



Risk Management

This document provides the following:

- An overview of Sailability Shorncliffe organisation and its risk management strategy
- A summary of the operational elements that support the risk management strategy
- An overview of the risk assessment process and tools to inform the risk management plan

This document should be read in conjunction with Sailability Shorncliffe policies and procedures. Refer website –

www.sailabilityshorncliffe.org.au/information/risk-management/

Document Information

Version	Date	Person/s	Comments
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ORGANISATIONAL OVERVIEW

Sailability Shorncliffe Inc. is a not-for-profit organisation run entirely by volunteers who are dedicated to providing sailing and cruising experiences for people with disabilities.

Sailability Shorncliffe operates from the Queensland Cruising Yacht Club (QCYC) at Cabbage Tree Creek, Shorncliffe. Our sailing course takes in the lower reaches of Cabbage Tree Creek system and the basin of Bramble Bay, not far from the famous Shorncliffe Pier.

Special equipment and boats provide the opportunity for all people regardless of age, gender, ability or their level of disability to enjoy the water. The fleet consists of eight (8) specially designed sail boats, a pontoon boat and a safety support boat.

Sailability Shorncliffe operates on Mondays from 9am to approximately noon during the school term, excluding public holidays. Additional training, maintenance and social event days are held throughout the year, as well as administrative support meetings.

Sailability Shorncliffe is affiliated with the state branch of Sailability Queensland and works closely with other Sailability clubs across the state.



RISK MANAGEMENT STRATEGY OVERVIEW

Sailability Shornccliffe is committed to eliminating or minimising risk to safety, health and environment so far as is reasonably practicable. In line with its commitment Sailability Shornccliffe continues to develop and improve its risk management strategy with reference to well established principles and guidelines.

Overview of Risk Management Framework

Level 1 Organisations Risk Register and Assessments

- a) Sailability Shornccliffe Risk Register and Management Plan

Level 2 Key Area Safety and Operations Guides

- a) Organisation
- b) Land Based Operations
- c) Sailing Operations
- d) Pontoon Boat
- e) Safety Boat
- f) Weather and Water

Level 3 Specific Task Safe Work Procedures

As required, procedures to formally communicate hazards, control and approved work methods to persons performing the specific task.

Level 4 Personal Risk Assessment and Hazard Reporting

Persons are encouraged to directly engage in the planning and safe execution of tasks undertaken. Mechanisms are available to report hazards that cannot be immediately rectified and require further management action.

Level 5 Monitoring and Review to facilitate Continuous Improvement

Includes, but not limited to – training and maintenance days; service and inspection regimes; incident reporting and review; meetings and feedback mechanisms.

ASSURANCES

Incorporated

Sailability Shorncliffe was established in 2007 in Brisbane Australia. It is an incorporated association under Queensland law and registered as a not-for-profit charity with the Australian Charities and Not-for-profits Commission (ACNC).

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69 Sinbad Street, Shorncliffe Qld 4017
PO Box 399, Sandgate Qld 4017

Email Address: sailabilityshorncliffe.org.au@gmail.com

The Sailability Shorncliffe Committee is in place and operates in accordance with accepted rules/constitution and statutory requirements. Office bearers are appointed to President, Vice-President, Secretary and Treasurer roles plus additional general committee roles to have a minimum of seven (7) committee members. *Refer Committee Roles and Responsibilities document.*

Insurance

Public Liability

Sailability Shorncliffe is insured for public liability through Sailability Queensland which acts as agent. To be covered volunteer members must sign on and clients register on any particular event day.

Committee Liability

The association is legally separate from its members. The committee makes decisions, the association becomes legally liable for these decisions, and individuals on the committee aren't personally liable (as long as they act in good faith).

Assets

The major assets owned by Sailability Shorncliffe are fully insured, including the shed, tractor, pontoon boat and safety support boat.

Volunteers

Potential volunteers are encouraged to join a Sailability Shorncliffe event day so that they may be introduced to our operations and see if they are interested in becoming a volunteer member.

All volunteer members are assessed as being suitable through the acquisition of a Queensland Government issued 'Blue Card', linked to Sailability Shorncliffe. *Refer Sailability Shorncliffe Blue Card Policy document.*

Volunteers are then inducted into the activities they are interested in and suitable for by more experienced volunteers.

Certain activities have pre-requisite qualifications such as a Recreational Marine Driver's Licence (RMDL). Other activities require accreditation through our Safe Sailing program. *Refer Sail Safe Program documents.*

Clients and Carers

Clients and their carers are required to complete a Client Registration form providing all required details before participating in their first event day with Sailability Shorncliffe. For each future event day the client and carer are required to confirm their registration at the administration desk when they first arrive. If any details for the client or carer change they must advise the administration desk before they participate in any further events.

OPERATIONS

Key Areas

The operation of Sailability Shorncliffe has been divided into six (6) key areas:

1. Organisation
2. Land Operations
3. Sailing Operations
4. Pontoon Boat
5. Safety Boat
6. Weather and Water

For each key area leads have been identified who coordinate and oversee the operations within that area, including but not limited to –

- developing, implementing and ensuring adherence to procedures,
- leading accreditation program,
- nominating volunteers to roles on the day of operations,
- ensuring associated equipment maintained, in good order and available for use, and
- escalation of issues, concerns or opportunities to the committee.

