Procedure Title:	Risk Management
Effective Date:	April 2012
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METHOD

The five (5) key steps in our risk management approach are:

1. The identification of hazards and their associated risks

2. The assessment of each risk

3. Decision making on control strategies

4. The implementation of control strategies

5. Monitoring and reviewing the effectiveness of the hazard identification and risk control strategies.

This procedure has been adapted from Managing OHS in Children's Services, Sue Tarrant – Lady Gowrie Child Centre, Sydney, 2002.

Risk Identification

Hazard identification procedures are planned, documented, comprehensive (that is, they aim to cover all potential hazards and risks) and ongoing. They are scheduled at regular times appropriate to the nature of the hazards and the associated risks and the degree of change likely in the workplace activity or area.

In addition, hazard identification is undertaken:

- before setting up and using a workplace (for example, when planning the way work is organised and undertaken, the design and layout of the workplace environment etc.) when planning new workplace procedures

- before introducing new equipment or substances

- whenever changes are to be made to the workplace environment, that is, to the plant, equipment or substances used and/or to workplace tasks or procedures and/or to the number of employees

- when new employees are appointed with differing skills and/or knowledge levels

- when a contractor is engaged

- when new information becomes available about a previously unknown design or manufacturing fault or a previously unidentified hazard

- after an accident, incident or near miss

- when a control strategy is changed after reviewing its effectiveness

- For each hazard identified, a risk assessment is undertaken (and documented) to determine priorities for control

- Control strategies are determined by the relationship between likelihood and consequence and the resulting risk assessment score

- Elimination is always the first control option considered

- Risk management records are retained in the Continuous Improvement Register and retained for a minimum of five (5) years

- Hazards are identified by:
  - walking through and inspecting each area of activity and work, using a relevant workplace inspection checklist. Each area of workplace activity (both internal and external), and each location where persons (in particular, employees and children) are likely to be, is reviewed at least twice annually. The workplace inspection checklists are retained in the Continuous Improvement Register.
  - consulting with employees about any problems and/or unreported near misses or minor injuries
  - observing all persons at or near the service environment
  - reviewing the work procedures and the manufacturer's instructions (where applicable)
  - analysing accident, illness, hazard or near miss records, the Register of Injuries and Material Safety Data Sheets (MSDS)
  - a complaint or observation from an employee. Employees need to report OHS hazards as soon as they become apparent
  - discussing OHS with others in the field
  - using monitoring devices (*for example, temperature etc.*) and/or engaging a consultant
  - control strategies prescribed OHS legislation which identify the risks for particular hazards and minimum control strategies for certain known hazards.

- Aspects we consider when identifying hazards include (but are not limited to):
  - how employees and the children use the equipment and materials
  - how suitable the equipment being used is for the task, and how well it is located
  - how children, employees and persons at or near the workplace environment could be harmed directly and indirectly
  - persons with additional needs (*for example, pregnancy, a disability)*
  - opportunities that children may have to gain access to the workplace area, equipment or substances without the knowledge or expectation of the employees.

- Once any hazards have been identified, the risks associated with the hazards are assessed.
  - If the risk is deemed to be relatively minor (that is, prior to undertaking a formal risk assessment procedure), and is easily fixed, attend to it immediately.
  - If you are aware the risk is one about which there are regulations, advisory standards, a code of practice or guidance material, collect the associated document(s) before formally assessing the risk.
- Each hazard is recorded on the Hazpak Worksheet as Step 1. This form is retained in the Continuous Improvement Register or done as a Hazard or Near Miss report.

Risk Assessment

For each risk identified, and bearing in mind existing control strategies (where applicable), we:
  - determine the likelihood of an incident occurring
  - determine the consequences of any such incident
  - combine the potential likelihood and consequence estimates using the risk calculator to rate the risk (see Hazpak worksheet Step 2)
  - use the risk rating to develop a prioritised list of workplace risks that require action.

