Lochboisdale Development Limited

Harbour Authority for the
Lochboisdale and Gasay Port
&
Operator of the
Lochboisdale Quayside Gateway

Risk Review 2022

Landside and Business Continuity Risks

APPROVED FOR PUBLICATON

CONTACTS for further information:

Darren Taylor
Chief Executive
Lochboisdale Development Limited
Oifis Stòras, Daliburgh
Isle of South Uist
Western Isles HS8 5SS
Tel: 01878 700 101

Donald Archie Currie
Harbour Master
Lochboisdale Development Limited
Lochboisdale Harbour
Isle of South Uist
Western Isles HS8 5TH
Tel: 01878 700 830

CONTENTS

Document Production and Approval
Document Distribution and Comments
Executive Summary
Annex 1 Not used (reserved for Marine/Navigational Risk Assessments in future editions)
Annex 2 Landside Risk Assessments
Annex 3 Business Continuity Risk Assessment

DOCUMENT PRODUCTION AND APPROVAL

This document was produced by a Working Group comprising:

D A Currie, Harbour Master - Leader of the Working Group
A Norman, Non-Executive Director, LDL – Lead Draftsman
D Phillips, Designated Person under the Port Marine Safety Code
R Iremonger, Insurance Advisor.

The Working Group's remit comprised Landside and Business Continuity Risks. It did not include Marine and Navigational Risks which were most recently the subject of a Navigational Risk Assessment in 2021.

The document is maintained by the Harbour Master who has day-to-day management responsibility for health and safety at Lochboisdale Harbour.

The document has been reviewed and accepted by the Chief Executive, D Taylor, the most senior executive responsible for H&S at LDL.

Approval to publish this document on the harbour website:
https://www.lochboisdaleharbour.com/harbour-users/
and elsewhere has been given by the board of directors of LDL acting as duty holders under both the Health and Safety at Work Act, 1974 and, in the case of marine and navigational safety, the Port Marine Safety Code.

The document supersedes LDL's Risk Review 2020 but not the Navigational Risk Assessment 2021 which remains current.

DOCUMENT DISTRIBUTION AND COMMENTS

This document will be distributed to the Chief Executive and members of the Working Group. In the interests of transparency, it will be published on the harbour website and copied to key Harbour Users and Stakeholders including CMAL, CalMac and MOWI for both information and comment.

Comments may be submitted to LDL's Chief Executive using contact details on the title page.

EXECUTIVE SUMMARY

This document provides a record of the landside and business continuity risk assessments made in February/March 2022 for the Lochboisdale and Gasay Port and the Lochboisdale Quayside Gateway. They have been prepared for Lochboisdale Development Limited (LDL), harbour authority for the Port and Operators of the Quayside Gateway, in accordance with the requirements of the Health and Safety at Work Act 1974 and the Port Marine Safety Code**.**

The COVID-19 pandemic risk now appears as Hazard 311 in Annex 3 - reflecting the hope-fully waning impact of the virus whilst recognising the possible future re-imposition of lock-downs and other control measures which pose serious threats to LDL's harbour business.

The Harbour Landside Risk Assessment worksheets appear in Annex 2.

The Business Continuity Risk Assessment worksheets appear in Annex 3.

Insurance renewal June 2022. The marine insurance market is especially volatile at present and this risk review will be especially useful to demonstrate LDL's approach to risk management and its commitment to reducing risks As Low As Reasonably Practicable (ALARP). Recommended insurance cover is increasingly being driven by estimates of the insurance payouts that would be required in the event of serious or fatal personal injury claims.

Action Lists for strengthening risk controls and therefore reducing risk appear in Annexes 2 and 3. They represent the recommendations identified by this work. Accepted actions should be transferred to LDL's Rolling Action List and reviewed regularly by the Harbour Master with the Chief Executive in the months ahead. A preliminary prioritisation is indicated in Annexes 2 and 3.

Key Risk Response Recommendations are set out below. They were formulated with a view to driving down risks ALARP, consistent with LDL health and safety policy. Some of these recommendations will warrant further review by CE/HM and appropriate consultation/ advice to the LDL Board of Directors as Duty Holders.

a) ***Byelaws:*** have long been on the Action List for consideration. Recent information from Transport for Scotland points to a possible change or clarification of future policy including on the relationship between Byelaws and General Directions to Vessels. Accordingly, it is now proposed to defer consideration and production of byelaws until some clarification or confirmation of policy becomes available.

b) ***Emergency Preparedness, Training and Exercises:*** LDL needs to build on the oil spill response training to ensure it is able to mount a robust response to all manner of emergencies including marine, landside and business continuity risk events.

c) ***Standard Operational Procedures:*** LDL needs to document these, for instance in order to:
    - record detailed task-based risk assessments, e.g. for the fuel tank and dispensing facility

- record any detailed sequence of steps needed to complete a task – both as a means of briefing a new worker and of delivering periodic "toolbox talk" safety reminders to keep up awareness of key safety issues
- provide resilience in the event of loss of key personnel
- record the training and authorisation of individuals with the appropriate competencies to undertake key tasks
- plan equipment maintenance and retain records.

d) ***The Importance of Written Records:*** If there is a serious incident, reliance on verbal records to corroborate what was done will not be adequate. Contemporaneous written records, even if just in the Harbour Log, will be very important.

e) ***Periodic Infrastructure Inspections:*** It is now nearly seven years since the harbour was commissioned. In addition to the weekly visual inspections by the harbour master, LDL have commissioned periodic structural inspections by consulting engineers Wallace Stone. Periodic thorough inspections by specialists are also routinely commissioned for LDL lifting equipment and the fuel oil installation. That policy should be extended to other critical assets such as periodic (perhaps every 5 years) thorough inspection of the electrical installation and the like.

f) ***Mentor:*** The impression is that Mentor are not playing an active oversight role in relation to the landside H&S equivalent to the Designated Person role for the Port Marine Safety Code. Doubtless this is partly due to COVID-19 but landside H&S oversight service warrants review and probable strengthening to ensure that it appropriately covers regulations such as DSEAR, COSHH, LOLER and PUWER.

