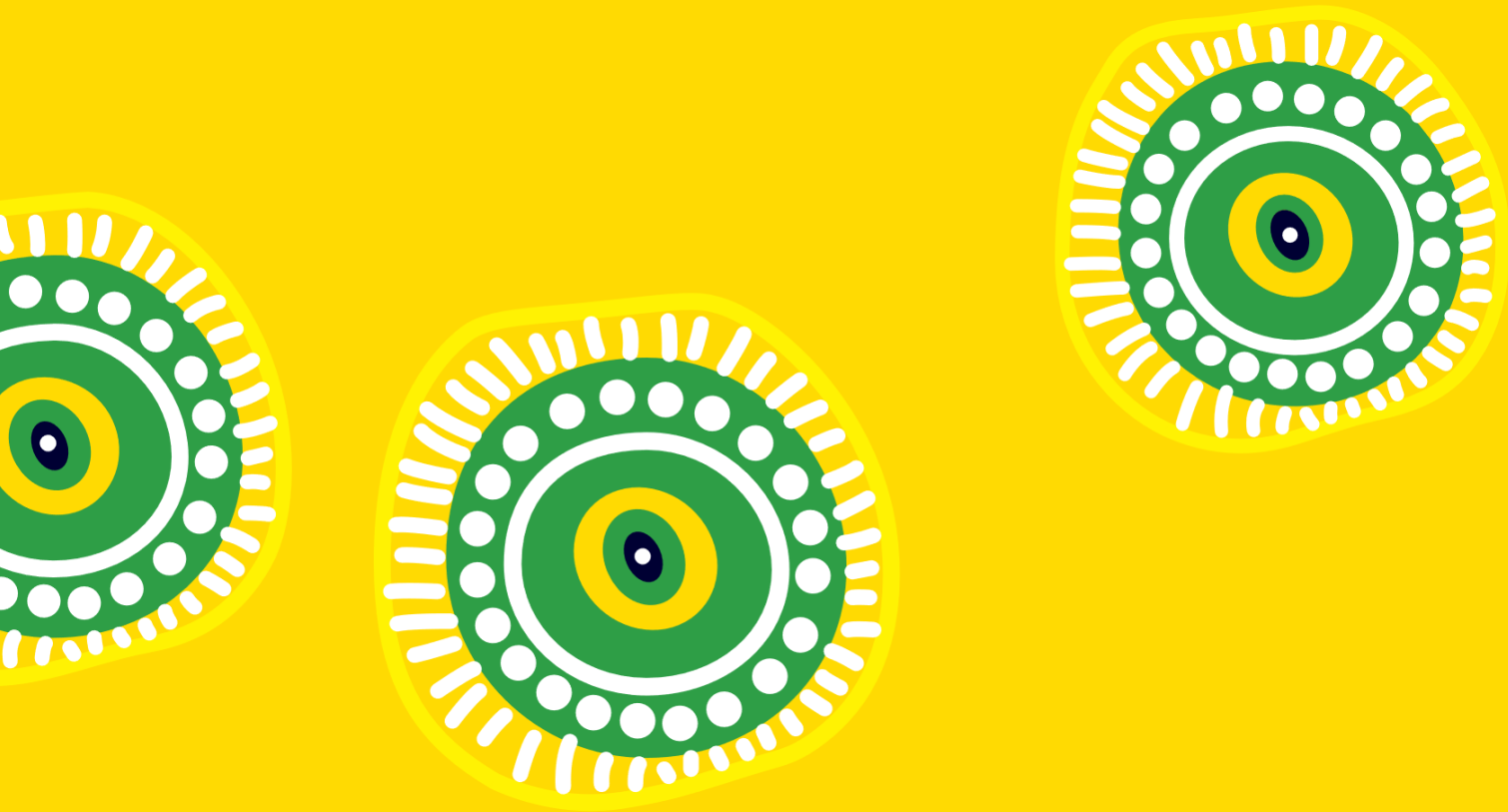**Australian Government**

Australian Sports Commission

WHS Risk Management
Procedure

Prepared By
WHS and Injury Management
April 2024

Australian Sports Commission Acknowledgement of Country

The Australian Sports Commission (ASC) acknowledges the Traditional Custodians of the lands where its offices are located, the Ngunnawal people and recognise any other people or families with connection to the lands of the ACT and region, the Wurundjeri Woi-wurrung people of the Kulin Nation, the people of the Yugambeh Nation and the Gadigal people of the Eora Nation.

