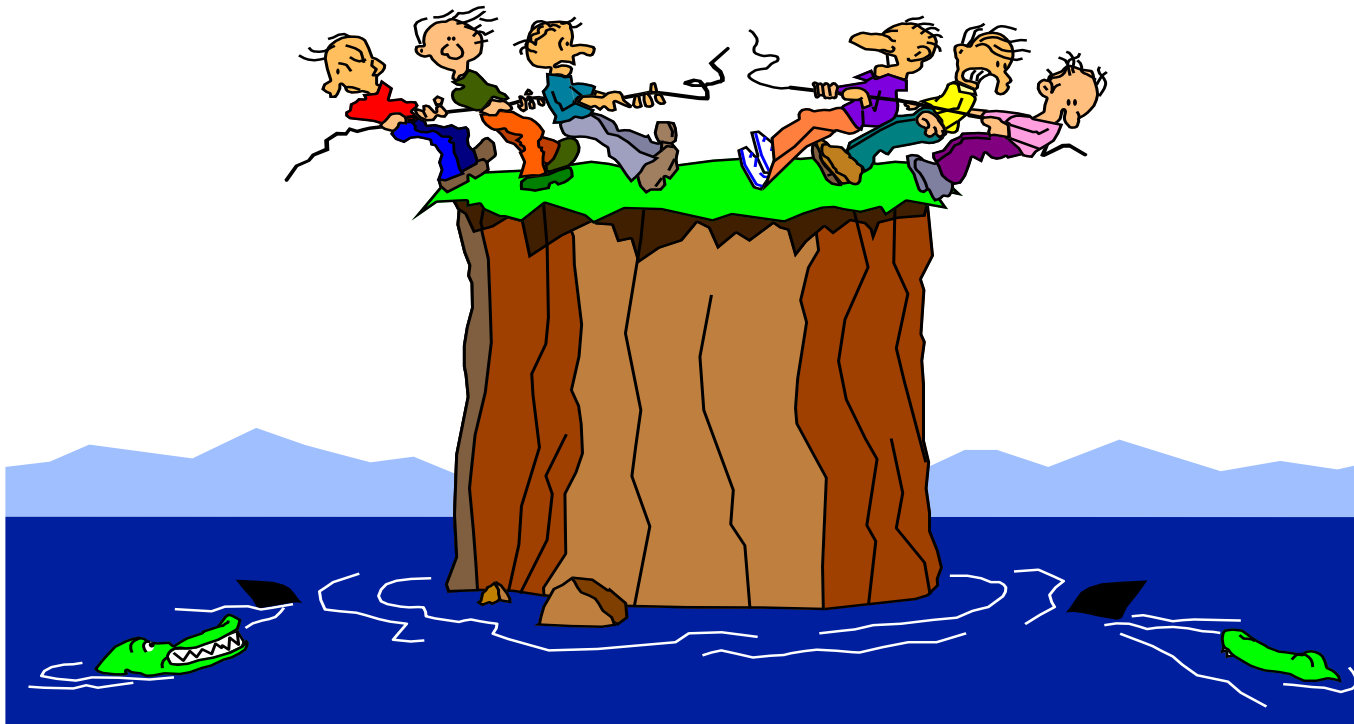


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Rotary Training Program Risk Management



Rotary Training Program Risk Management



General:

- Rotary Australia, plus all of the other service organisations, now have many legal requirements to comply with. Risk Assessments are one of these.
- Legislation usually asks for a “suitable and sufficient” risk assessment – but what is suitable and sufficient?
- **Why** do we need to do this ? After all Rotarians have been organising and running functions since the beginning of Rotary.

Rotary Training Program

Risk Management



- Risk assessments are very real protection against litigation arising from liability. Insurance companies will eventually move towards mandating Risk Assessments too.
- More and more councils and other official bodies require a risk assessment to be carried out prior to granting permission to stage an event or function.
- Times have changed. If the Rotary Club wish to be granted permission to host a function then the club has to comply.

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Rotary Training Program

Risk Management



DEFINITIONS

HAZARD is defined as something with the potential to cause harm, and may include substances, equipment, machines or methods of work.