g) ***Harbour Access Control:*** There is presently no effective control of who walks or drives onto the harbour - an industrial site with craneage, a fuel installation, quayside with considerable drops to the sea, slipway, pontoons and other hazards - and no practical way of ensuring 24/7 supervision. Unauthorised access to the slipway and onto pontoon bridges/ramps at the harbour and at the Gateway are a particular concern. A fence with pass-coded gates may be warranted. Note for instance the 2016 Buncrana Slipway Tragedy in Ireland when five people from one family lost their lives when their car was driven unauthorised onto the slipway and slipped into the sea. The car electrics failed, locking the doors and the family could not escape. All but one drowned. A possible fence and gate scheme is indicated in Annex 2, page 11. The advent of the proposed new ferry terminal may make effective access control an imperative. A review is warranted of whether continued reliance on signs alone is sufficient or if further physical access controls should be added.

h) ***Risk Assessment Methodologies:*** There has been a major push in producing this report to adopt a SIMPLE risk assessment format for Landside Risk Assessments which can readily be kept up to date by LDL's part-time harbour staff. At this time, it leaves LDL with three implementations of fundamentally one set of risk assessment principles, namely:

- **Navigational Risk Assessment (NRA) 2021** used an excel spreadsheet. It identified hazards and assessed risks using risk scoring which helped focus on reducing risks ALARP. The NRA did not include an explicit risk controls action list. It was explained that the Harbour Master could then formulate risk control

actions and enter them directly onto LDL's Rolling Action List – but it was not clear whether this had been done.

- **Landside Risk Assessment (LRA)** uses a word document-based template very similar to the HSE's template with hazard identification, risk assessment and an action list for proposed risk control. This was adopted at the Harbour Master's request to respond to the plea for a simplicity which did not have risk scoring and the attendant lookup tables of a spreadsheet-based system. It still relies on accepted risk control actions being transferred to the LDL Rolling Action List.
- **Business Continuity Risk Assessment (BCRA)** uses an excel spreadsheet-based template very similar to both NRA and LRA but with risk scoring and a risk controls action list.

Simplicity has been delivered for the LRA but LDL will need to maintain the drive for simplicity in future risk reviews. Much will be learned from the ease with which the harbour master is able to keep the LRA up-to-date and monitor the implementation of accepted risk control actions using the LDL Rolling Action List.

… Ends …

ANNEX 1 not used (reserved for Marine/Navigational Risk Assessments in future)

ANNEX 2 LANDSIDE RISK ASSESSMENTS

HAZARD IDENTIFICATION			RISK ASSESSMENT		ACTION LIST		
Hazard ID & Title What are the hazards?	**Hazard Detail** Who might be harmed?	**Hazard Causes** How might the harm arise?	**Existing Risk Controls** What are you already doing to control the risks?	**Risk Event Outcomes** What are the Most Likely and Worst Credible outcomes for a Risk Event?	**Proposed Risk Controls** What further action do you need to consider?	**Action** by whom, date, priority	**Remarks**
2 LANDSIDE HAZARDS AT HARBOUR & GATEWAY**	Hazard Group for IDs 201 to 299. Subgroups broadly follow headings of *HSE Safety in Docks*		Follow guidance/rules: *- HSE Safety in Docks* *- DSEAR, COSHH, LOLER, PUWER etc* *- LDL Local Rules & H&S Standards*		*Byelaws* – defer until TfS advise on purpose/scope of Byelaws and inter-relation with General Directions *LDL Local Rules/Stds*: review/update	**HM/CE 31Mar23 Priority 3**	**Key:** **Priority 1** high **Priority 2** **Priority 3** low
21* VEHICLE RELATED HAZARDS (inc plant)	Hazard SubGroup for IDs 211 to 219						
211 Vehicle out of control in Harbour on: - Quayside - Access Roads/Parking - Hardstand/Walkways (See 212 for Slipway)	**Harbour User/Visitor** may suffer personal injury/property damage e.g. to Vehicle/Plant/ Infrastructure/ Loose Gear etc + possible **Enviro-contamination?**	**Collision** inc with person/ property while moving, operating, parked,reverse **Vehicle fall into sea** **Spillage of contaminants**	**Quayside** – edge timbers - hi-viz marks on quayside edge - partial closure/marking of loading ops areas by signs, barriers, cones **Access Roads/Parking/Walkways:** - sign lanes, parking bays, speed limits **Oil Spill Contingency Plan** & training	**Most Likely -** low speed collision by Vehicle causing a need for 1st aid or causing property damage <£5k **Worst Credible:** Vehicle + heavy load reverses up/over quay edge timbers, falls to sea or vessel along-side causing fatality/severe injury + up to £100k of property damage + Tier 1 environment clean-up cost **Examples:** - Lorry plunges into Bristol harbour; left hanging off quay, Oct 2020 - RO/RO officer killed while using mobile phone during unloading ops, 2020	**Periodic Toolbox Talk:** brief staff/key harbour users on vehicle safety issues **Quayside, Pontoons and elsewhere**: more hi-viz marks on trip hazard such as bollards, rings, pontoon connect'ns **Walkways:** signs complete + remain properly visible?	**HM 30Nov22 Priority 2**	
					Loading Ops Areas: review/strengthen *LDL Local Rules* & *H&S Stds* to make clear vehicle loading ops must take place within demarcated area with trained banksman where appropriate	**HM 31Jul22 Priority 1**	
212 Vehicle/Plant out of control on Slipway	**Harbour User/Visitor** may suffer personal injuries and property damage, e.g. to Vehicle/Vessel **Enviro-contamination?**	**Vehicle slide/fall** into sea as consequence of vehicle fault, driver error, slippery surface **Vehicle collision** inc while moving, operating Parked or reversing etc **Spillage of contaminants**	**Slipway condition:** - pole marks bottom - surface inspection/ cleaning **Vehicle condition:** *- LDL Local Rules + Stds* - Boat Hoist & Tractor maintenance **Access Control:** Signs to keep off **Oil Spill Contingency Plan** & training	**Most Likely -** low speed collision by Vehicle causing a need for 1st aid or causing property damage <£5k **Worst Credible:** Vehicle with passen-gers slides into sea - multiple fatalities due to electrics failures and drowning + loss of vehicle **Example:** Buncrana Slipway Tragedy 2016	**Periodic Toolbox Talk:** brief HM staff/ key slipway users on Slipway ops **Slipway Operations Notices** – add more prominent notices **Harbour Equipment:** URGENT replace jet washer with more powerful model	**HM 31Jul22 Priority 1**	
					Slipway Access Controls: to be cons-idered as part of controls for **Hazard 263: Insecure but Hazardous Areas**		
213 Commercial vehicle loading/unload-ing operations	**Harbour User/Visitor** may suffer personal injuries and property damage, e.g. to Vehicle/Vessel **Enviro-contamination?**	**Craneage failure** **Unsecured load/trailer** **Unauthorised people** stray into active loading ops areas **Spillage of contaminants**	***LDL Local Rules + H&S Stds + HM directions:*** - HIABs not to be used for lifting vessels into/out of sea from quay - Excavators at right angles to quay can lift cargo to/from vessels - fork-lifts used to move loads between quay and hardstandings - use of banksmen - ensure load/trailer is secure - Vessel Master/Haulier approve/ sign-off lift & notify HM with RAMS	**Most Likely:** Unplanned move-ment of vehicle or load causing personal injury needing first aid plus minor property damage **Worst Credible:** Serious impacts from a moving load or vehicle – fatality or severe injury + moderate property damage **Example:** Banksman crushed by container at Portsmouth due to poor comms, Aug2017	**Periodic Toolbox Talk:** brief HM staff/ hauliers on loading operations **Loading Operations Notices** including - *HSE Safety in Docks* measures - demarcation of active loading area with traffic cones/signs/ropes etc - use of dependable comms - banksman must not use mobiles other than for guiding lifts	**HM 31Jul22 Priority 1**	

