# Purpose

The purpose of this standard is to provide a Wannon Water framework and guidance for the management of hazards and risks to reduce the risks associated with our activities and ensure compliance with our obligations.

We are exposed to a variety of hazards, risks and opportunities associated with our activities, products, and services we provide. Failure to identify hazards, and effectively manage risks or take advantage of potential opportunities can cause harm to our people / community, the environment and may adversely impact our Strategic Direction and our **Zero Harm** ambition.

# Scope

This framework applies to:

* All employees, contractors or other persons (e.g., volunteers) engaged in our activies who are under our direct supervision[[1]](#footnote-2)
* All sites owned or managed by Wannon Water
* All activites performed by any employee, contractor or person for Wannon Water
* Planned and unplanned (e.g. incidents and emergency events) activites
* All products and equipment introduced or used within Wannon Water

**Out of scope:**

* When a principal contractor has been granted formal possession of a Wannon Water site whilst carrying out contracted work. It is the responsibility of the principal contractor to comply with the relevant hazard and risk management requirements and consult with the Engaging Officer. We still have a duty to communicate and collaborate to manage any hazards and risks relevant to each party.

# Standard requirements

| **Requirements** | **Responsibility[[2]](#footnote-3)** | **Accountability[[3]](#footnote-4)** |
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| Training and guidance information must be provided and made accessible to employees completing risk management activities within our framework. | **Executive People & Resilience**  All BM | GM People & Business Services |
| **Hazard and Risk Identification** | | |
| A **Risk Management Framework** must be developed and meet the requirements of **the Statement of Obligations** and the **Victorian Government Risk Management Framework.** | **Executive People & Resilience** | GM People & Business Services |
| The **Hazard Reporting** and **Risk Management Procedures** must define our processes to identify[[4]](#footnote-5), assess and manage hazards, risks and opportunities.  This includes shared (previously inter-agency) and state significant risks. | **Executive People & Resilience**  All BM | GM People & Business Services |
| Hazards and risks, and their impacts, must be identified taking into consideration information or knowledge that is known or ought to be reasonably known about our activities (e.g., industry, regulator, government or scientific knowledge). | **Executive People & Resilience**  All BM | GM People & Business Services |
| Risk identification must consider current and emerging risks which might impact our activities and/or Strategic Direction. | **Executive People & Resilience**  All BM | GM People & Business Services |
| A **Risk Management Plan** (in relation to the supply of drinking water and regulated water to the public) must be developed and implemented to meet the requirements of the **Safe Drinking Water Act.** | **Branch Manager Operations** | GM Assets & Service Delivery |
| **Hazard and Risk Assessment and Management** | | |
| A strategic risk profile and risk appetite must be developed and reviewed annually. | **Executive People & Resilience**  Executive Strategy & Innovation | GM People & Business Services |
| Strategic, business planning and decision-making processes must embed risk management and  demonstrate consideration of our material risks. | **Executive Strategy & Innovation**  All BM | GM Strategic Services |
| Where practicable, extra risk frameworks required by legislation and other obligations must align with and be integrated into our risk management framework and processes/procedures (e.g., dam safety risk management). | **Executive People & Resilience**  All BM | GM People & Business Services |
| The **Risk Management Procedure** must define the process for documenting and assessing our hazard/risks and accountabilities/responsibilities for owning and managing them. | **Executive People & Resilience** | GM People & Business Services |
| Hazards and risks must be analysed and assessed by people with the applicable knowledge[[5]](#footnote-6) of the hazards and activities – as described in the **Risk Management Procedure.** | **Executive People & Resilience**  Hazard and Risk Owners | GM People & Business Services |
| Employees, contractors and stakeholders, impacted by hazards and risks must be informed of them and consulted on the most suitable methods to control them (e.g., inclusion in risk workshops, information in procedures, contractor inductions). | **Executive People & Resilience**  Hazard and Risk Owners  Engaging Officers | GM People & Business Services |
| Hazards and risks must be managed as per our Risk Appetite using the following hierarchy of control as far as reasonably practicable[[6]](#footnote-7):   * Eliminate the risk * Substitute for a less hazardous risk * Engineering control * Administrative control * Personal Protective Equipment (PPE)   Where residual risk levels are higher than our risk tolerance, treatments must be identified and implemented to manage them to the appropriate levels. | **Executive People & Resilience**  Hazard and Risk Owners | GM People & Business Services |
| Risk management requirements defined in legislation or other obligations must be implemented (e.g., OHS Regulation high-risk work licences, health monitoring).  Controls which aren’t legislated will be implemented based on the level of risk. | **Executive People & Resilience**  Risk Owners | GM People & Business Services |
| A **Hazard Report** where there is a concern that we are not effectively controlling hazards or risks associated with our activities must be raised. | **Executive People & Resilience**  Hazard and Risk Owners | GM People & Business Services |
| **Risk Monitoring and Review** | | |
| Risks must be reviewed as per the requirements in the **Risk Management Procedure** and when there is:   * A change to process (e.g., work method, equipment, materials) * A change to legislation or other obligations * New information about hazards or risks * In response to an incident or audit finding | **Executive People & Resilience**  Risk Owners | GM People & Business Services |
| Impacts from review and update of risks must be communicated to relevant stakeholders (e.g., change to causes, controls, treatments, increase/decrease to risk levels). | **Executive People & Resilience**  Risk Owners | GM People & Business Services |
| A process must be in place to monitor the effectiveness of controls (e.g., self-checks, site inspections, audit, consultation with employees). | **Executive People & Resilience**  Hazard and Risk Owners | GM People & Business Services |
| A **Risk Management and Monitoring Program (RMMP)** which meets requirements of applicable EPA licence conditions must be developed and made available upon request. | **BM Operations** | GM Assets & Service Delivery |
| The **Risk Management Procedure** must define the processes for management of records relating to the risk management framework. | **Executive People & Resilience** | GM People & Business Services |
| **Risk Reporting** | | |
| The **Risk Management Procedure** must define the process for reporting of our risks. | **Executive People & Resilience**  Risk Owners | GM People & Business Services |