- Factors considered to determine the likelihood of an incident occurring include (but are not limited to):
  - how often the situation occurs
  - the number of factors that contribute to the probability and degree of risk (for example, in the case of a manual handling risk, the factors include the size of the load, the size, experience and training of the person, the equipment or personal protective equipment (PPE) available (for example, a trolley, etc.))
  - how many persons are exposed to the risk
  - the skills, knowledge, experience and age (in particular, young, inexperienced employees, volunteers, children etc.) of the persons exposed to the risk as well as persons at or near the workplace environment who may not be as aware of the hazards and current risk control strategies
  - any additional needs of the persons exposed to the risk (for example, pregnancy, a disability etc.)
  - the duration of the exposure (that is, how long people are exposed to the risk)
  - the frequency (that is, how often) people are exposed to the risk
  - the position of the hazard in relation to the persons affected and other hazards in the workplace environment
  - distractions, for example time pressures or workplace constraints and conditions, that may influence careful undertaking of the risk
  - the amount of plant, equipment or exposure points involved
  - environmental conditions (for example, the presence or absence of water, temperature extremes etc.)
  - the condition of any equipment involved
  - the effectiveness of existing control strategies
  - the cost of controlling the risk.

- When making a judgement about the severity of the potential consequences, factors to consider may include (but are not limited to) the:
  - potential for an 'ongoing or chain reaction', that is, where a hazard, if not eliminated or controlled, may compound into an even more dangerous situation
  - concentration of substances
  - the amount of materials, plant or equipment
  - the speed of moving parts
  - the height and weight of the risk
  - the position of persons in relation to the risk.

- The level of risk is determined by comparing the relationship between the likelihood and the consequence (using Hazpak Worksheet step 2).

- Risks are prioritised based on their risk score. The risk score acts as a guide to the order in which the risks should be addressed. When a risk is identified as high, it is dealt with as a matter of urgency. This may mean providing an interim control strategy while long term control options are planned. When a risk is assessed as low, it is regularly monitored and dealt with as resources become available and/or if the degree of risk increases. As a general guide, and based on the risk assessment calculator in Step 2 Hazpak worksheet, if the risk is assessed at:
  - **1** or **2**, the hazard is addressed **immediately**

- **3** or **4**, the hazard is addressed **as soon as possible**
- **5** or **6**, the hazard may not need immediate attention and is **regularly monitored**.

- Risk assessment scores are recorded on The Hazpak Worksheet Risk Assessment Form. The forms are retained in the Continuous Improvement Register.

Risk Control and Implementation

The controls used in managing risks at Inner City Care (in order of most effective strategy to least effective strategy) are as follows.

1. **Eliminating** the hazard.

   If elimination is not possible, the risk is prevented or minimised by one or more of the following strategies:

2. **Substituting** (changing/redesigning the equipment) a less hazardous or dangerous substance, piece of equipment, task or procedure (for example glass with plastic, a pedestal fan with a ceiling fan).

3. **Engineering Controls**, for example by redesigning the task or procedure. (Think about ways a risk could be undertaken more safely by for example, changing the sequence of tasks, combining tasks, modifying equipment and/or storage facilities)

4. **Personal Protective Equipment (PPE)** is the least effective way of dealing with hazards.

5. **Display signs** or **notices,** as a very last resort. Remember, though, that signs and symbols can be ambiguous and language, literacy and numeracy skills must be taken into account.

Risk control strategies are recorded on The Hazpak Worksheet in Step 1

A plan for implementing the control(s) is documented on Step 1

Once a control strategy is selected and implemented,

- safe working procedure(s) are documented (where required)
- the changes are communicated to all those involved
- training and instruction is provided (where required)
- adequate supervision is provided to ensure the control is being implemented correctly
- it is maintained to ensure ongoing effectiveness (where required)
- a review date is set to monitor and review the effectiveness of the control measure(s).

Monitoring and review

Factors considered when undertaking the review include (but are not limited to):

- Has the control strategy been implemented as planned?
- Is it being used/implemented correctly?
- Is it working as expected, that is, has the hazard been eliminated or reduced ?
- Are there any new problems or hazards arising from the implementation of the control strategy?

The review is undertaken by:

- workplace consultation
- monitoring accident/incident/hazard/near miss reports.

A plan for reviewing the control strategies is documented on the Hazpak Worksheet