



# Leongatha Golf Club

## Risk Management Policy



*Gippsland's Premier Course*

03 5664 3314

[www.leongathagolf.com.au](http://www.leongathagolf.com.au)

# Risk Management Strategy

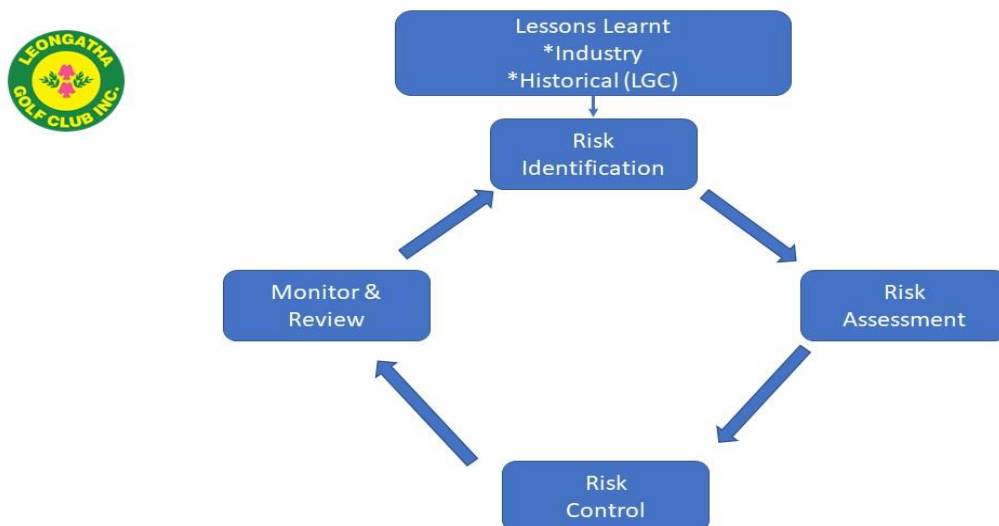
## Risk Identification

1. Commercial
2. Compliance / Legal
3. Financial
4. Health & Safety
5. Environmental
6. Reputation
7. Corporate Governance and Strategy
8. Operational / Service delivery
9. Projects
10. Security
11. Property, Plant and Equipment
12. Technology
13. Stakeholder management

# Risk Management Strategy

Leongatha's "Risk Management" approach addresses and mitigates anything that threatens or limits the Club's ability to meet its strategic and operational objectives. This can include any unexpected and unpredictable events that injure members, visitors and staff involved in the club's activities or damage the club's reputation.

This Risk Management Plan identifies possible risks, assesses their likelihood and consequences, and lists the controls necessary to mitigate and eliminate identified risks wherever possible. The Risk Management strategy adopted is as follows:



## Step 1: Risk identification

Leongatha is susceptible to risks common to all workplaces and those specific to our industry and environment. This Risk Management Plan attempts to identify risks by utilising relevant work safe audit tools and drawing upon the Golfing Industry and professionals involved in the industry (Golf General Managers, Superintendents responsible for the course and members with a working knowledge of risk management and mitigation strategies).

## Step 2: Risk Assessment

Identified risks have been assessed concerning the Risk Assessment Matrix, which gives a risk score that reflects the likelihood and consequence of the risk event.

## Step 3: Risk Mitigation

Mitigation arrangements for each identified risk have been identified to enable those responsible for managing each identified risk to access relevant information to mitigate and update the document. Risk controls are selected regarding the Hierarchy of Controls found in Appendix B.

## Step 4: Monitor and Review

Identified risks and mitigation measures will be continually reviewed to ensure their effectiveness and compliance with relevant OH&S standards and Industry best practices. The risk identification process is to be managed by responsible Staff in their day-to-day activities and by an annual safety audit which the Board will oversee. Therefore, the Risk Management Plan is a living document that is continually updated to ensure that all material risks are identified, and mitigation mechanisms are working. The General Manager is to report to the Board any incident that breaches this plan and provide the Board with a quarterly statement to ensure the Board is informed of the Club's compliance with this plan. The principle is that the Board should allow acting and implementing change to provide current and emerging issues.