Policy and Procedures

Policies and procedures have been developed for all key operational areas. Each document has an owner who is the nominated lead for that area. The documents are managed with version control and are reviewed regularly, at a minimum at training days, to ensure they remain current and correct.

For the pontoon boat and safety support boat the Australian Maritime Safety Authority require a safety management system per Marine Order 504. The Safety and Operations Guides are designed to meet such a requirement.

Equipment

Sailability Shorncliffe has a fleet of marine vessels and other equipment to support its activities. Sailability Shorncliffe aims to maintain all such equipment to a high standard.

Besides the normal cleaning and maintenance tasks undertaken each week, other maintenance activities include dedicated maintenance days, regular servicing and inspection of equipment, and of course, modifications and running repairs as needed by experienced volunteers.

Weather and Other External Considerations

Sailability Shorncliffe continues to remain vigilant and abreast all external factors that may impact its ability to operate safely.

Weather and water conditions and quality are of utmost importance and so key experienced volunteer members are tasked with analysing relevant forecasts, Brisbane City Council reports and associated information, determining likely impact in order to make a decision if operations can be conducted safely each week and then communicating as such.

Other external considerations that have impacted operations in recent times is the COVID epidemic, which was managed as per government guidelines successfully by Sailability Shorncliffe.

EVENT COORDINATION

Roles and Responsibilities

Event days are coordinated by volunteer officials.

The President or his delegate acts as the Officer of the Day and is responsible for the overall management and operation of the event day. Other roles are drawn from the suitably qualified volunteer members on the day. *Refer Sailing Day Roles and Responsibilities document.*

Access to Site and Equipment

It is only select committee members and leads who have access to the QCYC site, Sailability Shorncliffe shed and equipment outside operational hours and to make available/close out on event days.

Preparations

As part of the preparations for event days all equipment is set up and checks undertaken to ensure safe for use.

A safety briefing is conducted by the Officer of the Day prior to commencement of operations. All roles are organised and communicated. The briefing includes weather and water conditions, identification of any new or specific hazards to be aware of, and other information as appropriate.

Safety Protocols

Safety protocols are detailed within the Safety and Operational Guidelines of the six (6) key areas that in their entirety cover the whole operation of Sailability Shorncliffe. Some of the key safety protocols on event days include but not limited to –

- Officer of the Day to identify volunteers available and willing on the day to act in a first aid capacity if required.
- All boats to have UHF radios and the Pontoon and Safety Boats to also have VHF radios. Radio checks to be conducted at the commencement of water activities.
- The Safety Boat to be first on water and remain on water until all sailing boats are off the water and Pontoon Boat is no longer carrying clients.
- Sailing to be abandoned in the event of –
 - Lightning or thunderstorm warning for the area
 - Winds exceeding 20 knots for a 10-minute average as recorded in the sailing area
 - An incident that required the Safety Boat to leave the sailing area
 - As a result of a serious injury incident during the event
- Personal flotation devices (PFD) Type 1 and Type 2 are provided. All persons are required to wear a PFD when on the water. In addition, all clients are required to wear a PFD whenever they are on the pontoons.
- Clients must always be kept under supervision when at the event day, particularly when they are in potentially hazardous locations such as the pontoons.

INCIDENT MANAGEMENT AND REPORTING

Safety and Operational Guidelines

Within the Safety and Operational Guidelines of the six (6) key areas are detailed procedures to be undertaken in response to identified incidents. Incidents covered include person overboard, collision, fire, loss of power/flotation, adverse weather and injury/health emergency.

Training

Regular training days are held for volunteers to learn and practice procedures in response to identified incidents. As required and/or available to the organisation nominated volunteers are offered the opportunity to undertake further external training.

On the Day – Emergency Contacts

On Water:	Responder 1 st – Safety Boat	UHF#20 or VHF#72/16
	Responder 2 nd – VMR	VHF#16 and/or Ph.3269 8888
	Responder 3 rd – Coast Guard	VHF#16 and/or Ph.3203 5522

On Land:	Responder 1 st – Area Supervisor and/or Officer of the Day
	Responder 2 nd – First Aider
	Responder 3 rd – Emergency Services Ph.000

Post Incident Communications

External

No person other than the CEO of Australian Sailing, or their delegate, interacts with media. If approached by media or similar third-party source during or following an incident, volunteers are advised to be polite but not to disclose any details. Refer such person/s to Sailability Shorncliffe or Queensland President and notify both.

Internal

Following any major incident, it is essential to debrief on the situation as a group to:

- Ensure everyone involved is okay, both physically and mentally.
- Discuss the events in the lead up to, during and following the incident.
- Identify the cause and contributing factors to the incident, and actions that could have mitigated the incident.
- Arrange counselling to support volunteers and participants as required.