RISK is the likelihood that harm will occur due to a hazard being realised, combined with the severity of the consequences of the hazard realisation.

LIKELIHOOD is the chance or possibility of something happening, i.e. the hazard being realised.

SEVERITY is the seriousness of the consequences, ranging from a paper-cut right through to a major accident.

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'Duty of Care' is the basic responsibility one has towards others in respect of their rights. It is established through tort of negligence.

Conversely:-

If one neglects or fails to meet their legal obligation of ensuring the safety and well-being of those in their employ or care they are said to have failed their duty of care and may therefore be found to be negligent under the law.

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Rotary Training Program Risk Management



HARM is the generic term for damage to our Members, the public (including injury and ill-health), the environment, club assets, and Rotary's reputation and to our security.

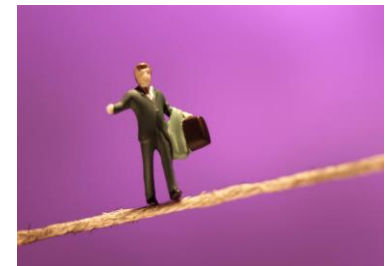
RISK ASSESSMENT entails identifying the hazards, and evaluating the risks by taking account of the likelihood that harm will occur and assessing the severity of that harm. Further, it involves looking at what control measures are currently in place to reduce the likelihood and / or severity, plus control measures that could be put in place in the future.



WHAT IS RISK ASSESSMENT?

All of us carry out risk assessments daily whilst at work, at home and during our leisure activities. We don't usually refer to it as a risk assessment, nor record it formally, but it is a risk assessment nonetheless.

Such assessments take account of the likelihood of undesirable consequences arising from our actions in particular circumstances.



Rotary Training Program Risk Management



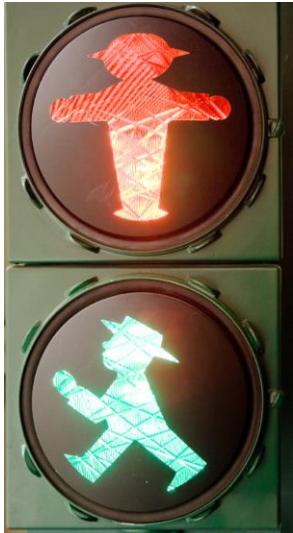
For example, do you cross the road at the traffic lights, waiting for the “green man” to illuminate? Or do you cross the road wherever you happen to stop, crossing through traffic at a random point?

Crossing the road may be a hazardous activity, but by choosing to cross at the lights, we have reduced the chance of harm coming to us – as the “hazard”, the cars, should have stopped before we cross



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However, we continue to add in our own control measures – as the light change sequence does not MAKE the cars stop, it's only a signal for the driver to do so – we look left and right before crossing, even if the lights indicate right of way for pedestrians.

If we don't cross at the lights, we add in a control measure in that we find a clear stretch of road at which to cross, for example we don't emerge from behind a parked van, as we increase the chance of a driver not being able to stop in time before he hits us.



Rotary Training Program Risk Management



Most risk assessments, as required by legislation, require us to take “reasonably practicable” precautions.

The term “reasonably practicable” allows us to make a balanced judgment about the extent of the risk and its consequences against the time, trouble (effort) and cost of the steps needed to remove or reduce it. If it is grossly disproportionate, we can say that it is not “reasonably practicable” to implement such steps.

Unfortunately, there is no exact definition of “reasonably practicable”; we can’t say if a measure costs more than a certain amount it is not longer reasonable.



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Rotary Training Program Risk Management



All risk assessments carried out by Rotary club teams will undoubtedly be “qualitative”.

This means they are subjective, based on personal experience and judgment and supported by generalised data on the risk.

For our normal operations and activities, this is more than adequate.

Carrying out a “quantitative” risk assessment, which is objective and supported by accurate statistical information, is a more specialised task and should be carried out by appropriately competent individuals.





For example, we may wish to have a generic risk assessment for providing a barbecue – the principles of the task are the same. However, there is a responsibility on the risk assessor and his team to ensure that the generic assessment does accurately reflect how providing a barbecue at another location differs from the generic model.



WHAT NEEDS RISK ASSESSMENT?