**Identified risks will be managed with the below Hierarchy of mitigation controls. Higher-level controls are preferable and considered before lower-level controls.**

### **1. Elimination or Avoidance**

The most effective risk control is the elimination or avoidance of the risk and should therefore be considered the primary control mechanism. This may involve cancelling the task that gives rise to the risk.

### **2. Reduce**

If the elimination of the risk is not possible, consideration involves taking proactive steps **to reduce the likelihood of the risk occurring or the consequences should the event happen. This** may include the implementation of new procedures, the use of protective equipment or the backing-up of data.

### **3. Transfer**

Transferring risk include taking out insurance or using waivers and indemnity releases to transfer the risk to a third party. Transferring risk does not reduce the likelihood of the event; it simply helps protect the Club should the event happen. The Club would still be responsible for controlling the risk in every way possible, as insurance is not an excuse for negligence.

### **4. Acceptance**

The Club can choose to accept (live with) an identifiable risk. However, decision-making should be subject to ruling out the controls mentioned above and the cost and benefits associated with the decision to accept the risk. When accepting risk, it is essential to be fully aware of the direct and unintended consequences.



# Application of Risk Assessment Methodology

A Risk Assessment Matrix has been applied to facilitate the scoring of each risk.

A risk score is arrived at by detecting the intersect point within the matrix, this being the score from the selected Likelihood/Probability columns intersecting with the horizontal line from the Consequence rows. For example, a risk deemed to be Certain (identified on the Likelihood/Probability bar) intersecting with a Serious Consequence row will generate a score of 10 which indicates an extreme risk.

A Risk Rating table reflects the severity for each score arrived at using this methodology.

		Likelihood / Probability				
		Rare The event may occur in very exceptional circumstances	Unlikely The event could occur at some time	Moderate The event will probably occur at some time	Likely The event will occur on multiple occasions	Certain The event will occur regularly
Consequence	Level	1	2	3	4	5
<b>Negligible</b> No injuries. Low financial loss.	0	0	0	0	0	0
<b>Minor</b> First-aid treatment and/or moderate financial loss.	1	1	2	3	4	5
<b>Serious</b> Medical treatment and/or significant financial loss. Moderate environmental and/or reputational loss. Moderate business interruption.	2	2	4	6	8	10
<b>Major</b> Multiple long-term injuries and/or Major financial loss. High environmental and/or reputational loss. Major business interruption.	3	3	6	9	12	15
<b>Fatal</b> Single death.	4	4	8	12	16	20
<b>Catastrophic</b> Multiple deaths and serious long-term injuries.	5	5	10	15	20	25

Risk Rating	Risk Priority	Description
0	N	No Risk: The cost to treat the risk is disproportionately high compared to the consequences.
1-3	L	Low Risk: May require consideration.
4-6	M	Moderate Risk: May require corrective action through planning and budgeting processes.
8-12	H	High Risk: Requires immediate corrective action.
15-20	E	Extreme Risk: Requires immediate prohibition of the work and corrective action.

# Risk Tables

Fourteen (14) tables covering all identified risks have been constructed to reflect the work that has gone into this policy document.

Effective Risk Management requires the active involvement and support of the Board and the adoption of mitigation arrangements to control/manage each risk.

## How have Risks been Identified

From established Risk Management sources.  
From Industry sources e.g. Golf Australia, PGA,  
By staff employed by Leongatha Golf Club.  
From known events that have impacted Golf Courses.  
From local expertise and previous work conducted by members (Russell Williams)

## Risks identified.

**1. Commercial:** Includes the risks associated with market placement, business growth, and commercial success. This relates to the Club's commercial viability and extends to the membership's retention and growth.

*1.1 Membership retention:* The risk that membership resignation rates climb to an unsustainable level.

*1.2 New membership:* The risk that the Club will fail to attract enough new members to remain sustainable.

*1.3 Green Fee retention and promotion:* The risk that the Club will fail to attract sufficient visitors to play golf at Leongatha during the holiday periods.

Risk ID	Likely hood	Consequence	Score	Status	Priority	Risk Mitigation	Responsibility	Review
1.1	2	3	6		Moderate	Reduce <ul style="list-style-type: none"><li>Member retention plan</li><li>Consideration of impacts when non-members are offered specials</li><li>Consideration of impact of membership specials</li><li>Market Analysis</li></ul>	MM MM/GM/GOM MM MM	Annually through the Budget process
1.2	1	2	2		Low	Reduce <ul style="list-style-type: none"><li>Marketing plan</li><li>Market Analysis</li></ul>	MM MM	
1.3							GOM	

**2. Compliance / Legal:** Includes compliance with legal requirements such as legislation, regulations, standards, codes of practice and contractual requirements.