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214 Vehicle, Vessel or other Fuel Oil Tank rupture/fire/explosion	**Harbour User/Vessel Crew/Visitor** may suffer smoke inhalation, burns and/or fire damaged property e.g. Vehicles/ Plant / Vessels **Enviro-contamination?**	**Flammable gas ignited:** from gas bottle leak inside Vehicle/Vessel **Fuel oil facility/road tanker** suffers rupture and ignition **Fire spreads** in high wind **Spillage of contaminants** -especially whilst petrol refuelling at pontoons	**Vehicles with gas bottles** - incident report from 2019 - park 6m apart at rear of Toilet Block - with valid gas safety certificate? **NtM re Refuelling:** - bans smoking **Emergency Pumps** (capacity 2 @…l/s) **Emergency Plan, Oil Spill Conting Plan** **MCA Vessel** 4-yearly certification **Fire Extinguishers** (maintained to Sep2022) at: Fuel Oil Facility + HM Office/Store + Toilet Block + Pontoons **Training:** use of Fuel Oil Facility	**Most Likely:** No injuries, minor damage, minor enviro clean-up cost **Worst Credible:** Serious injury, moderate property damage, minor environmental clean-up cost **Examples:** - Campervan Fire 2019 - Fire at E Quay, Newhaven Mar2022	**Periodic Toolbox Talk:** brief harbour staff/campervan drivers etc including safe use of fire-fighting equipment/ fire extinguishers/emergency pumps **SOP: Campervan Use:** Record the importance of guarding against fire **Storage/bunkering of fuels by MOWI** – RAMS & regulatory compliance **Fire Service Familiarisation Visit** **Emergency Exercise** **Training Records:** names of trained and authorised users of Fuel Facility	**HM 30Nov22 Priority 2**	Use either a written SOP or the Incident Report to keep up awareness of fire incidents and near misses?
215 Vehicle causes pollution	**Harbour User/Visitor** exposed to toxins **Vehicles/Plant/Infrastructure etc and Enviro-contamination?**	**Release of Toxins** into the Environment, possibly by ruptured tanks, pipelines, hoses etc	**Review/Update Plans:** - *PWMP every 3 years* - *OSCP every 5 years* - *Fuel Oil Facility* inspected annually	**Most Likely:** No injuries, minor environmental clean-up costs **Worst Credible:** Single severe injury + Tier 1 enviro-cleanup costs **Example:** Queenborough Harbour boat fire on Sheppey Apr 2022	**Periodic Toolbox Talk:** - Fuel Oil Facility tanker deliveries/ops **Further Risk Assessment Requirement:** - SDS+COSHH+DSEAR compliance	**HM 30Nov22 Priority 2**	HM/CE to consider use of Mentor to ensure COSHH/ DSEAR compliance
22* SLIPS, TRIPS+FALLS							
221 Slips and Trips on: - Quayside & Slipway - Hardstandings - Access Roads/Parking - Walkways/Pontoons - when load/unloading - when boarding Vessel inc at Quay or Pontoons or on Hardstand/Slipway	**Harbour User/Visitor** may suffer personal injuries incl. **Unsupervised children** -relatively few children, either on boats or from village (BUT this might change markedly when new ferry terminal commissioned)	**Poor surface conditions:** - slippery; uneven surface - ropes + other obstructions - wet, icy, windy - poor access to Vessel - poor marking of hazards **Poor lighting** inc faults **Poor concentration** - due to fatigue, dehydration etc **Unsupervised children** - running on Pontoons	**Regular condition inspections:** - pontoons clean/clear of crossing mooring lines etc - trip hazards marked; signs in place **Prompt Maintenance:** - to rectify defects incl to lighting **Encourage Safe Practice:** - Rota/breaks to combat fatigue etc - be vigilant; call-out poor practice including re poor Vessel Access - 2 staff for large Vessel docking ops	**Most Likely:** first aid only **Worst Credible:** severe injury after trip on Pontoon sends Visitor into Vessel or sea **Example:** Death of Fife creel fisher-man who fell overboard after being struck by poorly maintained third party lifting equipment, 2018	**Periodic Toolbox Talks:** brief harbour staff/ user to keep awareness at a high level & to intervene when unsafe practices apparent **Vigilance:** Mark/rectify newly identified trip hazards **Passcode Gate Locks + Signs:** fit to Harbour+ Gateway Pontoon Gates to inhibit unauthorised access (e.g. by children)	**HM 31Mar23 Priority 3**	
222 Fall from height from: - Quay or ladders **-** Vessels on Hardstand - Pontoon Bridges Both at Harbour & Gateway	**Seaman or Leisure Boat Crew**	**Quayside Ladders:** -.damaged or slippery **Boat Hoist:** - equipment failure - adjusting slings under a boat emerging from sea	**Work at Height Regulations** **Hi-viz marks** on quay edge/bollards **Condition Inspections:** - Boat Hoist (fail safe mechanisms) - Quayside Ladders (inspected from Vessel decks only) - Pontoon Bridges	**Most likely:** serious injury **Worst Credible:** fatality or severe injury from fall from height **Example:** Lochinver fatality: crewman of fishing boat Osprey fell from quayside ladder 2002	**Periodic Toolbox Talks**: brief harbour staff/users on - Work at Height Regs - Use of Quayside ladders	**HM 31Mar23 Priority 3**	