A variety of functions, tasks and equipment – anything where there is the potential for harm to individuals, the environment, Rotary's assets or reputation – should be risk assessed.

Where there is a similarity of activities, and the hazards and risks associated with them, although carried out in different physical areas or at different functions, a general risk assessment can be made which covers their common and basic features. This is known as a “generic” or “model” risk assessment. When using a generic risk assessment, care must be taken to ensure that the risk assessment accurately reflects the task.



There will, however, be situations in specific areas or on specific occasions when a generic assessment will not be sufficiently detailed.

There may also be situations at functions and events where the associated hazards will be unique, so that an assessment must be made every time that work is done.



“SPECIAL” RISK ASSESSMENTS

In addition to the general requirements for risk assessments, several more specific requirements call for risk assessments to be carried out with regarding to storage and handling of chemicals, manual handling, work equipment, display screen equipment and noise.

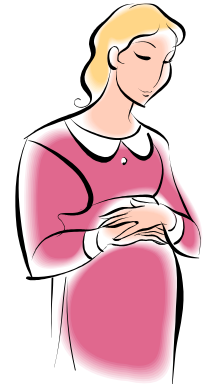
The specific requirements for these assessments are obtained from relevant occupational safety & health legislation. There will be times where separate assessments must be conducted, at other times the one assessment covering all salient points will be enough.

Some categories of workers and volunteers require more detailed assessments because of their condition or abilities; these include expectant and nursing mothers, the disabled and young persons (a person who has not yet reached the age of 18).



New & Expectant Mothers

As a rule, new and expectant mothers should not be used as volunteers or service providers for any function or event.



Young Persons and Work Experience Pupils

A specific and individual risk assessment shall also be carried out for any work experience school pupil (a “child”) coming into the club for any period of time.

Any “young person” (generally, between the ages of 16 and 18) shall not be employed by the club unless a risk assessment has been made or reviewed in relation to the risks to health and safety of young people.

Rotary Training Program Risk Management



For both situations, the risk assessment should take particular account of:

The inexperience, immaturity and lack of awareness of risks of young people;

The fitting-out and layout of event and function equipment;

The nature, degree and duration of exposure to physical, chemical and biological agents;

The form, range and use of work equipment and the way in which it is handled;

The organisation of processes and activities;

Risks from special processes identified;



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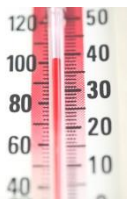
Specifically, young persons cannot be employed to do work beyond their physical or psychological capacity, or which involves:

Harmful exposure to toxic, carcinogenic or other chronic agents of harm to human health;

Harmful exposure to radiation;

Risks of accidents which, it can be reasonably be assumed, cannot be recognised or avoided by young persons because of lack of experience or training, or because of their insufficient attention to safety;

A risk to health from extreme heat or cold, noise and vibration.





WHAT TO INCLUDE IN A RISK ASSESSMENT

It is **strongly recommended** that the following information be contained within a risk assessment:

- A statement of the significant hazards identified;
- The control measures in place, and the extent to which the control the risk;
- Control measures which still have to be implemented (by whom, by when etc);
- The people who may be exposed to the risk (usually groups of people, not necessarily name individuals);
- The date by which the assessment shall be reviewed;
- A note to users reminding them to advise their supervisor of any circumstances which may invalidate the risk assessment;
- A signed acceptance by the responsible person.



CONDUCTING THE ASSESSMENT

It is suggested that a team comprising of two or three of the appropriate committee members and the club member responsible for Risk Management.

This team will vary according to requirements, availability, expertise required etc. Often the risk assessment will be carried out by members of the specific committee concerned.

Whilst there are specific Risk Assessment training courses, a strong, well-balanced risk assessment team is equally capable of carrying the assessments. The results of the assessment should be recorded on the applicable form and must be accepted by the committee leader before the assessment can be considered complete (a signed, paper copy is retained for the records)



Step 1 – Identify the Hazards

A systematic approach should involve:



- Inspection of the function/event/workplace/ area, i.e. “walking the job”;
- Preparing and reviewing a schedule of tasks, activities or work operations;
- Reviewing the equipment, tools and substances used;
- Using the knowledge of committee members and the member responsible for Risk Management etc.
- Reviewing previous similar risk analysis and /or any accident / incident records and investigation reports;



There are different approaches that can be adopted, for example:

- Look at, and list, each activity that could cause injury, ill-health or damage;
- Look at hazards and risk in groups, e.g. Manual handling, machinery, transport, working at height, substances, electrical equipment etc.
- Look at each section of the event or function and review all hazards and associated risks within each section.