**2.1 State and federal taxes:** The risk that the Club fails to comply with regulations regarding paying PAYG, FBT, Payroll and GST taxes leads to financial penalties.

**2.2 Liquor licensing:** The risk that the Club will fail to comply with the Victorian Commission for Gambling and Liquor Regulation laws, leading to financial penalties or loss of liquor license.

**2.3 CAV compliance:** The risk that the Club will fail to comply with CAV requirements, leading to financial penalties.

**2.4 Legal compliance:** The risk that the Club will fail to comply with State and Federal legal requirements surrounding the hiring and firing of staff, equal opportunities etc.

Risk ID	Likely hood	Consequence	Score	Status	Priority	Risk Mitigation	Responsibility	Review
2.1	Unlikely	Minor	2		Low	Reduce	GM	Monthly
2.2	Unlikely	Minor	2		Low	Reduce	GM	Annually
2.3	Unlikely	Serious	4		Mod	Reduce	Board Secretary	Annually after AGM
2.4	Unlikely	Serious	4		Mod	Reduce	GM	Ongoing

**3. Financial:** Includes cash flow, budgetary requirements, tax obligations, creditor and debtor management, remuneration and other general account management concerns.

**3.1 Debt management:** The risk that the Club will fail to meet its debt obligations as they fall due, putting the Club's assets held as security at risk.

**3.2 Debt reduction:** The risk that the Club will fail to meet its debt reduction targets, leading to more outstanding interest payments that restrict the Club's future development.

**3.3 Inadequate financial management:** The risk that the Club will fail to manage its financial affairs.

**3.4 Fraud:** The risk that management or staff will override controls and commit fraud.

**3.5 Insurance:** The club has appropriate insurance coverage for all levels of operations (Directors, Staff, Members, Visitors, Plant and Equipment etc.)

Risk ID	Likely hood	Consequence	Score	Status	Priority	Risk Mitigation	Responsibility	Review
3.1	Unlikely	Serious	6		Mod	Reduce/Transfer	GM/Tres	Monthly @ Board Meeting
3.2	Moderate	Serious	9		High	Reduce	GM/Tres	
3.3	Unlikely	Minor	4		Mod	Reduce	GM/Tres	
3.4	Unlikely	Minor	4		Mod	Reduce	GM/Tres	
3.5	Unlikely	Major	6		High	Monitored as part of the Budget Process	GM/Tres	Annually and after a recorded incident.

**4. Health & Safety:** Includes the safety of everyone associated with the Club. This extends from individual safety to workplace safety and the safety of our members and guests.

**4.1 The provision of a safe working environment:** The risk that the Club will fail to meet its occupational health and safety commitments, putting the health and safety of our staff at risk. Potential health and safety risks include but are not limited to:

**4.1.1 Manual handling.**

**4.1.2 Sexual harassment.**

**4.1.3 Workplace bullying.**

**4.1.4 Golf Course (Review hole by hole risk assessment to eliminate possible slips and falls.**

**4.1.5 Maintenance Compound (Worksafe Docs)**

**4.2 The provision of a safe environment for members and guests:** The risk that the Club will fail to provide a safe environment for members and guests, putting their health and safety at risk. Potential health and safety risks include, but are not limited to:

**4.2.1 Members and guests coming into contact with chemicals used on the course.**

**4.2.2 The provision of a safe Clubhouse environment.**

**4.2.3 Food handling.**

**4.2.4 Responsible service of alcohol.**

**4.3 The provision of first aid:** The risk that a medical emergency will require the provision of first aid by a Club staff member.

