. clothing, club AM radio, compass, whistle, mobile etc, equipment can often be shared</li> <li><b>Test PLB's and review AMSR registration annually</b></li> </ul>
E2. Insufficient Hire Equipment for Extended Activities	Moderate Moderate	Medium	<ul style="list-style-type: none"> <li>Financially able to purchase more equipment as needed</li> <li>Equipment Officer monitors use</li> <li><b>Review and proactively purchase more equipment</b></li> <li>CT: Members loan their equipment to Club to cover peaks</li> </ul> <p><b>Note:</b> Ability to hire sufficient equipment is important for growing extended activities and introduction to Pack Carry walks.</p>

<b>ORGANISATION/GOVERNANCE</b>			
O1. Critical Injury to Activity Participants	Unlikely Critical	Low	<ul style="list-style-type: none"> <li>Note: Same as corresponding People risk but at a Club level</li> <li>Cross activity application of Whistles</li> <li>Refer Activity Risk controls and contingencies</li> <li>Incident Reporting Process (See above Risk)</li> <li><b>Implement updated Activity/Walk Classification system to assist in selecting activities and matching to peoples' ability. Benefits multiple risks.</b></li> <li>Take actions as appropriate for each critical injury</li> <li><b>Implement BWV Critical Incident Process during 2018</b></li> <li>CT: Club Insurance Policies and recommendation for full Ambulance Cover reduce incident impacts</li> </ul>
O2. Serious Injury to Activity Participants	Likely High	High	<ul style="list-style-type: none"> <li>Note: Same as corresponding People risk but at a Club level</li> <li>Cross activity application of Whistles</li> <li>Refer Activity Risk controls and contingencies</li> <li>Incident Reporting Process (See above Risk)</li> <li>Take actions as appropriate for each serious injury</li> <li>CT: Club Insurance Policies</li> </ul>
O3. Minor Injury to Activity Participants	Almost Certain Moderate	Medium	<ul style="list-style-type: none"> <li>Note: Same as corresponding People risk but at a Club level</li> <li>Cross activity application of Whistles</li> <li>Refer Activity Risk controls and contingencies:</li> <li>Incident Reporting Process covers <ul style="list-style-type: none"> <li>Each Incident report assessed at a Committee Meeting</li> <li>Insurance Broker advised if claim possible, Claim Form sent out</li> <li>Annual Committee Review of all Incidents re Trends, extra actions needed</li> </ul> </li> <li>Accept a level of minor injuries</li> <li>CT: Club Insurance Policies</li> </ul>
O4. Club Volunteer is sued by a participant	Unlikely High	Low	<ul style="list-style-type: none"> <li>Club Processes, Procedures, Training of volunteers</li> <li>Victorian Volunteers Legislation covers Incorporated Organisations (Wrongs Act)</li> <li>BWAustralia Associations Liability Insurance for Office Holders and Volunteers, and Public Liability Insurance</li> <li>Walk reports &amp; incident reports submitted, if appropriate</li> <li><b>Monitor impact of Adventure Activity Standards</b></li> <li>CT: Get legal support from Insurer or other sources</li> <li>Accept remaining low risk level.</li> </ul>

