

Procedure

Work Health and Safety Risk Management



1. Purpose

This procedure describes the processes to identify hazards and manage work health and safety (WHS) risks within Department of Planning, Transport and Infrastructure (DPTI) workplaces.

2. Scope

This procedure applies to all DPTI workers.

3. Definitions

TERM	DEFINITIONS
Consequence	Outcome of an event affecting objectives.
Consultation	Consultation is a two-way process between managers/supervisors and workers where workers have a reasonable opportunity to provide meaningful input into the decision making process involving issues that may affect their health and safety.
Contractor	An organisation or worker engaged under contractual arrangements to carry out work in any capacity for the department.
Control	A measure that is used to modify risk level.
Controlled risk	The assessed risk level taking into account controls.
Hazard	A situation or thing that has the potential to harm a person.
Hazard and Incident Reporting Module (HIRM)	A web based system accessed through DPTI intranet which facilitates reporting and investigation of hazards, incidents, near misses and injuries.
Incident	An occurrence or event that has caused or could cause harm and includes all injury, illness and property damage. Incidents include a near miss.
Inherent risk	The risk level if no controls or other mitigating factors are in place.
Job safety analysis (JSA)	A JSA is a risk assessment tool to assist in identifying hazards and controls for a particular work activity on a particular site.
Likelihood	The chance of something happening.
Personal Protective Equipment (PPE)	Any clothing, equipment, apparatus or substance (e.g. sunscreen) designed to be worn by a person and in order to protect the person from risks of injury or illness.
Pre-start meeting/tool box talk	A pre-start meeting or toolbox talk is a discussion with all workers prior to the commencement of work to identify hazards, and discuss risks and controls.
Residual risk	The risk remaining after implementation of risk controls.
Risk	The possibility that harm (death, injury or illness) might occur when exposed to a hazard.
Risk assessment	The overall process of risk identification, analysis and evaluation.
Risk assessment matrix	A tool for ranking and displaying risks by defining ranges for consequence and likelihood.
Risk register	Record of information about identified risks
SFAIRP	So far as is reasonably practicable.
Safe work method statement (SWMS)	A SWMS is a document that sets out the high risk construction work activities to be carried out in a workplace, the hazards arising from these activities, and the measures to be put in place to control the associated risks.

TERM	DEFINITIONS
Worker	Any person who carries out work in any capacity for the department and may include: <ul style="list-style-type: none"> • employees; • trainees; • volunteers; • outworkers; • apprentices; • work experience students; • contractors or sub-contractors; • employees of a contractor or sub-contractor; or • employees of a labour hire company.
Workplace	Any place where a worker works and includes any place where such a person goes, or is likely to be, while at work.

4. Procedure detail

The [DP086 Risk Management Policy](#) and framework for Enterprise Risk Management provides guidance on the consistent management of enterprise risks across the department including key high level WHS risks.

This procedure supports the department's enterprise risk management processes detailed in DP086 by providing the processes to identify hazards, manage and minimise/eliminate WHS risks so far as is reasonably practicable (SFAIRP).

4.1. Work health and safety risk management

The WHS risk management process involves four steps:

- Identify hazards that could cause harm;
- Assess how serious the harm can be and the likelihood of it happening;
- Implement the most effective controls to eliminate or minimise the risk of harm; and
- Monitor and review risk controls to ensure they are working as planned.

4.2. Consultation

Managers/supervisors must consult with workers when identifying hazards and assessing risks arising from work carried out/to be carried out.

Where the department is not directly engaging, managing or supervising workers consultation and communication mechanisms must be established with persons conducting a business or undertaking (PCBU) who have a WHS duty in relation to the same matter.

It is recommended that consultation mechanism are documented, demonstrable and commensurate with the level of risk, scale and complexity of works.