Risk ID	Likely hood	Consequence	Score	Status	Priority	Risk Mitigation	Responsibility	Review
4.1	Mod	Minor	6		Moderate	<ul style="list-style-type: none"> <li>Training - external</li> <li>Procedures</li> <li>Internal training</li> </ul>	GM/CS GM/CS ALL	<b>Establish an OH&amp;S Committee to report to Board</b>
4.1.2	Unlikely	Serious	4		Moderate	<ul style="list-style-type: none"> <li>Policies</li> <li>Training – Internal</li> <li>Training - member</li> </ul>	GM All GM/MM	Application of Worksafe Docs and
4.1.3	Unlikely	Serious	4		Moderate	<ul style="list-style-type: none"> <li>Policies</li> <li>Training - internal</li> </ul>	GM Staff and Stakeholders	Russell Williams control sheets
4.1.4	Mod	Serious	6		Moderate	<ul style="list-style-type: none"> <li>Risk assessment</li> <li>Policies</li> <li>Local Rules</li> </ul>	CS	
4.1.5	Unlikely	Serious	4		Moderate	<ul style="list-style-type: none"> <li>Schedules</li> <li>Budgets</li> </ul>	GM/CS/Tres	
4.2.1	Unlikely	Serious	4		Moderate	<ul style="list-style-type: none"> <li>Policies and Procedures</li> </ul>	CS	
4.2.2	Mod	Serious	6		Moderate	<ul style="list-style-type: none"> <li>Policies and Procedures</li> <li>Audits - internal</li> </ul>	GM	
4.2.3	Mod	Serious	6		Moderate	<ul style="list-style-type: none"> <li>Policies and Procedures</li> <li>Training (internal)</li> <li>Audits</li> </ul>	All All All	
4.2.4	Unlikely	Serious	4		Moderate	<ul style="list-style-type: none"> <li>RSA</li> <li>Procedures</li> <li>Signage</li> </ul>	Bar staff	
4.3.1	Likely	Serious	8		High	<ul style="list-style-type: none"> <li>First Aid training undertaken</li> <li>Certificates/renewals</li> <li>First Aid Supply audit schedule</li> <li>First Aid supply audits</li> </ul>	All  GM GM  All	

**Note: Russell Williams has produced a body of work that must be referenced by the proposed committee**



**5. Environmental:** Includes loss or damage due to accidents or natural disasters such as fire, flood, hail or storms.

**5.1 Chemical use on course:** The risk that chemicals will be used incorrectly on course resulting in personal injury, or damage to the environment.

**5.2 Chemical use in the Clubhouse:** The risk that chemicals will be used incorrectly in the Clubhouse, resulting in personal injury, or damage to the environment.

**5.3 Golfing in adverse weather conditions:** The risk to health and safety associated with playing golf in adverse weather conditions.

**5.4 Working in adverse weather conditions:** The risk to health and safety associated with working in adverse weather conditions.

**5.5 Changing climate making playing of golf less attractive or feasible.** Extreme weather (rain, Heat, floods)

**5.6 Changing climate making playing of golf less attractive or feasible.** Extreme weather (Fire, Smoke)

Risk ID	Likely hood	Consequence	Score	Status	Priority	Risk Mitigation	Responsibility	Review
5.1	Unlikely	Serious	4			Detailed SWP's	CS	By proposed OH&S Committee
5.2	Unlikely	Serious	4			Detailed SWP's	CS	
5.3	Rare	Serious	2			Club has current Weather Policies	CS	
5.4	Rare	Serious	2			Club has current Weather Policies	CS	
5.5	Mod	Mod	6		Moderate	Club Heat policy Wet Weather course policy	CS To be considered with Climate Change risk assessment below.	
5.6	Mod	Major	9		High	Controlled burns and cleaning of the forest floor	CS To be considered with Climate Change risk assessment below	

**6. Reputation:** Entails the threat to the reputation of the Club due to the conduct of the Club as a whole, or the conduct of the Board, employees, or members.

**6.1 Damage to the club's brand and reputation.** Reputational damage can be incurred by a range of incidents, some examples include environmental damage, workplace bullying allegation, inappropriate language, and vilification of people and gender.

**6.2 Reputation of organisation damaged due to slow/ poor response by Club to the incident committed by staff, member or visitor**

Risk ID	Likely hood	Consequence	Score	Status	Priority	Risk Mitigation	Responsibility	Review
6.1	3	2	6		High	All incidents to be reported to the Board asap	Board	On a needs basis
6.2	2	2	4		High	Incidents to be investigated. Communication strategy to be applied	Board through GM	On a needs basis

**7. Corporate Governance and Strategy:** Includes the structure and performance of the Board, corporate governance practices and procedures, to undertake planning, scoping and resourcing requirements to achieve a sustainable future.