The ASC extends this acknowledgment to all the Traditional Custodians of the lands and First Nations Peoples throughout Australia and would like to pay its respects to all Elders past, present and future.

The ASC recognises the outstanding contribution that Aboriginal and Torres Strait Islander peoples make to society and sport in Australia and celebrates the power of sport to promote reconciliation and reduce inequality.

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1. Purpose

1.1 The Australian Sports Commission (ASC) is committed to ensuring the health, safety, and wellbeing of our workers in the workplace by doing everything reasonably practicable to eliminate, reduce, prevent and manage risks that may cause physical or psychological harm.

1.2 The WHS Risk Management Procedure (the Procedure) supports the _WHS Policy_ and provides a robust process for the management of WHS risk at the ASC.

1.3 As far as is reasonably practicable and where the legislation allows, the Procedure will align with the ASC _Risk Management Policy and Framework and Risk Management Procedure._

2. Scope

2.1 The Procedure is applicable to the management of WHS risks at all ASC sites.

2.2 The Procedure applies and must be followed by those covered by the _WHS Policy_.

2.3 The Procedure does not replace or negate the requirement to comply with the ASC _Risk Management Policy and Framework and Risk Management Procedure._

3. Risk Management Process

3.1 In accordance with the '_How to Manage Work Health and Safety Risks Code of Practice_', the ASC takes a systematic four-step process to the management of WHS risks (refer _Figure 1_).

    1) Identify
    2) Assess
    3) Control
    4) Review

3.2 The above steps should be linear in progression, however, require consultation to be undertaken throughout.

3.3 The ASC's WHS consultation requirements are outlined in the _WHS Policy_ and are applicable to the Risk Management Process.

3.4 The _Work Health and Safety Act 2011_ (WHS Act) requires this consultation occur with those who are, or likely to be, directly affected and, with Health and Safety Representatives (HSRs) that represent these workers, as far as is reasonably practicable.

Figure 1. Risk Management Process Diagram

Step 1: Identify

3.5 The Risk Management Process begins when a hazard has been identified.

3.6 A hazard can be identified *proactively*, via examination of a business' operations and environment or *reactively*, following an adverse event, and may arise from the following aspects of work and their interaction:

- the physical work environment,
- the equipment, materials and substances used,
- the work's tasks and how these are performed, and
- how the work is designed and managed.

Reporting

3.7 Once a hazard has been identified, it must be reported to facilitate completion of the subsequent steps in the Risk Management Process.

3.8 A hazard identified during a Risk Management Activity should be included in the relevant documentation to facilitate its reporting during the escalation process.

3.9 If a hazard is identified outside the parameters of a Risk Management Activity, the hazard must be reported in Noggin in accordance with the *ASC's Incident and Hazard Management Procedure*.

Step 2: Assess

3.10 To assess the risk a hazard presents, the following must be considered:

- probable *likelihood* of the hazard occurring, and
- the probable *consequence* if the hazard were to occur.

3.11 An assessment of likelihood should be informed by existing data, with respect to the duration and frequency of exposure and the impact of the environment and other hazards.

3.12 Assessment of the likelihood and consequence is facilitated by the ASC's Risk Matrices (refer *Appendix A*).

3.13 In instances where the hazard and its associated risks are well known and have established or accepted controls, formal completion of step 2 is not required.

3.14 The assessment of a hazard will result in a risk rating, which informs how the risk controls should be prioritised and reported.

Step 3: Control

3.15 The WHS Act requires risks to be eliminated or minimised so far as is reasonably practicable.

3.16 In a workplace, it is not always possible to eliminate a hazard due to the impact on operational outcomes. In these instances, you must minimise the risk as far as *reasonably practicable* via implementation of controls.

3.17 In accordance with the *Work Health and Safety Regulations 2011* (WHS Regulations), consideration must be given to the '*Hierarchy of Controls*' (HoC) when managing risks (refer *Figure 2*).