4.3. Reasonably practicable

Deciding what is reasonably practicable to ensure health and safety within a DPTI workplace means taking into account and weighing up all relevant issues and concerns, including:

- The likelihood of the hazard or risk concerned occurring;
- The degree of harm that might result from the hazard or risk;
- Knowledge about the hazard or risk and ways of eliminating or minimising the risk;
- The availability and suitability of ways to eliminate or minimise the risk; and
- After assessing the extent of the risk, consider how to eliminate or minimise the risk SFAIRP, the cost associated with the controls/solutions; including whether the cost is grossly disproportionate to the level of risk.

4.4. Hazard identification

Hazards can arise from:

- The physical work environment
- Equipment, materials and substances used;
- Work tasks and how they are performed; and
- Work design and management

Hazards can be identified in a number of ways:

- Prior to the commencement of work/tasks in pre-start meetings or toolbox talks;
- Through regular consultation and communication with workers, Health and Safety Representatives (HSRs) and/or others;
- During the preparation and development of safe work method statements (SWMS) and job safety analysis (JSA);
- Safety walks and workplace inspections;
- Hazard and incident reports logged in the (Hazard and Incident Reporting Module (HIRM));
- Risk registers;
- Health monitoring or surveillance findings; and/or
- Internal and external audit findings.

4.5. Risk assessment

A risk assessment is used to identify hazards, assess risk, and implement controls measures to prevent harm to a person/s.

A risk assessment should be completed prior to the commencement of any works and can assist in Safe Work Method Statement (SWMS) development. The [WHS General Risk Assessment](#) can be used for this purpose.

The purpose of a risk assessment is to identify appropriate controls that can be implemented to either eliminate or minimise the risk, SFAIRP to workers and/or other person/s who may be exposed to a hazard.

A risk assessment can help determine:

- How serious the harm to workers and/or other person/s could be;
- If existing controls are working;
- If further controls are required; and
- How quickly controls need to be implemented.

Managers/supervisors must ensure where hazards are identified, a risk assessment is completed in consultation with affected workers. Where workers are represented by a health and safety representative (HSR), managers/supervisors must ensure the HSR is consulted and invited to participate in the risk assessment process.

Refer to corporate [Risk Management Tools](#) for guidance.

4.5.1. When to conduct a risk assessment

A risk assessment must be undertaken in the following circumstances:

- If there is no evidence of a previous risk assessment having been conducted;
- If a task or activity has not been done before;

- Changes to work practices, procedures or workplace;
- Prior to the purchase of plant, structures and hazardous chemicals;
- In response to concerns raised by workers, a HSR and/or others;
- If a hazard cannot be resolved immediately; and/or
- Following an incident or near miss.

Whilst conditions remain current, the same risk assessment tool can be utilised, providing it takes into account all conditions likely to be experienced throughout the work activity. If conditions change, a new risk assessment must be conducted.

4.5.2. Risk assessment matrix

A risk assessment matrix is a tool that can be used to evaluate the likelihood that someone will be harmed if exposed to a hazard and the probable consequences. Refer to the [WHS General Risk Assessment](#).

4.5.3. Inherent Risk

An inherent risk assessment involves assessing the risk level of a hazard if no controls were in place.

The inherent risk level is obtained by using the risk assessment matrix to determine the likelihood and consequence considerations associated with a hazard before controls are implemented.

In situations where the level of risk cannot be determined because elements of likelihood, consequence and severity of harm cannot be established, the hazard must be treated as high risk.

4.6. Risk controls

Risk controls should:

- Effectively control the risk;
- Not introduce a new hazard;
- Allow workers to do their work without undue discomfort or distress;
- Be proportionate to the degree and nature of the risk; and
- Comply with relevant legal and other requirements.

A combination of risk controls should be used when the application of a single risk control measure is not sufficient to eliminate or minimise the risk.

4.6.1. Hierarchy of risk controls

Risk controls are ranked from the highest level of protection and reliability to the lowest. This ranking is known as the Hierarchy of Risk Control. The highest practical levels of risk controls should be chosen in order to eliminate or minimise the risk SFAIRP.