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23* LIFTING EQUIPMENT & LIFT OPERATIONS	Hazard Subgroup for IDs 231 to 239		*LOLER, PUWER*				
231 Use of LDL Lifting Equipment: - Quayside Crane - Disabled Crew Lift - Tractor, Boat Hoist & Slings	**Harbour User/Visitor** suffers personal injury and/or property damage	**Equipment failure** incl arising from theft, poor maintenance (inc fail-safe mechanisms), damage **Poorly Planned or Executed Lifting Operation** such as: - failure lifting load - runaway Boat Hoist on Slipway - slings poorly positioned (especially on a boat emerging from the sea)	**Equipment Certification:** - by LDL authorised Certifiers - annually, but bianually for slings+equipment carrying people - Tractor subject to PUWER not LOLER on BritEngServices advice **Regular Inspection/Maintenance:** - by trained personnel **Lifting Operations: -** planned, supervised, excecuted by trained staff - lift plans risk assessed/RAMS - with training plans & records for authorised users of lift equipment - equip. locked when not in use **Slipway Condition:** - regular inspection and cleaning	**Most Likely:** first aid only plus minor property damage **Worst Credible:** fatality or serious injury + severe damage	**Periodic Toolbox Talk:** brief HM staff/ user on use of LDL lift equipment **Risk Assessment Template:** Review - Thorough Examination/Certification - Regular Inspection & Maintenance - Lift Plan - risk assessment RAMS - Lift Supervision and Operation **Crane Defect Identification** - encourage/ require crane users to report defects/safety issues with LDL lift equipment to HM **Disabled Crew Lift:** -.recertification due Apr2022 - keep future use/provision of Lift under review (never used in 6 years?) - creates a vessel snag hazard	**HM 31Mar23 Priority 3**	Review RAMS template for maintenance of adequate records and suitable for common vessel types/sizes **Disabled Crew Lift:** remind board/duty holders of policy
232 Use of 3rd party Lift Equipment	**Harbour User/Visitor** suffers personal injury and/or property damage	**Equipment failure** incl arising from theft, poor maintenance (incl fail-safe mechanisms), damage **Poorly Planned or Executed Lifting Operation**	***LDL H&S Standards*** confirm that contractors are: - responsible for their equipment and its use - required to submit a signed-off RAMS to HM in advance	**Most Likely:** first aid only plus minor property damage **Worst Credible:** fatality + severe damage **Example:** Death of Fife creel fisherman who fell overboard after being struck by poorly maintained third party lifting equipment, 2018	**Require 3rd parties** keep HM advised of authorised personnel and lift plans for using their equip (& define minor routine lifts needing no notice)	**HM 31Mar23 Priority 3**	
24* HARBOUR HARDSTANDINGS							
241 Vessel slips off blocks, cradles, trestles	**Vessel Maintenance Worker or Visitor** - crush injury **Vessel Owner** - property damage	**Poorly Planned or Executed Operation**	**HM staff** - vigilant and draw vessel maintenance worker attention to poor access/work practices	**Most Likely:** first aid only plus minor property damage **Worst Credible:** Fatality + severe damage to vessel **Example:** Weymouth boat fall fatality 2018	**Periodic Toolbox Talk** - to brief staff/ vessel maintenance workers on safe practices for Vessel on Hardstand **Vessel Fenced-off:** - by heavy cones, signs etc discouraging getting too close	**HM 31Jul22 Priority 1**	DP notes possible use of sandbags to improve barrier stability in high winds
25* DANGEROUS SUBSTANCES, WASTES							
251 Use of Diesel Oil Refuelling Facility **See also 214**	**Harbour User/Visitor** may be exposed to toxins **Vehicle/Plant/Infrastructre etc & Environment** may be contaminated	**Release of Toxins** into Environment, possibly by ruptured tanks, hoses etc	**Oil Spill Contingency Plan** **Fuel Tank/Dispensing Facility** - regular inspection/ maintenance - training of Facility Users	**Most Likely:** No injuries, minor enviro clean-up costs **Worst Credible:** Single serious injury Tier 1 enviro clean-up costs	**Periodic Toolbox Talk** - to brief staff/ users on safe practices - incl SDS, COSHH & DESEAR assessmt **Fuel Tank/Dispensing Facility:** - record names of authorised & trained Facility Users	**HM 30Nov22 Priority 2**	No current COSHH or DSEAR RA – consider seeking Mentor advice

