

Port Hacking Open Sailing Club Inc.

RISK MANAGEMENT

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1. Introduction.....	1
1.1 Philosophy.....	1
1.2 Background – Duty of Care.....	1
1.3 Objectives.....	1
1.4 What is Risk Management?.....	2
The Australian Standard	2
2. The Risk Management Process	3
2.1 Risk Identification.....	3
2.2 Risk Categories.....	3
2.3 Risk Assessment	4
2.4 Communication.....	4
3. Port Hacking Open Sailing Club Risk Management Tables.....	6
3.1 On Water.....	6
Pre and Post Sailing	11
Personnel.....	12

1. Introduction

1.1 Philosophy

Port Hacking Open Sailing Club Inc. is mindful of the risks associated with conducting sailing races and activities at club level, with a view to providing a safer sporting environment and experience for Club sailors.

The record of inshore dinghy sailing indicates it is a relatively safe sport, where incidents in which participants are placed in real danger of serious injury or death are very infrequent. The success of events and the popularity of sailing generally has however, resulted in a crowded waterway and this itself is relevant to the operation of Race Management.

Capsizing is a normal part of sailing and even the youngest sailing crews are normally required to be able to recover their own vessel from a capsize.

1.2 Background – 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 as a result of their actions. In exercising this Duty of Care, the Law requires Officials to take reasonable steps to reduce the likelihood of injury to participants as a result of those risks which are foreseeable.

This is the rationale which underpins any Risk Management Program – in this case, the process of identifying risks involved in conducting sailing competitions and activities, and then adopting strategies and actions designed to reduce these risks wherever possible.

1.3 Objectives

- To provide a safe on-water environment for competitors having due regards for both expected and unforeseen conditions
- To reduce the incidence of injury to participants, officials and other persons associated with club sailing competitions and 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 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 monitored and controlled. Risk Management is a tool by which persons involved in sport can seek to meet their duties and thus avoid liability.

Risks which can be covered by a risk management program include:

- Legal Risks – losses and costs arising from legal actions for breach of a common law or statutory duty of care;
- Physical Risks – injuries to participants and the public;
- Moral and Ethical Risks – loss of quality of participant experience and confidence, adverse publicity and damage to image or reputation.

1.5 The Australian Standard

The approach adopted in this Resource is based on the Australian Standard on Risk Management AS/NZS 4360:1999 and the National Risk Management Guideline developed by the Standing Committee on Sport and Recreation (SCORS) Risk Management Working Party.

This Resource has sought to simplify the steps set out in the Australian Standard, and includes the following stages:

- Risk Identification
- Risk Assessment
- Risk Treatment (action plan)
- Monitoring and Review
- Communication

2. The Risk Management Process

2.1 Risk Identification

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

- The age of participants
- The type of activities conducted;
- Injury history (including type of injury and cause);
- How operational procedures are conducted, and whether there have been any previous problems.

2.2 Risk Categories

(a) **On-water**

This category includes all of those risks associated with the conduct of sailing races and activities once the participants have left shore. On-water risks will vary depending upon the nature of the activities, experience of participants and organisers and the location(s) in which they are conducted.

(b) **Pre-and Post-Event/Activities**

This category refers to the risks involved in activities which immediately precede and follow our on-water events. Launching and retrieval of boats, rigging and preparation activities of race organisers should all be considered in this regard.

(c) **Personnel**

This category includes club members, officials, participants, parents and spectators who may be involved in club sailing activities. The club owes a duty of care to those people who may be affected by its actions and therefore should ensure that it takes steps to manage the risks which may confront club personnel, in addition to those risks which arise as a result of their conduct.

2.3 Risk Assessment

Having identified the risks involved in our sailing activities we need to assess them in terms of their likelihood to occur and the seriousness of the consequences arising from their occurrence.

Each identified risk must be rated. These ratings describe:

1. the likelihood of the risk occurring (likelihood); and
2. the loss or damage impact if the risk occurred (severity);
3. the priority, or degree of urgency, required to address the risk.

In order to systematically assess the risks identified in the first stage of the process, we apply the risk rating scales set out below in Tables 1 – 3. The risk rating scales will allow the club to rate identified risks and then identify Risk Management priorities.

2.3.1 Likelihood

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

Table 1: Likelihood Scale

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

2.3.2 Severity Scale

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

Table 2: Severity Scale

Rating	POTENTIAL IMPACT In terms of the objectives of the organisation
A	CATASTROPHIC: Most objectives may not be achieved, or several severely affected
B	MAJOR: Most objectives threatened, or one severely affected
C	MODERATE: Some objectives affected, considerable effort to rectify
D	MINOR: Easily remedied, with some effort the objectives can be achieved
E	NEGLIGIBLE: Very small impact, rectified by normal processes

Having assessed each risk in terms of its likelihood and severity we are in a position to prioritise the risks to assist in the decision making of what action is warranted to manage the risks (where possible).