There is no “right” approach from the list above, just whichever is most workable.

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Where possible the activity / area under consideration should be observed, as opposed to carrying out a “desk-top” exercise. This will give a more accurate assessment. Risk assessment teams should be careful to ensure that no hazards emanating from the work activity are omitted. Consideration should be given to hazards arising from reasonably foreseeable changes in circumstances, conditions, alterations from normal working practices or changes to procedures.

The risk assessment procedure is designed to address existing work and planned functions and event activities. Risk analysis for more dynamic activities should not be undertaken without liaison with the specialist involved.

These are complex tasks involving contractors or setting up a temporary facility, the risk assessment will have to be custom-tailored to the specific activity and location.



Step 2 – Assess the Hazard Severity

The hazard severity (harm) is the extent of the injuries, ill-health or damage to the environment, assets, the reputation of the club or security that may be sustained if the hazard is realised.

Define, on the risk assessment, the type of hazard being assessed – damage to people, the environment, our assets, our reputation or security. Identify the severity from the table on the next slide and enter the result on the assessment.

Rotary Training Risk Management



LOSS POTENTIAL AND SEVERITY MATRIX										
SEVERITY						LIKELIHOOD				
POTENTIAL CONSEQUENCE OF THE INCIDENT										
RATING	P	E	A	R	S	1	2	3	4	5
0	No Injury	Zero Effect	Zero Damage	Zero Impact	Zero Risk	0	0	0	0	0
1	Slight Injury	Slight Effect	Slight Damage	Slight Impact	Slight Risk	1	2	3	4	5
2	Minor Injury	Minor Effect	Minor Damager	Limited Impact	Limited Risk	2	4	6	8	10
3	Major Injury	Local Effect	Local Damage	Consid. Impact	Consid. Risk	3	6	9	12	15
4	Single Fatality	Major Effect	Major Damage	National Impact	Major Risk	4	8	12	16	20
5	Multiple Fatalities	Massive Effect	Extensive Damage	Intl. Impact	Extreme Risk	5	10	15	20	25



Step 3 – Assess the Likelihood

The assessment team should make a judgment on the likelihood that the potential harm will occur.

It may help to carry this out in two steps. Firstly, evaluate the possibility of the occurrence of the unsafe act or condition that could cause harm, and then secondly evaluate the likelihood of harm being caused.

There a number of factors to consider when assessing likelihood of harm being realised

- The frequency of the exposure to the hazard, e.g. is an appliance/BBQ/ machine in constant use or only used once a week?

Rotary Training Program Risk Management



- How effectively the hazard is already controlled by existing preventive or precautionary measures;
- The way the task/s is organised, i.e. is the task carried out by a competent person, who is aware of and understands the hazards and is not likely to ignore safety precautions? Is machinery and / or equipment correctly maintained?
- Environmental factors, such as lighting, heating and ventilation, should be considered.
- Are volunteers likely to be fatigued?
- Knowledge of previous incidents. The judgment of the assessment team shall come to the fore when assessing the impact of previous incidents, and how wide to cast the net in assessing previous incidents. Depending on the scope of the assessment, it may be prudent to evaluate incidents from other clubs and situations.

Rotary Training Program Risk Management



Assess the likelihood of the hazard being realised. Enter this on the assessment form, by reference to the table below:

1	UNKNOWN
2	KNOWN BUT RARE
3	ONCE IN LAST 15 YEARS
4	ONCE IN LAST 5 YEARS
5	ONCE IN LAST 3 YEARS

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When assessing likelihood, you should record on the assessment whether you are taking into account incidents, which have happened at other clubs (i.e. just because there hasn't been an incident of one type at your club, does that mean that it hasn't happened elsewhere and therefore could occur one day?).