**7.1 Board composition:** The risk that the Club will fail to attract Board members with the experience and skills required to oversee the club's affairs.

**7.2 Strategic focus:** The risk that the Board will fail to maintain a long-term strategic focus.

Risk ID	Likely hood	Consequence	Score	Status	Priority	Risk Mitigation	Responsibility	Review
7.1	2	3	6		High	Board to develop succession plan	Board Executive	Annually
7.2	2	3	6		High	Annual review of compliance to Strategic Plan. Modification of Plan as required	Board Executive	Annually

**8. Operational:** Covers the planning, operational activities, resources (including people) and support required within the operation of the Club that result in the successful development and delivery of our services.

**8.1 Strategic focus:** The risk that operational activities fail to achieve congruence with strategic goals.

**8.2 Staff attraction and retention:** The risk that the Club will fail to attract and retain the staff required to ensure that we meet our operational and strategic goals.

**8.3 Contract management:** The risk that contracts will be mismanaged, leaving the Club vulnerable to cost escalations, contract breaches etc.

**8.4 Inadequate recruitment practices:** A failure to recruit the best person for the role can leave the club exposed to unnecessary and avoidable costs.

Risk ID	Likely hood	Consequence	Score	Status	Priority	Risk Mitigation	Responsibility	Review
8.1	Unlikely	Minor	2		Low	Reduce	GM	Annually
8.2	Mod	Minor	3		Low	Development of Workforce plan. Application of appropriate HR strategies	GM and Board	
8.3	Unlikely	Mod	4		Mod	Full compliance to awards/contracts of employment	GM	
8.4	Mod	Mod	6		Mod	Strategic application of contemporary HR policy and options	GM and Board	

**9. Project Management:** Includes the management of equipment, finances, resources, technology, timeframes, and people associated with the management of projects.

*9.1 Project selection:* The risk that projects will be selected on an ad-hoc basis and fail to achieve congruence with strategic goals.

*9.2 Project Costings:* The risk that an information cost-benefit case hasn't been prepared as part of a business case

*9.2 Project management:* The risk that the inherent uncertainties involved in projects are poorly managed, leading to time delays and cost escalations.

*9.3 Project Mistakes register:* has the in-house mistakes register been considered as part of the project cost benefit analysis.

Risk ID	Likely hood	Consequence	Score	Status	Priority	Risk Mitigation	Responsibility	Review
9.1	2	1	2		Low	All projects are considered in the context of a cost benefit analysis & Budget allocation	GM/Treasurer and Board	Subject to cost-benefit assessment and Budget approval
9.2	2	1	2		Low		GM/ Treasurer Board to approve	
9.3	2	2	4		Medium	Major Projects to be commissioned subject to cost-benefit assessment and Board Approval	GM/ Board	To be sighted by an external auditor and commented on in annual accounts
9.4	2	1	2		Medium	Register to be created to consolidate Club memory	GM	To be sighted by external Auditor

**10. Security:** Includes the overall security of the Club premises and assets.

*10.1 Security of plant, property and equipment:* The risk that the Club's assets will be improperly secured and left vulnerable to theft.

*10.2 Security of the Club's cash on-hand and cash-in-transit:* The risk that the club's cash assets will be improperly secured and left vulnerable to theft.

Risk ID	Likely hood	Consequence	Score	Status	Priority	Risk Mitigation	Responsibility	Review
10.1	Mod	Minor- Serious	3-6				ALL	
10.2	Unlikely	Negligible	1			Currently we operate as cash-less and any cash is already placed in safe Acceptance	IT	

**11. Property, Plant and Equipment:** Extends to the equipment used for the operations and conduct of the Club. It includes the general operations of the equipment, maintenance, appropriateness, safety and upgrades.

**11.1 Course maintenance equipment:** The risk that course plant will be inadequately maintained, leaving the Club vulnerable to duty-of-care breaches and equipment failure.

**11.2 Course maintenance PPE replacement program:** The risk that the Club will fail to regularly turnover equipment, leaving staff working with outdated equipment that is inefficient and costly to maintain.

**11.3 Clubhouse equipment:** The risk that the club's essential; services equipment such as air-conditioning, water heaters, refrigerators etc will be inappropriately maintained, leading to equipment failure and personal safety concerns.