O5. Club is sued by a participant	Unlikely High	Low	<ul style="list-style-type: none"> <li>Club Processes, Procedures, Training of volunteers</li> <li>Victorian Volunteers Legislation covers Incorporated Organisations (Wrongs Act)</li> <li>BWAustralia Associations Liability Insurance for Office Holders and Volunteers, and Public Liability Insurance</li> <li>Walk reports &amp; incident reports submitted, if appropriate</li> <li><b>Monitor impact of Adventure Activity Standards</b></li> <li>CT: Get legal support from Insurer or other sources</li> <li>Accept remaining low risk level.</li> </ul>
O6. Incidents discourage Visitors or Members from being Active	Unlikely Medium	Low	<p>Note: visitors may not join, leaders may not lead as much, Members may become less active</p> <ul style="list-style-type: none"> <li>Incident Report individual and annual reviews include behaviour incidents</li> <li>Code of Conduct and Participant Responsibilities communicated regularly</li> <li>CT: Grievance and Disciplinary Processes in Rules and By-Laws</li> </ul>
O7. Unable to fill Committee & other key Positions	Unlikely High	Low	<ul style="list-style-type: none"> <li>Note: We have been able to fill all positions and roles in recent years</li> <li>Good numbers of new Members each year helps fill positions.</li> <li>General Committee Member positions are used to develop members for office bearer roles</li> <li>Use of "Angels" reduces burden on committee members for Wednesday roster.</li> </ul>
O8. Insufficient Volunteers for Activity Program	Unlikely High	Low	<p>Note: We have been able to staff the Sunday and other day activity programs in recent years. The number of Extended Activities varies with leader numbers, dropping on occasions.</p> <ul style="list-style-type: none"> <li>Objective to grow Extended Activities, have innovate and compelling Programs etc (FD)</li> <li>Assess annually, monitor statistics including cancellations</li> <li>Streamline some functions to encourage volunteers to get involved</li> </ul>
O9. Not seen as a friendly Club	Unlikely Medium	Low	<ul style="list-style-type: none"> <li>Key objective in Club Future Directions to be friendly</li> <li>Code of Conduct and Participant Responsibilities communicated regularly</li> <li>Social activities encouraged &amp; expanded</li> </ul>

## ASSETS

AS1. Private Property damage	Unlikely Moderate	Low	<ul style="list-style-type: none"> <li>Club has developed and communicated protocols about private property, gates, animals, vehicles, control of children etc <b>Review protocols</b></li> <li>Permission sought by leader if walking through private property.</li> <li>Participants Responsibilities Policy</li> <li>CT: Club Insurance</li> </ul>
AS3. Clubrooms Un-Available	Moderate Medium	Medium	<p>Note: Currently on month by month lease. New tenants obtained by RHS impacting our use.</p> <ul style="list-style-type: none"> <li>Review regularly, keep in touch with RHS re their lease</li> <li>Reviewing our current needs vs historical needs</li> <li>Identifying alternative sites for lease to assess benefits of a proactive move.</li> <li>CT: We have funds to pay a higher rental while looking for new premises.</li> <li>CT: Rent self-storage facility for items that require secure lockup while in interim premises</li> </ul>