2.3.3 Risk Priority

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

Table 3: Risk Priority Scale

		SEVERITY				
		A	B	C	D	E
L I K E L I H O O D	A	Extreme (1)	Extreme (1)	Major (2)	Major (2)	Medium (3)
	B	Extreme (1)	Extreme (1)	Major (2)	Medium (3)	Minor (4)
	C	Extreme (1)	Major (2)	Major (2)	Medium (3)	Minor (4)
	D	Major (2)	Major (2)	Medium (3)	Minor (4)	Minor (4)
	E	Medium (3)	Medium (3)	Minor (4)	Minor (4)	Minor (4)

Key:

Extreme (1)	Extreme risks that are likely to arise and have potentially serious consequences requiring urgent attention
Major (2)	Major risks that are likely to arise and have potentially serious consequences requiring urgent attention or investigation
Medium (3)	Medium risks that are likely to arise or have serious consequences requiring attention
Minor (4)	Minor risks and low consequences that maybe managed by routine procedures

2.4 Communication

It is essential that all Club Members and Participants in Club programs are aware of the Risk Management Program and are consulted in its development, implementation and evaluation.

Membership of PHOSC is constantly changing and as such the Club should ensure that new members are introduced to the Risk Management Policy and obligations as part of their induction into club life. Similarly, entrants in competitions and races who are not members of PHOSC should also be made aware of the Club's Risk Management procedures and any rules with which they must comply.

3. Port Hacking Open Sailing Club Risk Management Tables

3.1 On Water

Potential Risk	Likelihood	Severity	Risk Rating	Treatment	Resources	Responsible Person	Time-frame
On Water							
Collision of boats during race resulting in personal injury	C	B	2	Clear pre-race instructions Limit number of entries Training of competitors in race rules	Race Committee	Rear Commodore	Prior to Race
Fire/ explosion - Pickup boat, Club Buildings and boat sheds resulting in personal injury or damage to craft and property.	C	E	4	No Smoking Correct fuel storage in Approved Fuel containers	Race Committee	Rear Commodore	
Hypothermia contracted by sailors and race officials.	C	C	2	Ensure that Crews are adequately attired for the race conditions to be encountered during race event, Priority assistance be given to crews where crews may have been exposed to cold conditions for any extended period of time	Race officers, Pickup boat operators	Rear Commodore	Immediate action required
Difficulty in attending to a medical emergency / injury occurring mid-race resulting in exacerbation of injury.	B	C	2	Adequate training of pick-up boat operators, Emergency service contact numbers, marine radio emergency call contact	Race Starter, pick up boat operator	Rear Commodore	At the start of each club water activity / race day
Collision of boat with submerged object resulting in personal injury	C	D	3	Adequate look out by crews Personal Flotation and inbuilt flotation tanks	Competitors	Rear Commodore	Constant
Persons lost as a result of insufficient safety equipment.	D	D	4	Mandatory Safety Equipment Regular Safety Equipment Safety Inspections	Race Committee	Rear Commodore	Minimum twice per season

Risk Identification	Likelihood	Severity	Risk Rating	Treatment	Resources	Responsible Person	Time-frame
Unforeseen severe weather changes (including squalls, electrical storms) resulting in sailors and officials being exposed during events.	C	D	3	• Visual observation of weather and water conditions • Internet Weather forecasts from BOM • Direct Contact with Coast Guard • Monitor 27 MHz radio weather reports • Race postponement / abandonment due to weather events	Race Committee	Rear Commodore	As required during race
GALE Strength Wind Forecast	A	A	1	• Consideration of abandonment/postponement • Race Starter observation of fleet. • Monitoring of individual boats position on course area • Adequate Support Boat operation, monitoring conditions and fleet activity on course.	Race Committee	Rear Commodore Starter Race Officers	Immediate action required
GALE Strength Wind Occurring	A	A	1	• Race Starter observation of fleet. • Monitoring of individual boats position on the course area • Adequate Support boat operation monitoring conditions and fleet activity on course, • Call for assistance Coastguard, Water Police, private power craft • Decision Abandonment/ Postponement	Race Committee	Rear Commodore Starter Race Officers	Immediate action required
Strong Wind Strength Forecast	A	A	1	• Monitor BOM strong wind forecasts before start, • Take actual wind speed measurement in Broadwater at 12 noon and as necessary • Record readings on Race Sheet • Postpone/abandon decision if wind consistently above 25 knots or gusting over 30 knots.	Race Committee	Rear Commodore Race Officer Starter	Immediate action required
Strong Winds experienced on sailing course are a) steady velocity in excess of twenty-five (25) knots for a minimum of thirty (30) Seconds b) or a gust velocity of thirty (30) knots	A	C	2	• Race Starter observation of fleet monitoring of individual boats position on the course area • Adequate Support boat operation, monitoring conditions and fleet activity on course • Consideration of abandonment/postponement • Record readings and outcomes on Race Sheet	Race Committee	Rear Commodore Starter Race Officers	Immediate action required