**11.4 Clubhouse maintenance:** The risk that the Clubhouse asset will not be maintained appropriately leading to the premature ageing of the facility and a decline in the character of the Clubhouse for members, their guests, and external visitors.

Risk ID	Likely hood	Consequence	Score	Status	Priority	Risk Mitigation	Responsibility	Review
11.1	Unlikely	Minor	2			Club employs an inhouse mechanic	CS	On a needs basis
11.2	Unlikely	Minor	2			Monitor Clubs asset Register for asset revaluation and maintenance	CS/GM	Annually by Treasurer for Budget and Purchase authorizations
11.3	Mod	Minor	3				GM	On a needs basis
11.4	Mod	Minor	3			Regular maintenance carried out	GM	On a needs basis

**12. Technology:** Includes the implementation, management, maintenance, and upgrades associated with technology. This extends to recognising the need for and the cost-benefit associated with using technology.

**12.1 IT Infrastructure:** The risk that the club's IT infrastructure will fail to leave the Club vulnerable to hacking, and loss of data

**12.2 Lack of documentation to support systems;** Manual operating systems and procedures do not reflect appropriate practice or do not exist, and reliance is on word of mouth.

**12.3 Over-dependence on a staff member:** There is too much reliance on one or two staff, and a working knowledge of the systems needs to be evenly spread amongst staff wherever possible.

Risk ID	Likely hood	Consequence	Score	Status	Priority	Risk Mitigation	Responsibility	Review
12.1	Unlikely	Serious	4			We currently use cloud and on-site data storage for all 4 systems we use	Board to satisfy itself that the Clubs Data security is maintained	To be conducted to ascertain the Clubs vulnerability to hacking
12.2	Moderate	Minor	3			Find out which procedures are needed and create these	IT	As above
12.3	Certain	Minor	5			Upskill Staff	IT	

**13. Stakeholder management:** relates to the management of stakeholders and includes identifying, establishing, and maintaining appropriate relationships. This includes both internal and external stakeholders.

**13.1 Relationship with Sponsors:** The risk that sponsors will be taken for granted and not adequately acknowledged and supported.

**13.2 Relationship with Volunteers:** The risk that the club fails to acknowledge volunteers adequately

**13.3 Relationship with Members:** the risk that management and the Board fail to effectively tap into the membership to gauge the club's mood to head off any unrest.

Risk ID	Likely hood	Consequence	Score	Status	Priority	Risk Mitigation – All Reduce	Responsibility	Review
13.1	4	2	8		High	<ul style="list-style-type: none"> <li>Sponsor Agreements</li> <li>Sponsor schedules</li> <li>Sponsor Delivery</li> </ul>	VP GM ALL	Board to review annually
13.2	4	2	8		High	<ul style="list-style-type: none"> <li>Volunteer Acknowledgement Plan</li> </ul>	MM	Annual acknowledgement thank you event
13.3	3	3	9		High	<ul style="list-style-type: none"> <li>Communication Plan</li> <li>Surveys</li> <li>Council of elders or consultative Committee</li> </ul>	MM  MM/GM/BOM	Six monthly report to Board.

**14.1 Workplace Knowledge:** There is a risk that current Board members and staff cannot draw upon previous mistakes that have cost the club money. For example, the lessons learnt from the recent construction of the 9<sup>th</sup> putting green and the poisoning of the practice putting facilities some years ago need to be documented and stored in an electronic register. The register should also include examples of risk issues identified by Golf professionals, peak bodies and from word of mouth by visitors to the club who have experienced or witnessed problems at other courses

**14.1 Workplace Procedures:** The risk of lack of operating procedures for new staff and board members

Risk ID	Likely hood	Consequence	Score	Status	Priority	Risk Mitigation	Responsibility	Review
14.1	Unlikely	Serious	4				ALL	Annually With input from industry

**15.1 Public Health Occurrence.** Health event results in illness to staff, members and visitors, and fewer players playing golf. Significant disruption to our Club's operations, leading to substantial profit decline.

Risk ID	Likely hood	Consequence	Score	Status	Priority	Risk Mitigation	Responsibility	Review
15.1	Mod	Serious	6			Total compliance to Government regulations	GM and Board to ensure full compliance	As required