## EXTERNAL/ENVIRONMENT

X1, Extreme Heat, Total Fire Ban	Moderate Medium	Medium	<ul style="list-style-type: none"> <li>Activity areas assessed regarding fire zone, emergency exit routes</li> <li>Overnight walkers advised by leaders if appropriate that fuel stove cooking is preferable or to take food that doesn't require a stove</li> <li>Activity participants comply with CFA/SES/Park Ranger directions</li> <li>Any fires, if allowed, are kept small, well contained, completely extinguished with water, not soil, and cold when leaving a campsite</li> <li>Leader check re bushfire danger with relevant authorities before starting a walk during fire season.</li> <li>An AM radio (available from clubroom if required) is carried on activities during the fire season and a mobile phone at all times to do checks re fire status</li> </ul>
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			<ul style="list-style-type: none"> <li>If over 38 degrees Celsius at Reference Temperature Site day activities cancelled, and Multi day activities cancelled or modified as required. Leaders discretion to cancel at a lower temperature.</li> <li>If a Total Fire Ban is declared in the applicable Fire Ban District, then all day activities cancelled. If a Multi day activity has commenced it will either cease, be suspended or continue if safe to do so provided an exemption obtained. (Refer Total Fire Ban Policy for exemption procedure)</li> <li>The Club regularly communicates Fire Season, Total Fire Ban and Extreme Heat Policies to all members</li> <li>Personal Locator Beacons available for remote activities (Not mandated)</li> <li>Guidelines for Leaders cancelling activities at &lt;38C on website</li> <li>Note: Many remote area leaders have personal PLB's</li> </ul>
X2. Climate Change	Moderate Medium	Medium	<ul style="list-style-type: none"> <li>Refer Extreme Heat/TFB/Extreme Weather Risk Controls etc</li> <li>We review reasons for cancellations re any climate trends</li> </ul> <p>Note: May need to change the types/locations of activities over time.</p>
X3. Competition from other activities, Clubs, walking outside Club	Moderate Medium	Medium	<ul style="list-style-type: none"> <li>Future Direction contains a number of Objectives that address this risk</li> <li>Monitor outdoor and social activity statistics, take action as needed</li> <li>Maintain current low costs for membership and bus</li> </ul>
X4. Major Increase in Bus Costs	Unlikely Medium	Low	<p>Note: Over time this risk may grow slowly to a point where it become too high., Currently need approx. 49 participants in addition to leaders</p> <ul style="list-style-type: none"> <li>If a significant increase in fees from current operator, then access market again. Increases in recent years have been small, generally &lt;CPI rate</li> <li>CT: Fees could be increased if necessary, keep at current rate for as long as practical</li> <li>CT: Fees could be subsidised for a period from Sunday Accounts surplus</li> </ul>
X5 Significant Increase in Camping Costs	Unlikely Moderate	Low	<ul style="list-style-type: none"> <li>Note: New Victorian Govt abolishing most of previous Govts Camping Fees</li> </ul>
X6: Adventure Activity Standards <b>NEW</b>	Moderate Medium	Medium	<p>Introduction of Adventure Activity Standards may adversely affect Club operations resulting in leader and/or volunteer reluctance to participate.</p> <ul style="list-style-type: none"> <li>BWV Standing Safety Committee boosts Clubs safety standing</li> <li>BWV and Clubs to monitor any impacts</li> <li>Club has a 'professional' approach re processes, training, safety etc</li> <li>CT: respond to issues if they arise.</li> </ul> <p>Note: BWA Insurer reports very low claims level, insurance premiums will increase in cost if any increased risk evident.</p>

**Note:** For some risk events two types of risk ratings are considered, one with moderate consequences and one with higher consequences e.g. Refer 'Leader Poor Decision Making'

**Legend:**

- CT** A contingency item if risk event occurs
- FD** Future Directions
- NEW** Risk added in 2018 Updates

The **2014/15 update** includes:

- Grouping risks by categories
- Changed layout to reduce document size
- The inputs from the Future Direction SWOT specifically the Weaknesses and Threats identified
- Inputs from Future Directions Objectives factored in.

The **2018 update** of the Risk Management Plan is being conducted in an environment where:

- Membership has increased over 15% since last year and is now around 510, with a younger and a more diverse membership
- An increasing and more diverse activity program (e.g. iconic walks, wilderness areas, skiing, kayaking, numerous Deal Island trips etc), and more interstate and overseas trips
- Finances are extremely strong with a large cash surplus

- The Sunday walks are very popular with bus numbers at record levels and the Sunday Walks account in a strong surplus
- The clubs formal Leadership Training Program is off to a good start and in its second year

The updates include:

- **New risks** for: Victorian Adventure Activity Standards (Environment), Extreme Weather (Activities), Large Membership Growth (Membership), Older People Walking (People).
- **Reduced level of risks** for: A1 Dehydration from Extreme Heat (as Likelihood is Unlikely i.e. <5% chance), P11 Decreasing knowledge and experience in remote areas, M2 Aging Membership, M3 Membership not growing despite a large number of Visitors, O6 Incidents discourage Visitors or Members from being Active, O9 Not seen as a friendly Club.
- **Increased Risk level** for: Wilderness or Extreme Activities cause Incident (A11), E2 Insufficient Hire Equipment for Extended Activities, AS3 Clubrooms Unavailable.
- **Retired Risks** (those not currently worth recording as risk level very low: AS2 Unable to meet financial obligations, pay bills,
- Note that in 2018/19 the Club will conduct audit of the extent to which the club's operations and processes adhere to the controls and contingencies in the Risk Management Plan.