Risk Identification	Likelihood	Severity	Risk Rating	Treatment	Resources	Responsible Person	Time-frame
Inexperienced or disabled boats running aground or being lost due to navigational problems.	C	D	3	• Race Starter observation of fleet monitoring of individual boats position on the course area • Support boat operation, monitoring conditions and fleet activity on course • Adequate training to all Crews	Sail Training Officer	Rear Commodore	Constant
Mechanical breakdowns/gear failure resulting in not being able to provide effective support capabilities.	B	D	3	• Race Starter observation of fleet monitoring of individual boats position on the course area. • Coast Guard and Water Police contact numbers available to Starter and Support Boat • Abandon race if Support Boat unable to perform support function.	Support Boat Operator Starter	Rear Commodore	Immediate action required
Injury to Officials, sailors or other water users from Support Boat and/or Official Boat propellers.	C	D	3	• Outboard Propeller Cage • Trained Support Boat Operators	Support Boat Operator	Rear Commodore	Immediate action required
Lack of safety / support equipment by race / event organisers.	D	D	4	• Support Boat Safety Equipment Checklist inspection prior to use	Support Boat Operator	Rear Commodore	Immediate action required
Personal injury to swimmers where collision with competitor or official boats either on-course or heading to course	C	D	3	• Rule Number 1. Club Handbook - No Swimming from club while boats are starting and finishing	Rear Commodore	Rear Commodore	
Collisions with PWC's and other craft resulting in personal injury.	C	C	2	• Adequate look out by both competitors and Race Officers/Support Boat Operators,	All participants Rear Commodore	NSW Maritime	Constant
Insufficient supervision of juniors in training exercises resulting in accidents or personal injury.	D	E	4	• NSW Maritime to be notified ASAP • Sail Training Officers observation of fleet, monitoring of individual boats position on the training area	Sail Training Officers	Rear Commodore	Constant
Failure to conduct pre and post event boat counts resulting in missing personnel.	E	E	4	• Support Boat operation, monitoring conditions • Race Starter observation of fleet monitoring of individual boats position on the course area • Enforcement of Sign-On/Sign Off procedure	Race Starter	Rear Commodore	Pre and Post Race

Risk Identification	Likelihood	Severity	Risk Rating	Treatment	Resources	Responsible Person	Time-frame
Collisions between craft of different classes in multi-class events.	C	C	2	• Clear pre-race instructions • Limit number of entries • Training of competitors in Race Rules	Race Committee	Rear Commodore	Prior to Race
Personal injury to sailors competing/participating in boats of poor repair or insufficient capability.	D	D	4	• Regular boat safety equipment inspections • Safety Regulations Appendix 2. of Sailing Instructions	Race Committee	Rear Commodore	Prior to Race
Personal injury to selves or others as a result of inexperienced sailors participating beyond their capacity.	C	D	3	• Pre-Race briefings as necessary to clarify weather conditions and skill requirements	Race Committee	Rear Commodore	Prior to Race
Loss of communications resulting in not being able to provide effective support services.	C	D	3	• Back up procedures, i.e., spare radio, mobile phone contact • Mobile phone number list kept by Starter	Support Boat Operator Starter	Rear Commodore	Immediate action required