Table 1: Hierarchy of risk control

Hierarchy levels	Description
1. Elimination	Eliminate the hazard and its associated risk. If it is not possible to eliminate the hazard, then eliminate as many of the risks associated with the hazard as possible.
2. Substitution	Substitute the hazard with something safer. This may not remove all the hazards associated with a process or activity and may introduce different hazards, but the overall harm or health effects will be lessened.
3. Isolation	Isolate the hazard by physically separating the source of harm from people by distance or barriers.

4. Engineering	Engineering control measures are physical in nature and can include mechanical/technological solutions, devices or processes.
5. Administrative	Identifying, developing and documenting procedures and processes in order to work safely and provide appropriate training, instructions and information to reduce the potential for harm
6. Personal Protective Equipment (PPE)	PPE limits exposure to the harmful effects of a hazard but only if workers wear and use PPE correctly. PPE must be used in conjunction with one or more other control measures.

Administrative controls and PPE are considered the lowest level of control and should be used with other high level control measures.

4.6.2. Implementation of risk controls

To ensure effective implementation of controls:

- Each control must be allocated to a person with responsibility and timeframes assigned;
- JSAs and SWMSs are reviewed, updated or developed as necessary;
- There must be adequate communication, consultation, training and supervision of workers; and
- Monitoring activities must be regularly carried out.

A determination must be made if the controlled risk level is acceptable relative to the achievement of a specific objective. A controlled risk level of extreme is intolerable and must be reduced or eliminated through the application of risk controls.

4.6.3. Controlled risk

A controlled risk assessment involves assessing the risk level of a hazard when controls are in place. The controlled risk level is obtained by using the risk assessment matrix to determine the likelihood and consequence considerations associated with a hazard after controls are implemented.

In situations where the level of risk cannot be determined because elements of likelihood, consequence and severity of harm cannot be established, the hazard must be treated as high risk.

A determination must be made if the controlled risk level is acceptable relative to the achievement of a specific objective. A risk level of extreme is intolerable and must be reduced or eliminated through the application of risk controls.

4.6.4. Residual risk

A residual risk assessment must be conducted to determine the level of risk that remains after the application of additional risk controls.

The purpose of a residual risk assessment is to re-assess the level of risk after controls have been implemented in order to ensure there is an effective reduction in the inherent risk level and no new hazard/s have been introduced.

The residual risk level can be used to determine the level of escalation and action required and if work can proceed.

A risk level of extreme is intolerable and must be eliminated. If this is not reasonably practicable the risk must be minimised using a single control or combination of different controls. The acceptable risk rating that should be applied is moderate.

Control measures are considered to be effective when they result in the residual risk level being less than the inherent risk level.

Table 2: Escalation and action required based on residual risk level

Residual risk level	Escalation required	Action required
Extreme	General Manager	A risk level of extreme is intolerable and must be eliminated. If this is not reasonably practicable the risk must be minimised using a single control or combination of different controls to ensure the achievement of a tolerable residual risk level of high or moderate. If the risk cannot be minimised it must be reported to the relevant General Manager via the Manager, Safety Section.
High	Manager/supervisor	Task/activity must not be undertaken prior to manager/supervisor approval. Approving manager/supervisor must ensure the risk has been eliminated or minimised in accordance with the hierarchy of controls, SFAIRP. It is recommended that advice be sought from the Safety Section and any additional identified controls be implemented.
Moderate	Manager/supervisor	Prior to proceeding with task/activity confirm activity, risk assessment and implementation of identified controls with the immediate manager/supervisor.
Low	Workers in charge of the task or activity	Review and implement effective risk controls in accordance with the hierarchy of controls prior to the commencement of work. Monitor risk controls to ensure that they are maintained at their present level or at a lower level of risk than current day-to-day work practices can effectively manage. Ongoing monitoring and management required by workers and line supervisors using routine procedures.

4.7. Risk management tools

Refer to the corporate [Risk Management Tools](#) for guidance on the preparation, development, approval, implementation and review of various tools used to manage safety risks.