3.18 If controls are prescribed by law, a Code of Practice or a Safety Data Sheet (SDS) must be implemented irrespective of the HoC or relevant matters but can be supported by other controls relevant to the environment.

The Hierarchy of Controls

3.19 The HoC is a structured method to risk control that ranks control measures in order from highest priority implementation and highest level of protection and reliability to least. The HoC is as follows:

1) Elimination
2) Substitution
3) Engineering
4) Administration
5) Personal Protective Equipment (PPE)

3.20 Effective reduction of risk may involve implementation of a single control measure or a combination of different controls in the HoC that will work together to provide the highest reasonably practicable level protection.

3.21 Administrative and PPE controls should not be used in isolation as they are only effective if people engage with them correctly.
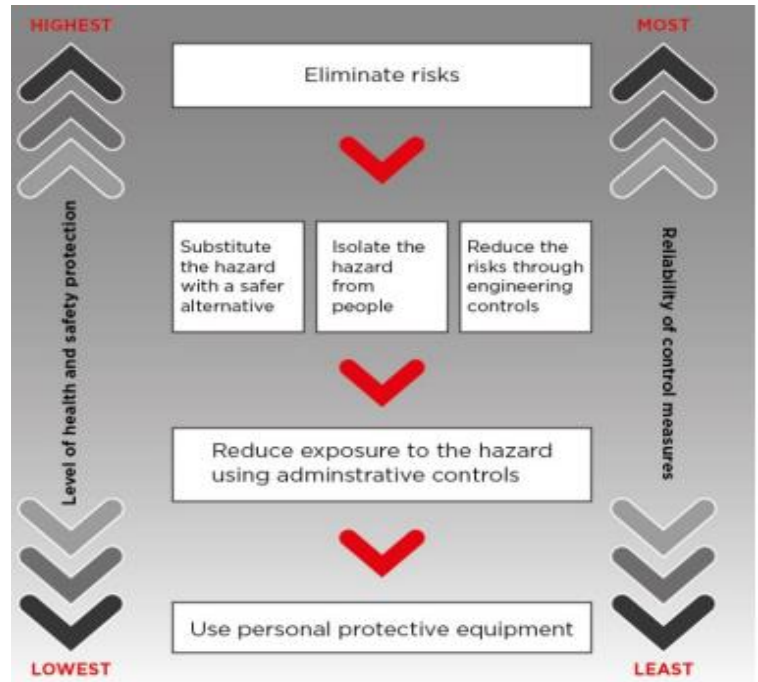

Figure 2. Hierarchy of Controls

Determining what is Reasonably Practicable

3.22 By definition, *reasonably practicable* means that which is, or was at a particular time, reasonably able to be done to ensure health and safety, taking into account and weighing up all relevant matters.

3.23 The relevant matters to consider will differ dependant on whether there is a risk of physical or psychological harm.

3.24 If a hazard poses both a psychological and physical risk, all relevant matters must be considered.

Relevant Matters for Physical Risks

- the likelihood of the hazard or the risk concerned occurring
- the degree of harm that might result from the hazard or the risk
- what the person concerned knows, or ought reasonably to know, about:
    o the hazard or the risk; and
    o 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 and the available ways of eliminating or minimising the risk, the cost associated with available ways of eliminating or minimising the risk, including whether the cost is grossly disproportionate to the risk.

Relevant Matters for Psychosocial Risks

- the duration, frequency, and severity of the exposure of workers and other persons to the psychosocial hazards
- how the psychosocial hazards may interact or combine
- the design of work, including job demands and tasks
- the systems of work, including how work is managed, organised, and supported
- the design and layout, and environmental conditions, of the workplace, including the provision of a safe means of entering and exiting the workplace and facilities for the welfare of workers

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- the design and layout and environmental conditions of workers' accommodation
- the plant, substances, and structures at the workplace, workplace interactions or behaviours, and
- the information, training, instruction, and supervision provided to workers.

Step 4: Review

3.25 The aim of step four is to validate the efforts made in the previous step to ensure controls are practical in design, are understood and are being used by relevant workers and have been effective in reducing risk.

3.26 To validate, one should consider:

- whether implementation of the controls is observable,
- any available data, including incident reports, and
- feedback from workers exposed to the risks and responsible for implementing of controls.