**Risk Types**

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| **Risk** | **Description** | **Managed in** | **Owner** |
| **Strategic** | Events that if occurred would materially affect the achievement of our purpose and strategic intent. They are identified by the Board and Executive. | * RiskWare – ERM Module | Executive |
| **Operational (Enterprise)** | Events that if occurred would affect the achievement of our business as usual. | * RiskWare – ERM Module | As defined in the **Risk Management Procedure** |
| **Operational** | * RiskWare – WHS Module (Activity Level) * So:Control (Environment & Water Quality) * Task Risk Assessment (JSA) eform * Other Risk Management Platforms (e.g., ANCOLD guidelines, Community Emergency Risk Assessment (CERA)) |
| **Project** | Project risks impact on the achievement of individual projects, change to processed or program of work. These can be at a strategic or operational level. | * RiskWare – WHS Module * RiskWare – ERM Module (for strategic project risks) | Project Managers |

# Training and assessment

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| **Standards** | **Responsibility** | **Accountability** |
| All managers with responsibilities & accountabilities within this document must be made aware of this standard. | **Executive People & Resilience** | GM People & Business Services |

# Monitoring

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| **Standards** | **Responsibility** | **Accountability** |
| Ensure compliance with and effectiveness of this standard is verified at least every four years by including periodic audits in the Audit Program | Executive People & Resilience | GM People & Business Services |

