OHS Risk and Change Management Operational Procedure

1. Purpose

The purpose of this document is to outline the risk management methodology for identification, assessment, control and monitoring of Occupational Health and Safety (OHS) risks.

2. Scope

This procedure applies to all employees, contractors, and volunteers at Greater Dandenong City Council (GDCC) workplaces.

3. Definitions

Contractor: An individual or organisation (including all its employees and sub-contractors) with a contractual agreement with (GDCC) to provide a specific service or range of services in accordance with the contract terms and the defined scope of contract. This includes labour hire agencies.

Designated Work Groups (DWG): A negotiated and agreed grouping of employees who share similar work and workplace health and safety concerns and conditions.

Health and Safety Representative (HSR): An employee elected by the DWG to represent them on matters relating to OHS.

Hierarchy of Control: Lists the ways of controlling risks, ranked from the highest level of protection and reliability to the lowest. The most desired control is the elimination of the risk; the least desired control is the use of personal protective equipment. A combination of two or more controls may be considered to achieve the best possible risk reduction.

Incident: An unplanned event resulting in or having the potential to result in injury, ill-health, damage or other loss.

Inherent Risk Score: The estimated risk score with current controls in place and without taking into account proposed additional risk controls and their effectiveness.

Near Miss: A narrowly avoided incident which could have caused personal injury, property or environmental damage.

OHS Corrective Action: An action taken to correct a health and safety related issue, with the intention of preventing a recurrence.

OHS Corrective Action Register: A document where OHS corrective actions are recorded for OHS hazards with an inherent risk score assessed as HIGH or EXTREME.

OHS Risk Register: A document of OHS hazards and risks identified across the organisation's workplaces and the associated risk controls.

Reasonably Practicable: Section 20 of OHS Act 2004 requires duty holders, including employers, to ensure they eliminate risks to health and safety so far as reasonably practicable, and if it is not reasonably practicable to eliminate risks to health and safety, to reduce those risks so far as reasonably practicable.

So far as reasonably practicable requires consideration of:

(a) The likelihood of the hazard or risk concerned eventuating.

(b) The degree of harm that would result if the hazard or risk eventuated (a & b together = residual risk score/level).

(c) What the person knows or ought to reasonably know about the hazard or risk and any ways of eliminating of reducing the hazard or risk.

(d) The availability and suitability of ways to eliminate or reduce the hazard or risk (= risk controls).

(e) The cost of ways to eminate or reduce the hazard or risk.

Risk Assessment: The process of determining the likelihood and consequence of injury, disease or illness, or damage arising from exposure to a hazard. If there are existing risk controls already in place, a risk assessment considers the reliability and robustness of these existing risk controls when determining the inherent and residual risk level/score.

Risk Assessment Team: A team of employees formed to conduct a risk assessment. This will generally include a manager or delegate, the HSR and/or a worker or selection of workers involved in the task, activity, plant or chemical being assessed.

Risk Score: Determined from a combination of the likelihood and consequence of a hazard potentially causing injury, illness or damage.

Residual Risk Score: The final risk score with new or improved risk controls having been implemented.

Risk Control: Measures to eliminate or reduce as far as is practicable the risk associated with identified hazards, using the hierarchy of controls.

Safe Work Method Statement (SWMS): A document that identifies work that is either a general task or high risk construction work, states the hazards and risks to health and safety of that work, describes the measures to control those risks, and describes the manner in which the risk control measures are to be implemented.

Standard Operating Procedure (SOP): A document that provides step by step guidance for workers completing a specified task so that health and safety is maintained. SOPs state what the potential hazards are and the precautions that need to be taken.

4. Responsibilities

For general OHS responsibilities refer to OHS Responsibility Procedure

Manager People, Culture & Innovation is responsible for:

- the establishment of an OHS risk register that is updated and reviewed on a regular basis.
- ensuring the procedure is implemented and reviewed as required.
- assisting with the provision of necessary resources to assist managers and employees to comply with this procedure, including provision of internal or external expert advice where necessary.

Managers are responsible for**:**

- implementing the procedure in their area of responsibility.
- communicating and consulting with relevant employees, volunteers and contractors about this procedure.

5. Procedure

5.1 Risk Management Methodology

Overview

A four-step risk management approach shall be implemented to manage the health and safety of persons in the workplace. This involves:

Step 1: **Identifying Hazards –** finding out what could cause harm;

Step 2: **Assessing the Risk Score** – understanding the nature of the harm that could be caused, the consequence of the harm and likelihood of it occurring;

Step 3: **Controlling Risks** – identifying and implementing the most effective control measures that are reasonably practicable in the circumstances with due regard to the hierarchy of control;

Step 4: **Monitoring the effectiveness of Control Measures** – ensuring the work is being carried out as planned, in order to reduce the risk as identified in the final risk score/level.

5.2 Consultation and Communication

Consultation and communication is required to take place during all stages of the risk management process with HSR's, relevant employees and, where applicable, volunteers, contractors and other stakeholders.