Again, there is no right or wrong when considering incident likelihood – only that the team uses its judgment to truly assess what is likely.

The Rotary Risk Matrix is **much more extensive** and provides very accurate guidance.



Two important laws of human nature should always be taken into account when carrying out a risk assessment:

Never rely solely on common sense, as it is much less common than is generally assumed!

Always rely on “Sod’s Law” – if someone can do it, sooner or later they will!



Step 4 – Assess the Risk Rating

The risk rating calculation and table is primarily a method of comparing risks, so that we can prioritise those requiring action, and evaluate improvement by the introduction of controls.

A combination of the hazard severity and the likelihood of the occurrence will determine the risk rating:

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Rotary Training Program Risk Management



LOSS POTENTIAL AND SEVERITY MATRIX										
POTENTIAL CONSEQUENCE OF THE INCIDENT						LIKELIHOOD				
RATING	P	E	A	R	S	1	2	3	4	5
0	No Injury	Zero Effect	Zero Damage	Zero Impact	Zero Risk	0	0	0	0	0
1	Slight Injury	Slight Effect	Slight Damage	Slight Impact	Slight Risk	1	2	3	4	5
2	Minor Injury	Minor Effect	Minor Damage	Limited Impact	Limited Risk	2	4	6	8	10
3	Major Injury	Local Effect	Local Damage	Consid. Impact	Consid. Risk	3	6	9	12	15
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5	Multiple Fatalities	Massive Effect	Extensive Damage	Intl. Impact	Extreme Risk	5	10	15	20	25

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Checking the risk rating against the table provides the assessors a quick indication of the risk level.

The process of establishing individual ratings is a matter of judgment with no “hard and fast” rules and timescales for mitigation/control measures must be proposed. However, as a general guide, immediate further control action would normally be required for a rating in the “INTOLERABLE” section, and with further control actions for anything in the “TOLERABLE” section following. The overall aim is to move risk ratings to the “LOW” band, as far as is reasonably practicable.

However, even if risk assessments indicate an acceptable level of risk rating, the committee **must** take action to control risks where any relevant specific legal requirements apply.

The most important point is to ensure that all hazards have been identified, so that the club and committee are aware of them, and that a realistic plan is devised to control them.



Step 5 – Additional Control Measures

The assessment from Step 4 will have concluded that the control measures in place were sufficient, or that additional control measures were required to reduce the risk to an acceptable level.

In the event that additional control measures are required, these have to be defined and the assessment process repeated to give a revised forecast risk rating that should then be entered on the assessment form. Where more than one control option gives a similar risk rating, then the most cost-effective option should be given consideration.

However, it is also necessary to ensure that the control measures introduced do not themselves introduce another hazard. For example, the provision of hearing protection equipment could prevent alarms being heard. In such cases, a further assessment of the new hazard will be required.



Step 6 – Conclusions and Follow-Up Action

The action required to implement the additional control measures should be summarised in the “Record of Assessment” form.

The signed form should be retained by the committee member responsible for the activity, who should also co-ordinate and control the follow up action and implementation, until the risk is reduced to the lowest practicable level.



Step 7 – Implementation and Monitoring

Implementation of the finally agreed safe system of work may require the introduction of new procedures or arrangements, changes in venue, workplace or equipment design. All committee members must ensure that preparatory work is followed by good communications within the club and the district.

The member responsible for Risk Management and the relevant committee should carry out suitable monitoring of the new arrangements, during introduction and at appropriate intervals thereafter, by regular inspections of the area / task / venue / function.



Step 8 – Review

There is a requirement to review, and revise as necessary, any risk assessment if / when:

There is any reason to believe that the assessment is no longer valid;

There are significant changes in the method of working, personnel or the equipment used;

Neither of the above points applies, and then the assessment should be reviewed on regularly (and the review date shall be specified on the assessment).



ASSESSMENT REVIEW

As part of the regular reviews the member responsible for Risk Management may choose to review a selection of risk assessments. The member responsible for Risk Managements' comments on the relevance and completeness of the risk assessment will be by use of the form and is used as a formal report to the board. The board shall use their judgment about how best to incorporate or address the comments.

