



Risk Management in Practice - Level Two

What is Risk Management?

In simple terms, risk management is what organisations (including their workers) do to keep themselves and other people affected by their work, safe from physical or mental harm.

More specifically, risk management is the *overarching process* of identifying, evaluating, and prioritizing risks, which is then followed by applying controls (preventative actions) which may require resources such as effort, time, or money etc. to minimise risks. Risk management also includes ongoing monitoring of the controls for effectiveness.

SLSNZ Risk Management Process

The following eight steps represent the SLSNZ Risk Management process.

You need to know...

1. The eight steps are typically not completed by one person individually, however it is important that everyone have an understanding of all eight steps.
2. Individuals who are in Level Two of the Health and Safety Management System (HSMS) need to ensure, they are familiar with Step One through Step Eight.
3. The eight steps can and must be applied to all SLSNZ operations,

Step One - Identify the activity, duty or work to be undertaken.

Step Two - Identify the people likely to be affected by the work.

Step Three - Identify hazards (environmental, human and objects/equipment)

Step Four - Identify and assess the risks associated with the hazards, which may result in harm to people if preventative actions (controls) are not applied.

Step Five - Apply control measures (preventative action) to prevent harm to people.

Step Six - Continue to monitor and assess the hazards, risks and control measures for effectiveness.

Step Seven - Maintain records of the above.

Step Eight - Implement emergency responses where required. Emergency responses are applied where preventative actions have failed, or where risks have changed or have not been adequately identified or assessed.



Risk Assessment in Practice - Level Two

What is Risk Assessment?

Risk assessment, is a component of risk management. Risk assessment is the *process of evaluating* the risks to health, safety, and welfare.

Not surprisingly, risk assessment is something that most people do in their daily lives without realising it. Is that plate hot? Is it safe to cross the road? Do I need to put sun cream on? Similarly, well trained and experienced lifeguards demonstrate effective risk assessment procedures every day while on patrol.

Why do we do risk assessment?

A benefit to evaluating risks using quantitative methods is so that the risks can be prioritized, typically based on which risk is greater. SLSNZ does risk assessments to prevent harm to people, to inform our procedures and practices, and records the evidence in support of our the legal requirement to 'do risk assessments' under the Health and Safety at Work Act 2015.

How do we record our risk assessment?

There are three SLSNZ Risk Assessment tools:

1. SAFER
2. General Risk Assessment
3. Operational Risk Assessment

Who does 'risk assessment'?

There are different expectations for risk assessment for each Level of the Health and Safety Management system. Those who have Level Two HSMS responsibilities should be familiar with SAFER and the General Risk Assessment.

HSMS Level	Level One	Level Two	Level Three	Level Four
SAFER	✓	✓	✓	✓
General Risk Assessment		✓	✓	✓
Operational Risk Assessment			✓	✓

However, everyone should have the understanding of how each risk assessment tool plays a part in health, safety and welfare management by familiarising themselves with the tools below.



SAFER

What is a SAFER?

SAFER is an acronym which represents the risk management process that underpins and informs all Surf Life Saving New Zealand operations, and is simple enough to enable everyone to practice "safety." SAFER is an easy-to-remember approach to preventing harm to self and/or others by:

Spotting the hazard

Assessing the risk

Finding control measures to **F**ix the problem

Evaluating the result of the solution

Recording your SAFER actions



Who should know how to implement SAFER?

Everyone (Level One – Level Three) involved in SLSNZ operations.

When should I use SAFER?

The SAFER Risk Management Process should be used in real time, while working, and/or where quick action is needed. SAFER can be carried out on the spot in developing and changing situations or when unexpected hazards present themselves during routine tasks. SAFER is used for situations where dynamic, on the spot, risk assessments are required (i.e. ad hoc activities, urgent or emergency responses).

How do I record SAFER?

If reasonably practicable, record your SAFER Risk Management Process using audio/video tools before and/or after your task(s).

Any findings or insights discovered as a result of a SAFER Risk Management Process should be communicated to your patrol captain or line manager.

General Risk Assessment

What is a General Risk Assessment?

General Risk Assessment (GRA) is used when assessing repetitive tasks, which are unlikely to change significantly, due to the predictable nature of the work. e.g. refilling a fuel bladder.

Who should know how to do a General Risk Assessment?

Anyone in Level Two or Three of the Health and Safety Management System should know how to complete a GRA. However, those in Level One that do the tasks that are being risk assessed, are key information sources that can help provided data/information for the assessment.



When/how often is a General Risk Assessment completed?

If there is risk associated with a task and **no** assessment covering that risk, then a GRA must be completed. Once a GRA has been completed, the assessment shall be reviewed:

1. if the nature of the task undergoes a significant change or risks become noticeably different, or
2. following an incident or near miss, or
3. on a predetermined periodic basis (higher risk tasks should be reviewed more often).

Where are General Risk Assessments stored?