Records should be kept to demonstrate this consultation has occurred.

5.3 Risk Assessment Team

The relevant manager is responsible for appointing the risk assessment team to conduct the risk assessment.

Some hazards that have exposure standards, such as noise and airborne contaminants, may require subject matter expert advice from an OHS specialist. When the risk assessment team identifies that specialist advice is required, the relevant manager shall organise and engage a competent specialist.

5.4 When Should Risk Assessment be Conducted?

Triggers for conducting a risk assessment include:

- baseline review of current tasks, equipment & facilities.
- new process, task or activity.
- change to a process, task or activity.
- new equipment or substance.
- change to equipment or substance.
- injuries, incident or near miss.
- contractor activity/tasks.

5.5 Identification of Hazards

Hazards can be identified in several ways, including:

- workplace inspections/observations
- review of hazard/incident reports
- consultation with employees
- task analysis
- manufacturer/supplier information

5.6 Checking OHS Risk Register

When commencing the risk assessment, the relevant manager should check the OHS risk register to determine if the hazards being considered are listed in the (GDCC) OHS risk register. The OHS risk register may contain information regarding completed risk assessments and/or available risk controls that will help with understanding and managing the hazards being assessed.

5.7 Risk Assessment

Risk assessment involves the application of the risk matrix. Risks should be assessed by estimating the likelihood and consequence of the hazard causing harm (while considering existing control measures in place). The assessment of risk is to be conducted in consultation with employees having regard to the likelihood and consequence of injury, illness or incident occurring, based upon:

- legal requirements
- evaluation of available information
- records of incidents, illness and disease, and
- the potential for emergency situations.

The assessment of risk will require a selection of likelihood and consequence ratings and together these provide a risk score as detailed in the risk rating matrix below. The following tables and matrix will assist with determining whether a risk is acceptable.

Likelihood

Level	Descriptor	Outcome Description
1	Rare	May occur in exceptional circumstances
2	Unlikely	Has a 10% chance of occurring in a year
3	Possible	Has a 25% chance of occurring during a year
4	Likely	Has a 50% chance of occurring in a year
5	Almost Certain	Has a 90% chance of occurring in a year

Consequence

Level	Descriptor	Outcome Description
1	Insignificant	Injuries or ailment not requiring medical treatment i.e. (FAI)
2	Minor	Medical treatment Injury (MTI)
3	Moderate	Injury causing hospitalisation and or Lost time Injury (LTI)
4	Major	Serious or life threatening injury or multiple serious injuries causing hospitalisation
5	Catastrophic	Single or multiple deaths

Risk Rating

LIKELIHOOD	CONSEQUENCE				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Almost Certain	M	H	E	E	E
Likely	M	H	H	E	E
Possible	L	M	M	H	E
Unlikely	L	L	M	M	H
Rare	L	L	L	M	H

5.8 Action Priority depending upon Risk Score

Risk Score/Level	Priority
[E] Extreme	Unacceptable: do not proceed
[H] High	Requires consultation with the relevant general manager/director & implementation of risk controls within 5 days
[M] Moderate	Requires consultation with the relevant manager and implementation of risk controls within 14 days
[L] Low	These risks are considered acceptable. Accordingly, no further action is necessary. However, if there are controls which can be initiated that are not complex and cost effective they can still be administered. The timeframe for the completion of controls associated with this level of risk is within 28 days

5.9 Use of Risk Management Forms

Documentation associated with the assessment of risk, along with the documentation relating to all four of the risk assessment/management methodology steps, should utilise risk management forms, unless otherwise agreed to with the Manager People, Culture & Innovation or nominated representative. These can include:

- plant risk assessment form
- manual handling risk assessment form
- chemical (HS & DG) risk assessment form
- confined space entry risk assessment form

5.10 Eliminate or Control Risks

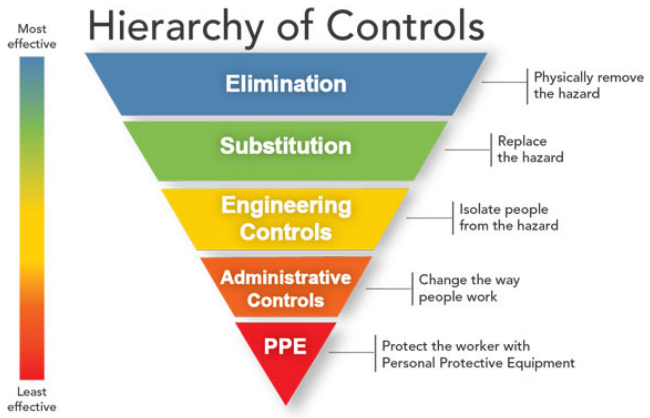
Risk controls should be established and implemented to either eliminate or control the risks determined from the risk assessment process.

Risk controls, both existing and proposed, shall be identified and documented on the risk assessment form.