3.27 At the ASC, risks and their controls must be reviewed in alignment with the timeframes dictated by their risk rating (*Table A4. Risk Management in Appendix A*).

3.28 The WHS Regulations also require reviews to occur:

- when the control is deemed to be ineffective,
- before a change that is likely to give rise to a new or different risks that the existing controls may not effectively control,
- if a new hazard or risk is identified,
- if the results of consultation indicate that a review is necessary, or
- if a HSR requests a review.

4. Risk Management Activities

4.1 A Risk Management Activity supports or facilitates one or more of the steps in the Risk Management Process and provides the ASC with documented evidence the process was undertaken, and the ASC is complying with our legislated duties.

4.2 Risk Management Activities support the proactive management of risks arise from the working environment, the operations of the ASC or activities we engage in.

Risk Assessments

4.3 A WHS Risk Assessment facilitates the first three steps of the Risk Management Process and should be completed:

- when undertaking any task that poses a health and safety risk, where there are not standardised controls dictated by a Code of Practice, legislation or similar document,
- where a significant hazard is identified or there is uncertainty about a hazards potential to cause harm,
- before introducing or changing a workplace process, practice, activity or equipment, or
- the activity involves multiple hazards that may impact each other to produce greater risk.

4.4 WHS Risk Assessments should be completed by someone directly involved in the activity or by a subject matter expert on the activity or hazard being considered.

4.5 A WHS Risk Assessments must be completed on the ASC WHS Risk Assessment Template and uploaded to the Risk Assessment sub-module in Noggin for review and sign-off from WHS and Injury Management and the relevant Senior Leader prior to the activity occurring.

Safe Work Method Statements (SWMS)

4.6 A SWMS is a variant of a Risk Assessment required under the WHS Regulations to be completed for specified high-risk construction activities (refer *Appendix B*).

4.7 In line with the Risk Management Process, the WHS Regulations require that a SWMS:

- identify the work that is high risk construction work,
- specify hazards relating to the activity and the associated risks,
- describe the measures to be implemented to control the risks, and
- describe how the control measures are to be implemented, monitored and reviewed.

4.8 SWMS should be prepared by the Contractor engaged to complete the high risk activity, in consultation with the ASC worker responsible for the associated project and must consider all relevant matters, including:

- circumstances at the workplace that may affect the way in which the high risk construction work is carried out; and
- the WHS management plan, if the high risk construction work is carried out in connection with a construction project.

4.9 SWMS documents must be uploaded in Noggin to the Risk Assessment sub-module for review and sign-off from WHS and Injury Management and the relevant Senior Leader prior to the high-risk activity occurring.

WHS Risk Registers

4.10 WHS Risk Registers are used to facilitate the Risk Management Process for all hazards associated with the general operation of the ASC and supports ASC Officers (ASC8, ASC9 and the CEO) to meet their legislated Due Diligence obligations.

4.11 The WHS and Injury Management Team facilitates the WHS Risk Register Process with ASC Officers on an annual basis, which includes:

- consulting with the relevant workers and HSRs to identify new hazards and undertaking the Risk Management Process for these hazards,
- removing hazards that have been eliminated, and
- reviewing the controls and their effectiveness.

4.12 WHS Risk Registers are uploaded to the Risk Register sub-module in Noggin for review and sign-off from the Chief Executive Officer (CEO).

Shared Risk Register

4.13 The ASC's Shared WHS Risk Register includes hazards that are present enterprise wide and provides standardised controls for their management at the ASC.

4.14 The Shared WHS Risk Register is the responsibility of all ASC Officers.

Group Risk Register

4.15 The ASC's Group WHS Risk Registers include hazards unique to the operations of each Group at the ASC.

4.16 Group WHS Risk Registers are the responsibility of all ASC Officers within the Group.

Workplace Inspections

4.17 A Workplace Inspection is used to assess the physical work environment against best practice WHS standards with the aim to identify and manage hazards before they pose a risk to health and safety.

4.18 HSRs are required to complete the Workplace Inspection Questionnaire on a bi-annual basis in the HSR Workplace Inspections sub-module in Noggin.

4.19 If a hazard is identified, HSRs must create a corrective action; assigning management of the hazard to the relevant stakeholder and outlining the actions required to minimise or eliminate the hazard.