Incident Reporting and Review

Any incidents during the event day are to have an Incident Report completed and submitted to the Officer of the Day, as soon as possible on the day, including any photo evidence or statements as applicable. The incident is to then be recorded in the Incident Register and an Incident Review conducted. The Incident Register is to be tabled at all committee meetings and further investigation and/or discussion of specific incidents as required.

Incidents that require reporting to Maritime Safety Queensland (MSQ)

(Contact MSQ on 07 3632 7500 immediately for assistance with incidents that require reporting on the Marine Incident Report Form F3701. Sailability Queensland should also be contacted.)

Boats with a Queensland registration -

Under the Transport Operations (Marine Safety) Act 1994 (TOMSA), a marine incident is classified as an event causing or involving the following:

- The loss of a person from a ship; the death of, or grievous bodily harm to, a person caused by a ship's operations; and danger to a person caused by a ship's operations.
- The loss or presumed loss or abandonment of a ship; a collision with a ship; the stranding of a ship; significant damage, or danger of significant damage, to a ship; significant damage caused by a ship's operations; and danger of significant damage to a structure caused by a ship's operations.

RISK ASSESSMENT PROCESS

The following considerations should be employed when determining the level of risk:

1. Determine the consequence rating based on the most reasonably foreseeable impact to operations (choosing the worst case of the impact types given).
2. Determine the likelihood rating based on the corresponding chance that the selected consequence could occur.
3. Apply the risk assessment matrix to determine where both ratings intersect.

CONSEQUENCE

	Insignificant Consequence 1	Minor Consequence 2	Moderate Consequence 3	Major Consequence 4	Catastrophic Consequence 5
Injury	No injury	Minor injury or First Aid treatment required	Serious injury requiring medical treatment	Life threatening injury or multiple serious injuries	Death or multiple life-threatening injuries
Required Response	<i>Prepare Incident Report</i>	<i>As before plus undertake formal review of control measures.</i>	<i>As before plus Incident Report to MSQ and SQ, and stop days operations</i>	<i>As before plus suspend future operations and prepare for external interest</i>	<i>As before plus prepare for Coroner's Enquiry</i>
Financial	No loss	Minor loss	Major loss	Extensive loss	Total loss
Operations	No disruption	Minor disruption	Major disruption	Suspended	Stopped
Environment	No damage	Minor damage	Major damage	Extensive damage	Total loss

LIKELIHOOD

Almost Certain 5	Expected to occur in most circumstances.
Likely 4	Will probably occur in most circumstances.
Possible 3	Might possibly occur at some time.
Unlikely 2	Could occur at some time.
Rare 1	May occur only in exceptional circumstances.

RISK MATRIX	Insignificant Consequence 1	Minor Consequence 2	Moderate Consequence 3	Major Consequence 4	Catastrophic Consequence 5
	Almost Certain 5	6	7	8	9
Likely 4	5	6	7	8	9
Possible 3	4	5	6	7	8
Unlikely 2	3	4	5	6	7
Rare 1	2	3	4	5	6

This matrix risk score should also be used to prioritise the implementation of control measures/actions.

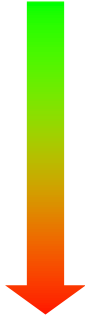
Risk Score	Risk Level	Action
1 - 4	Low	Management through routine procedures.
5 - 6	Moderate	Implement controls to limit risk.
7 - 8	High	SUSPEND - Immediately notify persons affected. Implement immediate controls.
9 - 10	Extreme	STOP - A risk score of this level exceeds acceptable standards.

The following terminology applies when analysing the level of risk:

Initial Risk Level The level of risk without considering the effectiveness of control measures.

Residual Risk Level The level of risk remaining after the effectiveness of existing control has been considered.

The hierarchy of control must be consistently applied in the selection of control measures to address risks. In some instances, a combination of controls at various levels of the hierarchy will be required to achieve “As Low As Reasonably Practical” (ALARP).

Elimination	Avoid or prevent the activity altogether.	<p>Most preferable</p>  <p>Least preferable</p>
Substitution	Substitute a hazardous item with a safer alternative.	
Isolation / Engineering	Isolate the hazard from persons and/or install equipment to counteract the hazard. <i>e.g. barriers or aids</i>	
Administrative	Procedures to control the hazard.	
Personal Protective Equipment (PPE)	Specialised clothing to protect persons from the hazard.	

RISK REGISTER AND MANAGEMENT PLAN

The Sailability Shorncliffe risk register and management plan will be housed in a separate document and will be continually reviewed and updated.

“Risk management is dynamic, iterative and responsive to change” (ISO 31000)

The register will be divided into the six (6) key areas of operation:

1. Organisation
2. Land Operations
3. Sailing Operations
4. Pontoon Boat
5. Safety Boat
6. Weather and Water

The register will in tabular form as so –

No#	Risk Event	Inherent Consequence	Inherent Consequence	Key Existing Controls	Initial Risk			Risk Treatment Options	Target Residual Risk Rating after treatment
					Consequence	Likelihood	Risk Rating		

The management plan will be in tabular for as so –

No#	Action	Responsible Person	Target Date	Completion Date	Approving Person