5.10.1 Hierarchy of Control:

Elimination:	The most effective control measure involves eliminating the hazard and associated risk.
Substitution:	Substitute the hazard with something safer. Change a work practice, substance or piece of equipment to provide a safe environment.
Isolation	Separates the hazard from the empolyess at risk.
Engineering:	Modify the design of the workplace or planned and/or environmental conditions to make it less hazardous
Administrative:	Developing procedures and forms such as safe work method statements and systems to control the interaction between people and hazards including safe work practices, training, supervision or information.
Personal Protective Equipment (PPE):	Limit exposure to the harmful effects of a hazard through wearing of PPE but only if employees wear and use PPE correctly.

While the risk control process concentrates on controlling the highest ranked risks first, this does not mean that lower priority risks which can be controlled quickly and easily should not be controlled simultaneously. The best available control measures are to be put in place as soon as possible.



5.11 Monitor and Review Controls for Effectiveness

Control measures should be reviewed at regular intervals to make sure that they have the desired effectiveness in reducing the likelihood and/or consequences of the hazard occurring. The Team Leader Risk & OHS or their nominated representative are to review the hazard and risk ratings to determine if the controls are effective in reducing risks to an acceptable level.

Consultation and feedback arrangements in place with employees will provide information on the application and effectiveness of controls at the workplace level. Employees should be consulted and involved in the review process.

The review process shall be conducted within 3 months of implementation of the risk control measures and documented on the risk assessment form. The OHS risk register shall be updated as required following the review of risk controls.

5.12 Corrective Action Plan Documentation

The OHS corrective action plans shall include:

- how and when the new risk controls and improvements to existing risk controls shall be monitored for effectiveness

- details about the new risk controls and improvements to existing risk controls
- reference to other OHS systems or records, if relevant
- employees responsible for implementing actions
- target dates
- final completion dates

5.13 OHS Risk Register

The relevant manager is responsible for liaising with the Team Leader Risk & OHS or their nominated representative to ensure, if required, the (GDCC) OHS risk register is updated.

Data collected from the various risk management process will be summarised in the OHS risk register.

5.14 OHS Corrective Action Register

The relevant manager is responsible for liaising with the Team Leader Risk & OHS or their nominated representative to ensure, when required, the (GDCC) OHS corrective action register is updated whenever individual OHS corrective action plans confirm that specified OHS hazards have an inherent risk score assessed as above M = moderate risk (i.e. assessed as H = high or E = extreme risk level).

6. OHS Change Mangement

A change may occur that potentially exposes (GDCC) to increased OHS risks, which may occur through hardware, procedures and instructions, operating conditions, workplace design and layout, responsibility and authority, organisational structure, etc.

6.1. Change Risk Assessment

The relevant supervisor, in consultation with HSRs / emplolyees, will document and review all proposed changes, then carry out hazard identification and risk assessment to ensure that all hazards and risks have been identified, assessed and that appropriate control measures have been included in the proposed change.

Assessment shall also include a review of any necessary changes to systems of work undertaken by employees who may be affected by the change.

6.2. Scope and Extent of Assessement

The extent and the scope of the assessment process will depend on the OHS risk level for the proposed change.

Particular attention shall be paid to ensure that the proposed change does not create new, unforeseen or seemingly unrelated hazards.

6.3. Design Process

The design process for changes shall incorporate:

- Identification of all hazards associated with the equipment and facilities.
- Assessment of the risks, including consideration of the expected operational conditions and ergonomic factors.
- Risk control measures in accordance with the hierarchy of controls.

6.4. Change Approval

Changes shall be formally approved by the relevant supervisor and the appropriate manager responsible for the area affected by the change. Implementation shall be carried out in accordance with relevant OHS procedures.

7. References

Occupational Health and Safety Act 2004

Occupational Health and Safety Regulations 2017

AS/NZS ISO 45001:2018 Occupational Health & Safety Management Systems

AS ISO 31000:2018 Risk Management Guidelines

8. Related Documents

GDCC OHS Policy

GDCC OHS Responsibility Procedure

GDCC OHS Contractor Management Procedure

GDCC Consultation and Communication Operational Procedure

GDCC Chemical (HS & DG) Risk Assessment Form

GDCC Confined Space Entry Risk Assessment Form

GDCC Manual Handling Risk Assessment Form

GDCC Plant Risk Assessment Form

GDCC SOP Template

GDCC SWMS Template

GDCC OHS Risk Register

GDCC OHS Corrective Action Register

9. Document History

Version Number	Issue Date	Description of Change
0.1		1st Draft from MAV / JLT
0.2	10.05.2018	Accepted by OHS Policy Sub-Committee
0.3	18.06.2018	14 Day Employee Consultation Complete
1.0	25.06.2018	Approval by OHS Oversight Comittee
1.1	April 2022	2nd Draft by Risk & OHS Unit
1.2	14.04.2022	Accepted by OHS Policy Sub-Committee
1.3	02.05.2022	14 Day Employee Consultation Complete
2.0	09/06/2022	Approved by OHS Committee