SPECIFIC REQUIREMENTS

Some of the forms included in the working documents are copies of council driven requirements. It is always as well to include their format to show compliance and thus speed up the approval process.

Rotary Training Program

Risk Management



FORM No : RM /- 1002		Name the club Rotary Club Club number RISK ASSESSMENT CHECKLIST		
Issue –Rev 1 DATE Dec 09				
A. General <i>(This section must be completed for all functions)</i>				
1. Is there written approval of the Board for the event? Name the event	Y/N	Date of Board Minutes	Remarks	
Which committee is responsible for the event?		Name the Committee		
2. Responsible person for the event?	Name	Remarks Or delegate		
Contact details : Name / Address / Phone number / email address				
3. Is assistance required from :- Ambulance, Police, Fire Brigade / CFS, St Johns, Security organizations, council?	Y/ N	List those required		
4. Are there any other organizations involved? Note (i) Joint functions with organizations other than Rotary should generally be avoided. The Rotary insurance policy will only cover the event if Rotary is in control of the event. If there are other organizations involved then arrange a certificate of currency of appropriate Public Liability and property cover from the other participant and the full name and address and contact details of the person responsible for the event in that organisation. Note (ii) If we are visiting another organisation we must take our insurance certificate with us.	Y/ N	List		
5. Is there clear access and egress from the event? Access for emergency vehicles?	Y/ N Y/ N	Remarks		
6. Are there emergency evacuation procedures in place? Fire exits clearly marked unlocked, exit signs in place and exit routes unobstructed?	Y/ N	Remarks		
7. Are there handrails provided where required?	Y /N	Remarks		
8. Toilets provided, signs in place	Y/ N	Remarks		
9. If St Johns Ambulance Service are not in attendance, suitable first aid facilities must be in place. Erect signs.	Y /N	Remarks		
10. In a building: Is the owner insured? (Property and Public Liability) Obtain a copy of the insurance certificate? Place it on file. Check the floors for unevenness, carpets and floor coverings for condition and security. Check wet surfaces.	Y /N Y/ N Y /N	Remarks		
11. The responsible person (or his/her delegate) organising the event should have a list of telephone numbers for emergency services etc. and a mobile phone	Y/N	Remarks		

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RECORD OF ASSESSMENT			
Ref No: <small>use your own reference numbers</small>			
Venue :		POTENTIAL EFFECTS	
Committee: <small>name committee</small>		Personal injury	
Activity: <small>Name activity</small>		Damage to Environment	
Team : <small>List</small>		Asset Damage	
		Reputation	
		Security	
Assessor Name:		Signature:	
Date of Assessment:		Date Reviewed:	
		Next Review:	
Improvement History: <small>For example All risks identified at the last BOP (2011) were reduced to as low as reasonably practicable</small>			
Rotarians at Risk: <small>List</small>			
Others Who May Be At Risk: <small>For example General Public</small>			
IF ADDITIONAL CONTROL MEASURES ARE REQUIRED, CAN THEY BE IMPLEMENTED IMMEDIATELY?			
IF NO, SUMMARISE ACTION PLAN BELOW:			
Action Required: Nil	Target Date	Action By	Completed By (Name & Date)
Date for Full Implementation of Control Measures:			
Assessment Accepted By:			
Signature : _____		Date : _____ for the Board	
Signature : _____		Date : _____ for the Committee	

Rotary Training Program

Risk Management



LOSS POTENTIAL AND SEVERITY MATRIX										
POTENTIAL CONSEQUENCE OF THE INCIDENT										
SEVERITY						LIKELIHOOD				
						Remote	Highly Unlikely	Unlikely	Possible	Quite Likely
RATING	P	E	A	R	S	1	2	3	4	5
0	No Injury	Zero Effect	Zero Damage	Zero Impact	Zero Risk	0	0	0	0	0
1	Slight Injury	Slight Effect	Slight Damage	Slight Impact	Slight Risk	1	2	3	4	5
2	Minor Injury	Minor Effect	Minor Damager	Limited Impact	Limited Risk	2	4	6	8	10
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Rotary Training Program Risk Management