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256 Waste Management	**Harbour User/Visitor** may be exposed to toxins	**Poor Waste Management** - toxins released - spread in high wind	**Port Waste Management Plan**	**Most Likely:** No injuries **Worst Credible:** Single serious injury, Tier 1 enviro clean-up costs	**Periodic Toolbox Talk** - to brief staff/ users on Port Waste Management Plan and awareness of COSHH	**HM 31Mar23 Priority 3**	No current COSHH or DSEAR RA - add to next PWMP ?
26* HARBOUR/GATE-WAY PREMISES	Includes Properties Leased by LDL to others						
261 Fire in LDL Building	**LDL Business interrupt-ion** + repair implication	**Electrical fault** /arson/ other cause of fire	*The Regulatory Reform (Fire Safety) Order 2005*	**Most Likely:** first aid + minor damage **Worst Credible:** serious injury/severe damage if wind spreads fire to vessels	**Updated Fire RAs** for HM Office, Store, Toilet Block, Gateway Toilets, Gift Shop (landlord duty only)	**HM 31Mar23 Priority 3**	Consider using Oifis Storas Fire RA as template for LDL
262 Use of LDL Building compromised - other than by fire	**LDL Business interrupt-ion** + repair implication	**Storm, theft, vandalism** **Abuse of Toilet Facilities** **Plague** of pigeons or other pest **UXB** on nearby vessel	Secure buildings COVID-19 RAMS for cleaning etc	**Most Likely:** no injury, minor damage, **Worst Credible:** LDL operations compromised **Examples:** - 2018 Incident: Abuse of Toilet Block - Oct2021: UXB on vessel in Weymouth	**Passcode Locks** - if there is increased risk of misuse by unauthorised users? **RAMS: Cleaning** – update to reflect easing of COVID-19 risks	**HM 30Nov22 Priority 2**	
263 Insecure but Hazardous Areas	**Visitors - the Public**	**Visitors stray into Areas**, exposed to hazards managed by others but reached via uncontrolled LDL areas	MOWI have fenced their main compound (but use extra LDL areas that are unfenced)	**Most Likely:** first aid only **Worst Credible:** fatality or serious injury, such as suffered by a Visitor or unsupervised child straying into: - MOWI unfenced "extra areas" - Boat unfenced on blocks on Hard - Quayside & active loading area	**Vessels on Hardstand** - to be within demarcated areas discouraging the unauthorised from getting too close **Harbour Fence + Pass-coded Gates** - costly but would indicate control of Harbour/Quay/Pontoons/Slipway - New ferry terminal may confirm need - LDL board to set long-term policy?	**HM + LDL Board 30Nov22 Priority 2**	CE previously agreed no need for fence to LMS leased plot area For sketch plan See final sheet of Annex 2
264 Gateway Quay Wall and Fence	**Visitors - the Public**	**Collapse of quay wall** **Collapse of quay fence:** - especially under crowd loading at crowded community events	**Gateway Condition Inspections** - weekly inspections - periodic repairs	**Most Likely:** first aid only **Worst Credible:** fatality and serious injuries as a result of quayside fence collapse under crowd loading	**Periodic Thorough Inspection of Critical Assets** incl. Harbour/Gateway quaywalls, ladders, fences, pontoons, slipway, electrics etc	**HM 31Mar23 Priority 3**	Wallace Stone visit Mar2022 included structural review
					Ongoing Maintenance of Quay Fence: - consider add plastic mesh at bottom of fence to discourage children climbing	**HM 31Jul22 Priority 1**	
265 Pontoons	**Visitors - the Public**	**Unsupervised children** putting fingers into the joint between pontoons or loose bollards	**Pontoons** - weekly inspections	**Most Likely:** first aid only **Worst Credible:** serious injury	**Periodic Toolbox Talk:** to brief HM staff on vigilant pontoon maintenance **Small-scale Pontoon Repairs** such as joints, utilities, life buoys, non-slip paint	**HM 30Nov22 Priority 2**	
27* HEALTH-RELATED			*LDL Local Rules & H&S Stds* apply				
271 Vermin	**Harbour Users/Visitors**	Exposure to Weils Disease	~~Regular vermin extermination by a specialist contractor~~	**Most Likely:** No injury **Worst Credible:** Serious disease	Regular vermin extermination by [new contractor]	**HM 31Mar23 Priority 3**	
272 Confined Spaces	**Harbour Users**	**No Confined Space found**				**No action**	
273 Dust (e.g. cement)	**Harbour Users**	**No known dusty cargoes**				**No action**	
274 Musculoskeletal Disorder	**HM Staff & Assistants**	**Manual handling strains:**		**Most Likely:** No injury **Worst Credible:** Serious injury	**Training & Periodic Toolbox Talk:** - avoiding manual handling strains	**HM 31Mar23 Priority 3**	