Current GRAs should be stored in a secure place, where those that require access can do so without barriers. Obsolete GRAs are considered records, and should be safely stored for a minimum of 3 years, either in hard copy or soft copy.

How is a General Risk Assessment completed?

GRAs can be filled out electronically, or in hard copy. The GRA Template can be accessed on SLSNZ's web site. For guidelines on how to complete the document, refer to the General Risk Assessment NSOP.

Operational Risk Assessment (ORA)

What is an Operational Risk Assessment?

The Operational Risk Assessment is a written (document) or electronic (app) risk assessment that can capture the environmental changes and other factors associated with dynamic environments. The ORA encourages repeated assessments due to changing environmental factors and/or other conditions. The ORA is used for lifesaving operations including patrols, beach education, lifeguard training, lifesaving surf sport training and events.

Who should know how to do an Operational Risk Assessment?

Anyone in Level Three of the Health and Safety Management System should know how to complete an ORA.

How often is an Operational Risk Assessment completed?

An ORA is completed before and during patrols, beach education, lifeguard training, lifesaving surf sport training and events.

Where is the Operational Risk Assessment stored?

Obsolete ORAs are considered records, and should be safely stored for a minimum of 3 years, either in hard copy or soft copy.

How is an Operational Risk Assessment completed?

ORAs can be completed in hard copy or completed electronically using SLSNZ's ORA App where available. The Operational Risk Assessment form can be accessed on SLSNZ's web site. An example of how to complete an ORA document can be found in the Operational Risk Assessment NSOP.

**SLSNZ is working to put together electronic training videos to help them understand the form and to complete it adequately.*



Likelihood and Consequence Scales

When assessing risk, there are two variables that need to be considered.

1. Likelihood (L) of the predictable “accident,” and
2. The consequence (C) that would occur if the predictable accident was realised.

The following rating scales are used to help determine the likelihood and consequence ratings before calculating the overall risk ($L \times C = \text{Risk}$). More detailed information and guidance on scoring likelihood and consequence can be found in the General Risk Assessment NSOP and Operational Risk Assessment NSOP.

Likelihood

SCORE	SCALE	FREQUENCY OF ACCIDENT
1	Rare	Would only occur in exceptional circumstances.
2	Unlikely	Incident conceivable at some time, but only remotely possible.
3	Possible	Could occur at some time, has probably happened in the past.
4	Likely	Will probably occur in most circumstances, known to have happened in the past.
5	Almost certain	Expected to occur in most circumstances, regularly occurred in the past.

Consequence

SCORE	SCALE	SEVERITY OF HARM (PSYCHOLOGICAL, PHYSICAL, AND/OR EMOTIONAL)
1	Insignificant Harm	No real harm or illness resulting – e.g. minor bumps, bruises or abrasions.
2	Minor Harm	First aid or minor medical treatment is required – e.g. sprains, strains and cuts.
3	Significant Harm	Harm or illness requiring treatment by a qualified medical practitioner such as a GP, physio, dentist, or a hospital e.g. fractures, dislocations, soft tissue damage, or wounds requiring stitches.
4	Serious Harm	Life or limb threatening harm or illness, permanent disablement e.g. multiple trauma injuries with potential for permanent disablement.
5	Fatality	One or multiple fatalities.



Risk Matrix and Risk Magnitude

SLSNZ has updated the risk matrix and risk magnitude table (2020). It is important that when assessing and recording risk, the following matrix is used.

SLSNZ RISK MATRIX							
Consequence (C)	5	Fatality	5	10	15	20	25
	4	Serious harm	4	8	12	16	20
	3	Significant harm	3	6	9	12	15
	2	Minor harm	2	4	6	8	10
	1	Insignificant harm	1	2	3	4	5
			Rare	Unlikely	Possible	Likely	Almost certain
			1	2	3	4	5
Likelihood (L)							

The new matrix is a product of 'Likelihood(L)' and 'Consequence(C)' and when multiplied, the overall product is the risk rating. However, it is important that our risk(s) inform our practice. Therefore, SLSNZ has identified 4 risk magnitude categories that help inform the actions to be taken upon doing a risk assessment.

RISK MAGNITUDE	SCORE	ACTIONS TO BE TAKEN
Low ★	1-4	Risk which is acceptable. Monitoring is required to ensure that the existing control measures are maintained and working as expected.
Moderate ★★	5-12	Where reasonably practicable, additional control measures should be considered and applied to reduce the risk, particularly at higher scores within this category. The level of risk is acceptable, provided all reasonably practicable control measures have been applied. Monitoring is required to ensure that all control measures are maintained and working as expected.
High ★★★	15-16	Where reasonably practicable, additional control measures must be considered and applied to reduce the risk. The level of risk is acceptable, provided all reasonably practicable control measures have been applied. Consideration of additional control measures is required, including applying additional resources, as part of the continual improvement process. Monitoring is required to ensure that all control measures are maintained and working as expected.
Unacceptable ★★★★	20-25	If it is not possible to reduce the risk, even with unlimited resources, the risk cannot be justified on any grounds. The work must stop immediately or not be carried out if the work has not started.