Hazards / Risks	Severity	Likelihood*	Risk Rating*	Additional Control Measures Required	Residual Risk Rating		
					S	L	R
Ref No.	S	L	R				
Proximity of water	3	4	12	Position all attendees back from the bank. Announcements to be made instructing parents to supervise children.	3	2	6
Slips trips falls	2	3	6	Marquee guy lines marked or positioned out of traffic areas. First Aid (St Johns) on site. All trip hazards secured and/or covered.	2	2	4
Electrical supply and terminal box in public area	3	3	9	Set up precludes public access, cables secured and routed away from traffic areas.	3	2	6
Barbeque hazards				Controlled and managed by Holdfast Rotary club.			
Noise affecting local residents	2	3	6	Advise all residents in the proximity prior to the event by leaflet. Volume of background music and PA announcements to be kept to minimum	2	2	4
Minor Injuries	2	2	4	1 st Aid kit on site. St Johns attending.	2	1	2
Robbery	3	2	6	Security provided during unmanned hours: Mobile phone and multiple members on duty at all times	3	1	3
Fire	3	2	6	Fire extinguishers on site and identified			
Food handling	2	2	4	Protective gloves and aprons provided. Briefing provided.	2	1	2
* Including existing physical preventative measures (eg interlocks, guards, mechanical controls etc)							

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INTEGRATED RISK MATRIX

						LIKELIHOOD							
						0	1	2	3	4	5		
						Historical:	*Unheard of in industry /community*	*Has occurred once or twice in the industry / community*	*Has occurred many times in industry/ community , but not in the Club*	*Has occurred once or twice in the Club*	*Has occurred frequently in the Club*	*Has occurred frequently at this location*.	
						Frequency: (Continuous Operation)	Once every 10,000 – 100,000* years at location.	Once every 1,000 – 10,000 years at location.	Once every 100 – 1,000 years at location.	Once every 10 – 100 years at location.	Once every 1 – 10 years at location	More than once a year at location or continuously.	
						Probability: (Single activity)	1 in 100,000 – 1,000,000*	1 in 10,000 – 100,000	1 in 1,000 – 10,000	1 in 100 – 1000	1 in 10 – 100	>1 in 10	
							Remots	Highly Unlikely	Unlikely	Possible	Quite Likely	Likely	
CONSEQUENCE (SEVERITY)	People	Environment	Assets	Reputation	Security								
	> 20 Fatalities (or Permanent Total Disabilities) (PTD).	Regional scale (>100 km ²). Long term (decades) impact.	>A\$1000M	International concern.	Extreme risk Terrorist type Action required by authorities	6	Catastrophic						SEVERE
	4-20 Fatalities (or PTD).	Large scale (10-100 km ²). Long term (decades) impact.	A\$100M - A\$1000M	Persistent national concern. Long term 'brand' impact. Major venture/asset operations severely restricted.	Major risk Action required by authorities	5	Massive						
	1-3 Fatalities (or PTD).	Medium scale (1-10 km ²). Short term (months) impact.	A\$1M - A\$10M	Medium term national concern. Minor venture or minor asset operations restricted or curtailed.	Major risk Reportable to authorities	4	Major			HIGH			
	Major Injury/illness, Permanent Partial Disability (PPD) or Lost Work Case LWC >4days.	Medium scale (1-10 km ²). Short term (months) impact	A\$1M - A\$10M	National bad mention. Short term regional concern. Close scrutiny of Asset level operations/ future proposals.	Considerable risk. Reportable to authorities	3	Moderate		MEDIUM				
	Minor Injury/illness. Restricted Work Case (RWC) or LWC <4days.	Localised (<1 km ²) Short term (weeks) impact.	A\$100k – A\$1M	Short term local concern. Some impact on asset level non-production activities.	Slight risk	2	Minor						
Slight Injury/illness. First Air Case (FAC) not affecting work performance.	Localised (Immediate area) Temporary impact (days).	<A\$200k	Local mention only. Quickly forgotten. Freedom to operate unaffected.	Zero risk	1	Slight	LOW						

For more detailed definition of consequences, refer to the appropriate detailed methodologies.

*Incidents with a frequency of less than once every 100,000 years (continued operation) or a probability of less than 1 (single activity) can reasonably be screened out on the basis of low likelihood.

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Rotary Training Program Risk Management



Any Questions ??