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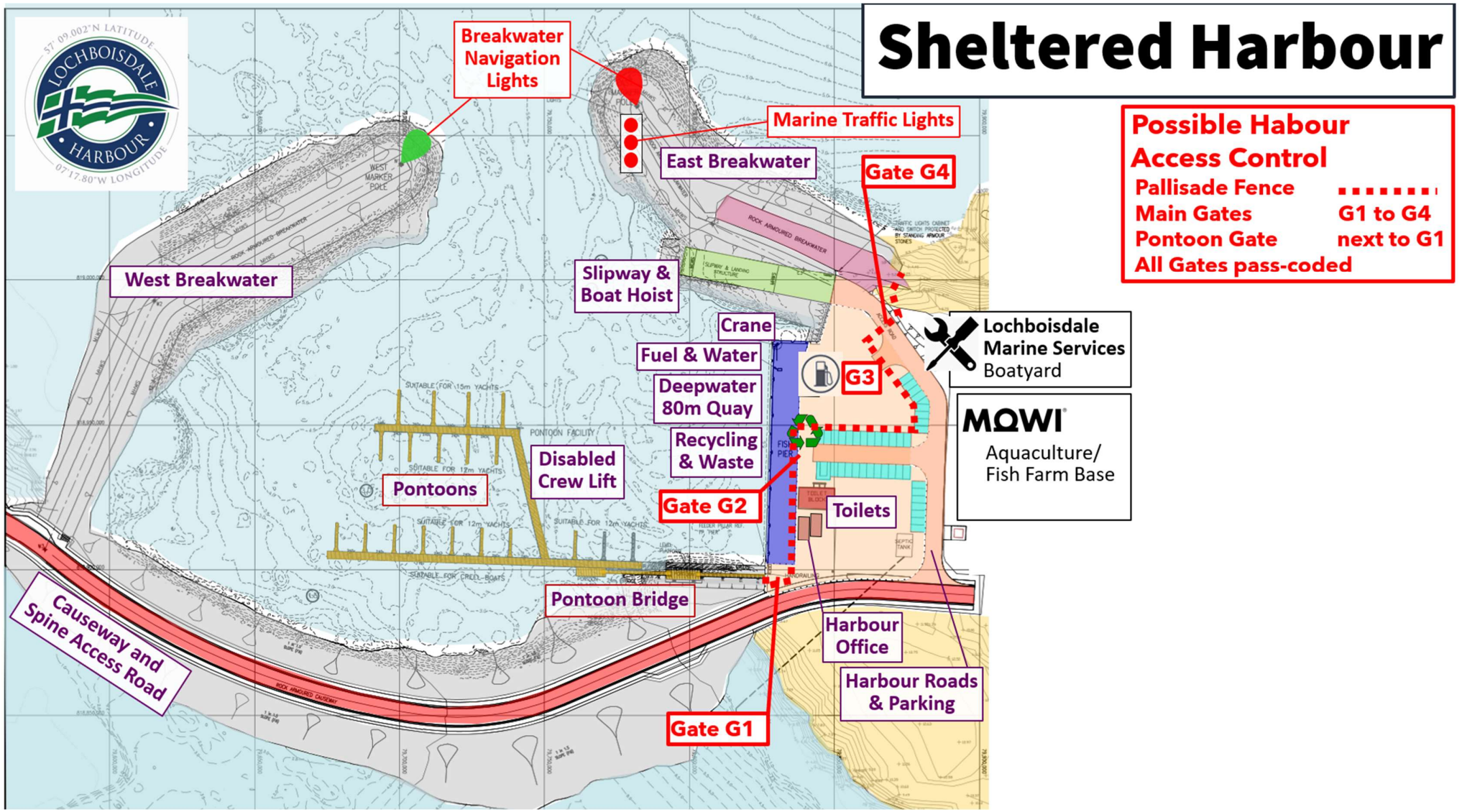
277 Berthing Ops	**HM Staff & Assistants** suffer injuries in course of berthing ops etc	**Heavy mooring lines** - preferably a 2-person op **Rope backlash**		**Most Likely:** No injury **Worst Credible:** Serious injury	**Training & Periodic Toolbox Talk:** - in Safe Marine Operations - preferably use 2 people, each with a MCA locator alarm, when heavy mooring lines involved	**HM 31Jul22 Priority 1**	
28* PPE, EMERGENCIES & INCIDENT REPORTS							
281 Lone Working	**HM staff** or others working on LDL behalf	LDL employee/others have accident working alone e.g. fall into sea	**PPE:** MCA monitored locator alarm for users falling into the sea (MCA alarms have a 5 year life)	**Most Likely:** No injury **Worst Credible:** Fatality or serious injury after fall into sea	**Clarify MCA Monitoring Service:** - does it cover landside as well as marine events and if so how?	**HM 31Mar23 Priority 3**	
282 Escape/rescue from isolated positions ashore or from the sea	**Harbour Users/Public**	**Trapped on Breakwater** e.g. with an ankle injury **Unable to find point of escape from the sea**	**PPE:** MCA monitored locator alarm (LDL employees/helpers only) **Regular Condition Check:** - of all ladders/lifebuoys	**Most Likely** : 1st aid only **Worst Credible:** Fatality or serious injury after fall into sea/cold shock	**Hi-viz Painted points of escape** from the sea including: - Quayside & Pontoon Ladders both at Harbour and Gateway	**HM 31Mar23 Priority 3**	
285 First Aid Inadequacy	**Harbour Users/Public**	**Unable to find access to adequate first aid**	**HM staff** 1st aid training and equipment + MOWI Backup	**Most Likely:** 1st aid only **Worst Credible:** serious injury through lack of 1st aid	**Defibrilator** for Harbour (Calmac have one close to the Gateway)	**HM 30Nov22 Priority 2**	
286 Failure to learn lessons from an Incident Report	**Harbour Users/Public**	**Recurrence of Risk Event** due to failure to investing-ate/disseminate lessons from a preceding Event	**Statutory obligations** to report certain incidents to MCA, MAIB, HSE, SEPA etc	**Most Likely:** No injury **Worst Credible:** Fire inc one more serious than previously experienced	**Periodic Toolbox Talk:** to brief HM staff on the value of Incident Reports including for Near Misses **Key Incident Reports:** add to website	**HM 30Nov22 Priority 2**	
287 PPE Inadequacy	**HM staff or others working on LDL behalf**	**PPE inadequacy** - incl the monitoring of lone worker alarms	Stock of PPE Annual testing of life jackets	**Most Likely:** No injury **Worst Credible:** Fatality due to fall into sea/cold shock & deficient PPE	**Periodic Toolbox Talk: to brief HM staff on use of PPE** **Rectify any PPE inadequacy**	**HM 31Mar23 Priority 3**	
288 Inadequate Emergency Response	**Harbour Users/Public**	**Defective Emergency Plan** **Inadequate Training**	***LDL Emergency Response Plan*** ***Oil Spill Contingency Response Plan & Training***	**Most Likely:** No injury **Worst Credible:** **Example:** Fatality at Milford Haven involving Zodiac colliding during rescue boat training 2019	**Update Emergency Response Plan** **Emergency Response Training** **Emergency Rescue Boat** - compliance with codes for construction, mainten-ance, equipping, crewing, training	**HM 16May22 Priority 1**	Emergency Rescue Boat should be avail-able for sea trials etc WELL BEFORE regatta on 16Aug2022
29* SPECIAL EVENTS							
292 French Flotilla (approx. 15 - 20 yachts)	TENTATIVELY 01JUL22				Event Plan & Risk Assessment needed say 1.5 months before event	**HM 16May22 Priority 1**	
293 Islands Galore Reg.	TENTATIVELY 16AUG22 subject to Castlebay confirmation				Event Plan & Risk Assessment needed say 2 months before event with - Clyde Crusing Club: marine activities - LDL: Lochboisdale landside activities - Castlebay: Barra landside activities	**HM 16Jun22 Priority 1**	
294 Food & Drink Event	NO DATE SET YET				Event Plan & Risk Assessment needed?		
295 Christmas Market	NO DATE SET YET				Event Plan & Risk Assessment needed?		
END OF ANNEX 2							