5. Noggin

5.1 The Risk Management Module (the Module) in Noggin is the ASC's repository for WHS risk data.

5.2 The Module includes three sub-modules; Risk Assessments, Risk Registers and HSR Workplace Inspections, each of which are associated with a Risk Management Activity.

5.3 Risk Assessments and Risk Registers must be uploaded in their respective sub-modules and escalated for sign-off.

5.4 Risk Assessments will be escalated to Officers (referred to as Senior Leaders in Noggin) via the WHS and Injury Management Team.

5.5 Risk Registers are escalated directly to the Chief Executive Officer (CEO).

5.6 HSRs must complete the Workplace Inspection Checklist in the HSR Workplace Inspection sub-module to:

- create a record of completion,
- enable WHS and Injury Management review, and
- assign any required corrective actions to relevant stakeholders for their management.

6. Roles and Responsibilities

6.1 Each of the following stakeholders have a specific role to play in Risk Management at the ASC and responsibilities under this Procedure.

6.2 The roles and responsibilities assigned in this Procedure extend on those identified in the _WHS Policy_, _Risk Management Policy and Framework and Risk Management Procedure._

Officers (ASC8, ASC9 and the CEO)

Officers must:

6.3 Comply with the WHS Risk Management Procedure and in turn, ensure compliance from workers within their Groups.

6.4 Exercise Due Diligence and ensure:

- they have taken reasonable steps to gain an understanding of the risks associated with the ASC's operations,
- appropriate resources and processes are available to eliminate or minimise risk, and
- they have verified the provision and use of such resources and processes.

6.5 Ensure that operations within their Groups that pose risk to health, safety or wellbeing are managed effectively and in accordance with this Procedure.

6.6 Undertake the role of 'Risk Owner' for hazards identified in WHS Risk Assessments and WHS Risk Registers.

6.7 Engage in the WHS Risk Register process, at minimum on an annual basis.

6.8 As required, provide sign-off in Noggin on WHS Risk Assessments for their Groups.

Workers (ASC 1-7, including Casuals and Contractors)

Workers must:

6.9 Comply with the WHS Risk Management Procedure.

6.10 As required by the Procedure, undertake WHS Risk Assessments and assist in the population of Group Risk Registers when consulted.

6.11 Report all workplace hazards, incidents and near misses in Noggin as soon as reasonably practicable.

6.12 Escalate risks to the WHS and Injury Management Team, relevant Officer or HSR.

WHS and Injury Management Team

WHS and Injury Management Team must:

6.13 Maintain and update the Procedure in line with pre-determined revision dates, or where there has been a change to legislation.

6.14 Assist stakeholders with understanding and applying the Procedure and general risk management principles to their operations.

6.15 As required, provide advice and instructions on completion of risk management documentation.

6.16 Provide Officers with risk information to assist with their management and the fulfilment of their Due Diligence obligations.

Health and Safety Representatives

Health and Safety Representatives must:

6.17 Comply with the WHS Risk Management Procedure and in turn, ensure compliance from workers within their Designated Working Group.