4.7.1. Hazard reporting

When a hazard has been identified, it must be resolved if safe to do so. If the hazard cannot be immediately eliminated or controlled to an acceptable level then it must be recorded in the online [Hazard and Incident Reporting Module](#) (HIRM) by the worker involved in the incident, or, if this is not possible, by their manager/supervisor, as soon as possible after it occurred and at least within 24 hours of it occurring.

Refer to the [WHS Hazard, Incident and Injury Reporting Procedure](#).

If a hazard has a residual risk rating of high or additional risk control measures are required but it is not reasonably practical to implement controls within 90 days it must be entered into a WHS risk register.

4.7.2. WHS risk registers

The purpose of a risk register is to provide a summary of identified hazards and associated controls. A risk register provides a mechanism for ongoing monitoring and review of the suitability of implemented controls.

Sections must develop and maintain a risk register. Where Sections within a Directorate share similar operations risks a single register may be developed collaboratively.

Risks must be documented on a risk register when:

- A hazard has a residual risk rating of high. The hazard must remain actionable on the register until it is eliminated or until the residual risk rating can be reduced by reasonably practical means; or

- Additional risk control measures are required to eliminate or minimise a hazard but it is not reasonably practical to implement controls within 90 days.

It is recommended that reference be made to associated HIRM within the register.

Risk registers must be reviewed on an annual basis to ensure that hazards and implemented controls are accurately represented. Refer to the [Risk Register Template](#) for guidance.

4.8. Monitor and review

Control measures that have been put in place should be reviewed regularly to ensure they are still effective, that they work as planned, and to determine if more effective control measures are possible.

Managers/supervisors are responsible for implementing and maintaining control measures effectively within their area of control and authority. Where control measures extend beyond this, the issues must be escalated to senior management for resolution. Accountability should be clearly allocated to make sure that procedures are followed and maintained.

Controls must be reviewed:

- When implemented control measures are not effectively controlling the risk;
- Before a change at the workplace that is likely to give rise to a new or different health and safety risk that control measures may not effectively control;
- A new hazard or risk is identified
- If consultation indicates that a review is necessary
- If health and safety representative requests a review; and/or
- If new information becomes available indicating that current controls may no longer be the most effective.

5. Record management

Any records and documentation associated with this procedure must be maintained in accordance with legislative and departmental record keeping processes. Refer to the [DP009 Recordkeeping Policy](#) for information regarding records management.

6. Roles and responsibilities

ROLE	RESPONSIBILITIES
Managers/supervisors	Managers are responsible for: <ul style="list-style-type: none"> • establishing processes to ensure all reasonably foreseeable hazards that could give rise to risks to health and safety are identified; • communicating, consulting and providing instruction, training and supervision to workers regarding hazard identification and risk management processes; • ensuring all identified hazards, near misses and incidents are reported in HIRMS; • implementing risk controls for identified hazards; • ensuring their business areas risks are included in their Section WHS risk register; and • regularly monitoring and reviewing the effectiveness of controls and implement corrective actions.
Health and Safety Representatives (HSR)	The functions of the HSR can include: <ul style="list-style-type: none"> • discussing any matter affecting the health and safety of workers with their manager/supervisor; • encourage and assist workers to report hazards, near misses and incidents;

	<ul style="list-style-type: none"> participating in the identification and implementation of risk controls; and reporting on the use and effectiveness of risk controls.
Workers	<p>Workers are responsible for:</p> <ul style="list-style-type: none"> identifying and reporting hazards; undertaking risk assessments; and implementing control measures.

7. Supporting documentation

- [WHS General Risk Assessment Form template](#)
- [WHS Risk Register template](#)
- [Safe Work Method Statement \(SWMS\) template](#)
- [Safe Work Instruction \(SWI\) template](#)
- [Safe Operating Procedure \(SOP\) template](#)
- [DP086 Risk Management Policy](#)

8. References

- [Work Health and Safety Act 2012 \(SA\)](#)
- [Work Health and Safety Regulations 2012 \(SA\)](#)
- [How to Manage Work Health and Safety Risk Code of Practice](#)

9. Document Amendment Record

Date	Version	Revision Description
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