ANNEX 2 LANDSIDE RISK ASSESSMENTS



ANNEX 3 BUSINESS CONTINUITY RISK ASSESSMENTS

HAZARD IDENTIFICATION					RISK ASSESSMENT			RISK SCORE FOR ML+ERC						RISK SCORE FOR WC+ERC							ACTION LIST		
ID	Rank	Hazard Title	Hazard Detail	Hazard Causes	Existing Risk Controls (ERC)	Most Likely Outcome	Worst Credible Outcome	Impact Scores						Impact Scores							Proposed Risk Controls	Action	Status/Remarks
Sort by: ◉ ID ○ Rank		What are the hazards?	Who might be harmed?	How might the harm arise?	What are you already doing to control the risk?	What is the Most Likely (ML) Outcome assuming ERCs are effective?	What is the Worst Credible (WC) Outcome assuming ERCs are effective?	People	Property	Environm't	Stakeholder	Frequency	Average ML Risk Score	People	Property	Environm't	Stakeholder	Frequency	Average WC Risk Score	Overall Avg Risk Score	What further action is needed?	by whom? by date? priority?	For abbreviations see bottom of table
300		BUSINESS CONTINUITY	Hazard Group for IDs 300 to 399																				
310		HEALTH HAZARDS	Hazard SubGroup IDs 310 to 319																				
311	1	**Pandemic spreads to Harbour/Gateway** via infections on S Uist or on Vessels entering harbour	**Harbour Users/Visitors LDL**	**COVID-19** - or other viral infection - business lock-downs - loss of business and revenue	**ScotGov Pandemic Rules etc** - whilst in force or applicable - incl heightened cleaning regime **NtM** - restricting harbour access - Maritime Declaration of Health - liasion with HPT & PHA	**Most Likely:** Serious disease and property damage <£100k	**Worst Credible** - Fatality+serious disease attributable to infections - costs < £2m threaten business continuity	3	3	1	3	3	7.50	4	3	1	4	3	9.00	8.25	**SOP** - archive or reactivate LDL pandemic response - as appropriate	CE/HM 31Jul22 Priority 1	
320		FINANCIAL HAZARDS	Hazard SubGroup IDs 320 to 329																				
321	8	**Loss of income**	**LDL**	**Default by debtors:** - leading to write-offs by LDL	**Invoicing** - promptly by LDL **Chasing of overdue accounts** - promptly by LDL	**Most Likely:** minor Stakeholder impact on LDL <£5k	**Worst Credible:** moderate Stake-holder impact on LDL <£100k	1	1	1	2	3	3.75	1	1	1	3	3	4.50	4.13	**Debt Collection:** review effectiveness	CE/DP/HM 30Nov22 Priority 2	
322	8	**Loss of funds or of key employee**	**LDL**	**Theft, Fraud, Bribery, Corruption, Collapse of Bank/Financial Institution**	**Storas Financial Rules & Regs** inc - dual authorisation of payments - annual audits **Storas Group Treasury**	**Most Likely:** minor Stakeholder impact on LDL <£5k	**Worst Credible:** moderate Stake-holder impact on LDL <£100k	1	1	1	2	3	3.75	1	1	1	3	3	4.50	4.13	**Cash Handling Arrangements:** review effectiveness	CE/DP/HM 30Nov22 Priority 2	
323	8	**Missed Investment Opportunity**	**LDL**	**Missed Opportunity to secure grant funding**	**Storas Commercial Manager** - alert for opportunities	**Most Likely:** minor Stakeholder impact on LDL <£5k	**Worst Credible:** moderate Stake-holder impact on LDL <£100k	1	1	1	2	3	3.75	1	1	1	3	3	4.50	4.13		CE/DP/HM 30Nov22 Priority 2	
324		...	...	...	...	**Most Likely:** ...	**Worst Credible:**...	1	1	1	1	1	1.00	1	1	1	1	1	1.00		...	... [date]	...
330		EMPLOYEE HAZARDS																					
331	6	**Loss of Key Employee**	**LDL** through - weak management - adverse impact on harbour ops [E.g. Storas/LDL mgmt changes: CE 2016-19, HM 2019]	**Unsuitable appointments**	**Working Arrangements:** Regular interactions between CE, HM and others	**Most Likely:** Poor performance leading to moderate Stakeholder impact <£100k	**Worst Credible:** Very poor performance leading to serious Stakeholder impact on LDL <£2m	1	1	1	3	3	4.50	1	1	1	4	3	5.25	4.88	**Identify key employee backfill arrangement** - in case of unexpected vacancy	CE/DP/HM 31Mar23 Priority 3	...
332	5	**Employee injury at work**	**LDL**	**Employee injury claim** inc in relation to assault or work injury at Harbour/Gateway/Oifis Storas	**H&S is Joint Top Priority** for LDL Board of Directors (together with financial sustainability)	**Most Likely:** Minor incident requ-iring 1st aid only and leading to minor Stakeholder impact <£5k	**Worst Credible:** Fatality/serious injury from lone worker/fall incident, leading to major Stake-holder impact on LDL >£2m	2	1	1	2	3	4.50	4	1	1	5	3	8.25	6.38	**Emergency Response Plan & Exercise**	CE/DP/HM 31Mar23 Priority 3	...
333	16	**Discrimination at work**	**LDL**	**Employee discrimination claim**	**Employee Terms & Handbook**	**Most Likely:** minor Stakeholder impact <£5k	**Worst Credible:** major Stakeholder impact on LDL <£2m	2	1	1	2	3	4.50	4	1	1	4	1	2.50	3.50	**Employee Terms & Handbook** - review effectiveness of discrimination provisions **Regular Staff Appraisals**	CE/HM 31Mar23 Priority 3	...
334	8	**Dispute with workforce** leading to strike action	**LDL & Harbour Users**	**Worker dissatisfaction**	**Employee Terms & Handbook**	**Most Likely:** minor Stakeholder impact <£5k	**Worst Credible:** moderate Stake-holder impact on LDL <£100k	1	1	1	2	3	3.75	1	1	1	3	3	4.50	4.13	**Employee Terms & Handbook** - review effectiveness of dispute avoidance **Regular Staff Appraisals**	CE/HM 31Mar23 Priority 3	...
335	8	**Deteriorating Quality** of work done/service delivered by workforce	**LDL, Harbour Customers and other Harbour Users** including costs and reputational damage	**3rd party claim against LDL**	**Maintain focus on quality of service delivery**	**Most Likely:** minor Stakeholder impact <£5k	**Worst Credible:** moderate Stake-holder impact on LDL <£100k	1	1	1	2	3	3.75	1	1	1	3	3	4.50	4.13	**Quality Monitoring** - review how best this might be done	CE/HM 31Jul22 Priority 1	...
336	8	**Wrong Decision by LDL Director/Employee**	**LDL, Harbour Customers and other Harbour Users** inc - costs and reputation damage - distraction of HM staff	**3rd party claim against LDL**	**Periodic Briefings on Director Duties**	**Most Likely:** minor Stakeholder impact <£5k	**Worst Credible:** moderate Stake-holder impact on LDL <£100k	1	1	1	2	3	3.75	1	1	1	3	3	4.50	4.13	**Be alert** for need to brief directors/staff and/or review standard financial rules etc	CE 31Mar23 Priority 3	...
340		3RD PARTY HAZARDS																					
341	2	**3rd Party Injury or Property Damage**	**LDL, Harbour Customers and other Harbour Users** inc - costs and reputation damage - distraction of HM staff	**3rd party claim against LDL**	**H&S is Joint Top Priority** for LDL Board of Directors (together with financial sustainability)	**Most Likely:** minor Stakeholder impact <£5k	**Worst Credible:** major Stakehold-er impact on LDL <£2m	2	2	1	2	3	5.25	4	4	1	4	3	9.75	7.50	**Emergency Response Plan & Exercise**	CE/DP/HM 31Mar23 Priority 3	...
342	2	**Customer triggers a claim against LDL**	**LDL, Harbour Customers and other Harbour Users** inc - costs and reputation damage - distraction of HM staff	**3rd party contractual/liability claim against LDL**	**HM skill with customer relations Terms of Berthing** on harbour website	**Most Likely:** minor Stakeholder impact <£5k	**Worst Credible:** major Stakehold-er impact on LDL <£2m	2	2	1	2	3	5.25	4	4	1	4	3	9.75	7.50	**Emergency Response Plan & Exercise Review Terms of Berthing** - to identify whether any terms have been problematic	CE/DP/HM 31Mar23 Priority 3	...
343	2	**LDL or other 3rd party triggers a claim against a Customer**	**LDL, Harbour Customers and other Harbour Users** inc - costs and reputation damage - distraction of HM staff	**LDL contractual/liability claim against Customer** - e.g. for damage to LDL/others' property by the 3rd party	**HM skill with customer relations Terms of Berthing** on harbour website	**Most Likely:** minor Stakeholder impact <£5k	**Worst Credible:** major Stakehold-er impact on LDL <£2m	2	2	1	2	3	5.25	4	4	1	4	3	9.75	7.50	**Emergency Response Plan & Exercise Review Terms of Berthing** - to identify whether any terms have been problematic	CE/DP/HM 31Mar23 Priority 3	...