6.18 As required, assist with the completion of Risk Assessments and Group Risk Registers

6.19 Complete workplace inspections on a bi-annual basis or at the request of the WHS and Injury Management Team.

6.20 Escalate risks to the WHS and Injury Management Team and relevant Officers via the WorkSafe Committee.

6.21 Disseminate risk information provided in the WorkSafe Committee to workers and others, as required.

7. Related Documents

The Work Health and Safety Act 2011

The Work Health and Safety Regulations 2011

Model Code of Practice: How to Manage Work Health and Safety Risks

ASC Work Health and Safety Policy

ASC Incident and Hazard Management Procedure

ASC Risk Management and Framework Policy

ASC Risk Management Process

ASC WHS Risk Assessment Template

Appendix A. Risk Assessment Matrices

Table A1. Consequence Ratings

Consequence Rating	Work Health and Safety Consequence
Severe	• A fatality or multiple life-threatening injuries or illness to a person (physical or psychological), or • Significant or systemic harm to multiple vulnerable people through inappropriate behaviour, bullying, harassment or predation.
Major	• A serious injury or illness to a person (physical or psychological) causing admission to hospital, or • Significant harm to a vulnerable person through inappropriate behaviour, bullying, harassment or predation.
Moderate	• A moderate injury or illness to a person (physical or psychological) requiring medical treatment and/or lost time from the workplace. • Minor or opportunistic harm to a vulnerable person, or persons through inappropriate behaviour, bullying, harassment or predation.
Minor	• A minor injury or illness to a person (physical or psychological) requiring medical treatment and may result in temporary incapacity. • Potential for harm (including near miss) to a vulnerable person, or persons through inappropriate behaviour, bullying, harassment, or predation.
Insignificant	• An insignificant injury or illness to a person (physical or psychological) typically requiring first aid treatment where person may or may not choose to return to an activity.

Table A2. Likelihood Ratings

Likelihood	Description	Examples of Frequency
Almost Certain	• Expected to occur often.	• Is likely to occur more than once per year. • A more than a 50% chance the event will occur in the timeframe under consideration.
Likely	• Probably occur in most circumstances	• Is likely to occur approximately once per year. • A 25 – 50 % chance the event will occur in the timeframe under consideration.
Possible	• Could occur at sometime	• Is likely to occur approximately once every five years. • A 10 - 24 % chance the event will occur in the timeframe under consideration.
Unlikely	• Not expected to occur	• Is likely to occur approximately once every five to ten years. • A 5 - 9 % chance the event will occur in the timeframe under consideration.
Rare	• Exceptional circumstances only	• Is likely to occur with less frequency than once every ten years. • A less than 5% chance it will occur in the timeframe under consideration

Table A3. Risk Rating Matrix

Likelihood	Consequence				
	Insignificant	**Minor**	**Moderate**	**Major**	**Severe**
Almost Certain	Low	Medium	High	Very High	Very High
Likely	Low	Medium	High	High	Very High
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Medium	Medium

Table A4. WHS Risk Rating Control Guidelines

Risk Rating	Minimum Review Frequency	Risk Control and Reporting
Very High	Fortnightly	• Control of the risk is mandatory; very high risks will almost never be accepted. • Require escalation of risk to the Board through the Executive and Finance, Audit and Risk Committee. • As appropriate, the Department or Minister may need to be made aware.
High	Monthly	• Control of the risk is mandatory. • The risk monitored and reported at the Executive level. • Awareness of the risk will be reported to the Finance, Audit and Risk Committee, as appropriate.
Medium	Quarterly	• Control of the risk is mandatory. • The inherent risk rating will tell us if these medium residual risks are inherently severe. If 'control critical' risks must be closely monitored to ensure their controls remain effective and relevant. • The risk is monitored and reported at the relevant General Manager level and should be escalated on a need-to-know basis, as appropriate.
Low	Quarterly	• Control of the risk is mandatory. • The inherent risk rating will tell us if these low residual risks are inherently severe. If 'control critical' risks must be closely monitored to ensure their controls remain effective and relevant. • With the exception of control-critical risks, significant management effort should not be directed towards these risks. • The risk should be monitored and reported at the operational level.

Appendix B. High Risk Activities List

1. Involves a risk of a person falling more than 2 m.
2. Is carried out on a telecommunication tower.
3. Involves demolition of an element of a structure that is load bearing or is otherwise related to the physical integrity of the structure.
4. Involves, or is likely to involve, disturbing asbestos.
5. Involves structural alteration or repair that requires temporary support to prevent collapse.
6. Is carried out in or near a confined space.
7. Is carried out in or near a shaft or trench deeper than 1.5 m or a tunnel.
8. Involves the use of explosives.
9. Is carried out on or near pressurised gas mains or piping.
10. Is carried out on or near chemical, fuel or refrigerant lines.
11. Is carried out on or near energised electrical installations or services.
12. Is carried out in an area that may have a contaminated or flammable atmosphere.
13. Involves tilt-up or precast concrete.
14. Is carried out on, in or adjacent to a road, railway, shipping lane or other traffic corridor in use by traffic other than pedestrians.
15. Is carried out in an area of a workplace where there is any movement of powered mobile plant.
16. Is carried out in areas with artificial extremes of temperature.
17. Is carried out in or near water or other liquid that involves a risk of drowning.
18. Involves diving work.