3.2 Pre and Post Sailing

Risk Identification	Likelihood	Severity	Risk Rating	Treatment	Resources	Responsible Person	Time-frame
Ramp Condition - becoming slippery - risk of personal injury.	E	E	4	Maintenance of deck non-skid surfaces	Management Committee	Commodore	Constant
Fire/ explosion - Support Boat, Club buildings and boat sheds resulting in personal injury or damage to craft and property.	C	E	4	- No Smoking Number 12. in Rules of Club published in Club Handbook. - Appropriate 'No Smoking' signage on boat deck. - Correct fuel storage in Approved Fuel containers	Race Committee	Rear Commodore	Constant
Theft or damage of participants' boats or gear due to poor security or storage of equipment.	C	E	4	Club sheds to be kept locked at all times on non-racing days	Members	Management committee	Constant
Equipment left lying around posing risk of injury to persons using area.	C	D	3	Deck area to be kept tidy at all times	Deck and Shed Officer	Commodore	Constant
Placing heavy equipment and boats high up in storage racks resulting injury or damage during retrieval.	B	D	3	Adequate personnel required to remove boats and equipment from storage racks	Deck and Shed Officer	Commodore	Constant
Inexperienced or careless persons re-fuelling power boats resulting in burns and property damage.	D	D	4	- Outboard motor fuel tanks to be filled at off-site fuel station if possible - Refuelling by designated person only	Support Boat Co-ordinator Commodore	Rear Commodore	Constant
Failure of participants to use and/or officials to check sign-off sheets resulting in missing person going unnoticed.	C	D	3	Race Starter to monitor and complete finishing sheet finish time, DNF result and return to shore	Race Starter	Rear Commodore	
Personal injury and property damage arising from rigging accidents such as falling masts, wire under tension, etc...	C	D	3	Adequate training of all members, in safe rigging practices	Sail Training Officer Deck/Shed Officer	Rear Commodore	
Inaccurate interpretation of weather reports resulting in sailors heading out in dangerous conditions.			3	- Race Committee to discuss and carefully consider weather conditions - Pre-race briefing if weather conditions predicted by BOM to be changeable or go above 20knots	Race Committee	Rear Commodore	Prior to any water activity

Risk Identification	Likelihood	Severity	Risk Rating	Treatment	Resources	Responsible Person	Time-frame
Careless loading / unloading and laying of course equipment may result in specific and chronic injuries to Officials.	C	D	3	Support Boat Operator to carefully load anchors into support boat	Support Boat Operator	Rear Commodore	Prior and during use
Inadequate compliance checks conducted on boats participating in club activities.	D	E	4	Race Committee to conduct safety audit of all craft on a regular and ad hoc basis.	Race Committee	Rear Commodore	Regular checks required
Poor handling of disputes and grievances resulting in dissatisfaction amongst sailors and potential legal exposure.	D	E	4	Adherence to Club Rules, Sailing Instructions and Racing Rules of Sailing.	Race Committee	Rear Commodore	

3.3 Personnel

Risk Identification	Likelihood	Severity	Risk Rating	Treatment	Resources	Responsible Person	Time-frame
Harassment of Participants / Members from Officials or other Participants/Members.	C	C	2	Apply Club Rules, Sailing Instructions and Racing Rules of Sailing	Club Handbook	Club Committee	
Poor tracking of fleet by Starting officials during races resulting in missing boats, poor race management or incorrect results.	C	D	3	- Adequate training of Race Officials - Checks of race results to be completed at the end of each race	Race Committee	Rear Commodore	
Failure by Starter/Officials to deploy Support Boats as required by emergency circumstances.	E	E	4	Adequate training of Race Officials	Race Committee	Rear Commodore	
Appointment of inexperienced Race Officer resulting in poor decision-making.	E	E	4	Adequate training to be provided for any new Race Officers	Race Committee	Rear Commodore	
Appointment of unqualified or insufficient competent coaches resulting in poor instruction to participants.	E	E	4	Experienced persons to conduct all training	Race Committee	Rear Commodore	
Poor planning by coaches of training sessions resulting in insufficient supervision of juniors or dangerous activities due to weather changes.	D	E	4	Experienced persons to conduct all training	Race Committee	Rear Commodore	
Insufficient consideration of abilities, health and needs of different age groups in planning on-water activities resulting in personal injury.			3	Adequate supervision of all Members and their abilities in regards to prevailing and forecast conditions	Race Committee	Rear Commodore	
Poor promotion of emergency procedures and contact numbers to Club Members.	D	E	4	Emergency procedures and contact information to be displayed on notice boards.	Rear Commodore	Commodore	

Risk Identification	Likelihood	Severity	Risk Rating	Treatment	Resources	Responsible Person	Time-frame
Lack of appropriately trained or qualified first aid officer(s) present during conduct of club activities resulting in poor injury management.	C	D	3	Procedures in place to ensure that access to emergency facilities is readily available. Starter to hold list of First Aid trained members and Emergency Services contact numbers	Rear Commodore	Commodore	
Poor communication to emergency service providers of club location and access details resulting in delay in emergency treatment.	E	D	4	- Emergency Contact numbers displayed in Starters Box, Support Boat and Club noticeboard. - Club address clearly signposted.	Rear Commodore	Commodore	
Lack of appropriate first aid equipment readily available to treat injuries or accidents as they occur.	C	D	3	Procedures in place to ensure that access to emergency facilities is readily available.	Rear Commodore	Commodore	
Insufficient provision of training to key Club Officials resulting in poor decision-making and club management.	C	E	4	Adequate training of Race Officials by experienced Members of the Club			
Poor food management and handling procedures in catering and canteen areas of Club may breach regulations (more in-depth risk assessment required by appropriate Club personnel).	C	D	3	Correct processes in place in accordance with Food Safety Act	Management Committee	Commodore	