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350		COMPLIANCE HAZARDS																					
351	8	**Breach of regulation**	**LDL**	**Reputational damage** **Fine imposed on LDL** -for breach of H&S or other regulation	**Board oversight of overall regulatory compliance** **CE oversight of HM activities**	**Most Likely:** minor Stakeholder impact <£5k	**Worst Credible:** major Stake-holder impact on LDL <£2m	1	1	1	2	3	3.75	1	1	1	3	3	4.50	4.13	**Board/CE oversight of compliance** - review effectiveness of Rolling Action List	CE/DP/HM 30Nov22 Priority 2	...
360		INFORMATION TECHNOLOGY HAZARDS																					
361	7	**Storas/LDL IT system compromised**	**LDL** - harbour operations compromised	**Cyber/vandal attack** **Business continuity threatened**	**Storas Group IT support contract**	**Most Likely:** minor Stakeholder impact <£5k	**Worst Credible:** major Stake-holder impact on LDL <£2m	1	1	1	2	3	3.75	1	1	1	4	3	5.25	4.50	**Data backup/business recovery** plan - review effectiveness inc for ATN/CCTV/ marine traffic light support	CE/DP/HM 30Nov22 Priority 2	...
370		UTILITIES HAZARDS																					
371	8	**Power cut**	**LDL** - harbour operations compromised	**Business continuity threatened**	**Battery backup for traffic lights** **Solar power for AtNs**	**Most Likely:** minor Stakeholder impact <£5k	**Worst Credible:** moderate Stake-holder impact on LDL <£100k	1	1	1	2	3	3.75	1	1	1	3	3	4.50	4.13	**Contingency plan to respond to power cut** **Standby generator to pwer HM office**	CE/DP/HM 30Nov22 Priority 2	...
390		OTHER BUSINESS HAZARDS																					
398		New Hazard	...	...	...	**Most Likely:** ...	**...:** ...	1	1	1	1	1	1.00	1	1	1	1	1	1.00		...	...	...
399		END OF TABLE																					