Risk Control

Most hazards in our working environments are unable to be eliminated or removed i.e. surf conditions, weather conditions, the rocks at our beaches. Instead, we must consider how we chose to interact with these hazards or protect others from interacting with the hazards.



Eliminate poor work practices 1) close beaches if the risks to lifeguards to implement a rescue are too high and not controllable, 2) postpone or cancel a scheduled surf sport event

Substitute the “she’ll be right” attitude/approach to risk management and health and safety, to a culture where member welfare is paramount, which is supported by effective policies, procedures and practices e.g. 1) provide effective sun protection clothing, including hats and screens for all lifeguard duties where practicable, 2) ban single person over the shoulder IRB motor carries.

Redesign the equipment and practices we use and how we use them e.g. 1) IRB foot strap research and design project, 2) use of RWCs in some contexts, 3) proactively manage expectations of member’s behaviour e.g. sexism/bullying will not be tolerated, and ensure that these expectations are reflected in policies and procedures so that members can be held responsible for their actions.

Educate our members to take a member welfare approach to risk assessment, e.g. 1) poor driver behaviour (speed) is the single greatest contributing factor to crew person injuries – educate members to slow down, 2) plan to support those attending serious events where emotional and psychological harm are likely outcomes.

Encourage members to interact and participate to the level that they feel safe e.g. 1) encourage, enable and support all members to say “no” to competing or participating in conditions that they feel uncomfortable or unsafe in.



Risk Monitoring

Risk monitoring is about assuring yourself and the club, that health and safety is being managed appropriately, this can be through active or reactive measures. Active monitoring techniques can include club/office walk-arounds and inspections to make sure any equipment, building and storage are safe for use, as well as conducting behavioural observations of tasks being carried out to ensure members are behaving safely and to identify any possible room for improvements.

When

Best practice is to monitor the risks associated to the tasks that you oversee, to ensure the system and processes are still workable, and to provide any changes that might be required to ensure safety is achieved. The degree to which risks should be monitored should relate to the level of risk associated with the task.

Risk Review

As mentioned above, If there is risk associated with a task and **no** assessment covering that risk, then a GRA must be completed. Once a GRA has been completed, the assessment shall be reviewed:

1. if the nature of the task undergoes a significant change or risks become noticeably different, or
2. following an incident or near miss, or
3. on a predetermined periodic basis (higher risk tasks should be reviewed more often).

Emergency/Incident Management

Emergency management is about being prepared for major threats to the club or SLSNZ members. In any case, it is important to consider the actions in response to these predictable threats that could cause major physical, mental and emotional damage. Pre-planned responses and training for potential incidents are likely to reduce risks and improve the safety and other outcomes for all persons involved.

Available in the NSOP Document Library Section 6 are procedures for Emergency Operations.

SLSNZ will be updating the website throughout the 2020/2021 Season with the following procedures:

Section 6 – Emergency Operations	Body Recovery
Section 6 – Emergency Operations	Critical Incident Response
Section 6 – Emergency Operations	Earthquake Preparation and Response
Section 6 – Emergency Operations	Fire Preparation and Response
Section 6 – Emergency Operations	Helicopter Safety and Landing Zone
Section 6 – Emergency Operations	Interagency Response (CIMS)
Section 6 – Emergency Operations	Known missing person at sea
Section 6 – Emergency Operations	Missing craft
Section 6 – Emergency Operations	Missing/Found person
Section 6 – Emergency Operations	Pandemic Preparation and Response
Section 6 – Emergency Operations	Shark sighting
Section 6 – Emergency Operations	Tsunami Preparation and Response

Please check the NSOP Document Library for available procedures.



Tsunami, Fire and Earthquake

All persons in Level Two should be familiar with the following NSOPs

- Tsunami Preparedness and Response NSOP
- Earthquake Preparedness and Response NSOP
- Fire Preparedness and Response NSOP

Clubs are encouraged to localize these NSOPs to provide details that are relevant to their specific club and location, and communicate the response to their members.

Missing person at sea

Clubs are encouraged to consider the likely emergency responses that they may encounter and develop effective emergency response plans and training to optimize their response in the event that a person goes missing at sea.

Incident and Near Miss Reporting

It is essential to SLSNZ that all incidents and near misses are reported in order to raise awareness about the things that go wrong so that corrective and preventative actions can be taken. Without incident reporting, predictable hazards could go unnoticed and unresolved.

All clubs and offices are encouraged to communicate to their members or staff that reporting of incidents or near misses are not only a requirement, but appreciated. Follow the SLSNZ Incident and Injury Notification Flow Chart below for guidance on reporting and recording injuries and near miss incidents.