# Definitions

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| Term | **Means** |
| ANCOLD | Australian National Committee on Large Dams |
| BM | Branch Manager |
| Control | A control is any measure or action that modifies risk. Controls can include any policy, procedure, practice, process, technology, technique, method, or device that modifies or manages risk. They can be preventative or detective in nature. |
| ERM | Enterprise Risk Management |
| GM | General Manager |
| Hazard | Something that has the potential to cause harm (injury or damage). |
| Hierarchy of Control | The tool used when determining how risks are to be managed.  The Hierarchy of Control ranks risk control measures in decreasing order of effectiveness:  1. Elimination of the task or item being used **Most Effective Option**  2. Substitution to a less hazardous risk  3. Engineering out the risk  4. Administratively organising the task or item to diminish the risk  5. Personal Protective Clothing and Equipment **Least Effective Option** |
| Material Risk | A risk which if it becomes a reality is likely to cause significant impact / harm. |
| Operational Risk | Events that if occurred would affect the achievement of our business as usual. |
| Risk Treatment | The process to modify risk. It involves selecting and implementing one or more treatment options. Once a treatment has been implemented, it becomes a control or it modifies existing controls. You can avoid the risk, reduce the risk, remove the source of the risk, modify the consequences, change the likelihood of the risk, share the risk with others, retain the risk or increase the risk in order to pursue an opportunity. |
| Risk | An event that could/will occur that will impact on organisational objectives. It is measured in terms of consequence and likelihood. |
| Risk Appetite | The organisations approach to assess or pursue, retain, take or turn away from the risk. |
| Risk Management Framework (Wannon Water) | Wannon Water’s risk framework is made up of:   * Risk Policy Statement (within Board Policy Framework) * Hazard Identification and Risk Management Standard * Risk Management Plan * Risk Management Procedure * Other support and guidance materials as defined in the Risk Management Procedure i.e., Strategic and Operational Risk Matrices |
| Riskware | Wannon Water’s Risk Management Software Application. |
| Project Risks | Project risks impact on the achievement of individual projects, change to processed or program of work. |
| Strategic Risks | Events that if occurred would materially affect the achievement of our purpose and strategic intent. They are identified by the Board and Executive. |
| WHS | Workplace Health and Safety. |

# Governance

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| **Parent policy/standard** | * [Zero Harm Policy](https://wannonwater.sharepoint.com/:w:/r/sites/cdms/Published%20Documents/Zero%20Harm%20Policy.DOCX?d=w28a88858bc424da988df5d4ce744b530&csf=1&web=1&e=HqISrW) * [Board Policy Framework](https://wannonwater.sharepoint.com/:w:/r/sites/cdms/Published%20Documents/Board%20Policy%20Framework.DOCX?d=w4f0f9bfb4cf647f9a40c42f69268686b&csf=1&web=1&e=QBIBA4) – Risk Policy Statement |
| Associated procedures/standards | * [Risk Management Plan](https://wannonwater.sharepoint.com/:w:/r/sites/cdms/Published%20Documents/Risk%20Management%20Plan.DOCX?d=w33796fbdcb554dccab223228e7f43198&csf=1&web=1&e=8eqMe0) * Risk Management Procedure * [Hazard Reporting Procedure](https://wannonwater.sharepoint.com/:w:/r/sites/cdms/Published%20Documents/Hazard%20Reporting%20Procedure.DOCX?d=w904e88d68b3b409ab8920915600f1c91&csf=1&web=1&e=AwGOrz) |
| **Legislation mandating compliance** | * Occupational Health & Safety Act * Occupational Health & Safety Regulations * Environmental (EPA) Act, Regulations and General Environmental Duty (GED) * Safe Drinking Water Act and Regulations * Dangerous Goods Act and Regulations * Statement of Obligations * Financial Management Act – Standing Directions. Victorian Government Risk Management Framework * ISO 14001: Environmental Management Systems * ISO 45001: Occupational Health and Safety management systems * Codex Alimentarius Alinorm 97/13A (HACCP based Drinking Water Quality Management System) * ISO 31000: Risk Management * ISO 9001: Quality Management Systems – Requirements |
| **Approval** | Executive Committee |
| **Owner** | General Manager People & Business Services |
| **Content enquiries** | Risk & Assurance Officer |

# Document version history

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| Version | Changes made to document |
| 1 | New document created as part of the new IMS Standard Framework |
| 2 | Section 2 Out of Scope reworded from “has taken legal ownership” to “has been granted formal possession”. |

1. Based on the activity, certain requirements in the Standard may apply. It is the Engaging Officer/supervising person’s responsibility to identify those applicable. Refer to Content Enquires for any assistance with interpretation [↑](#footnote-ref-2)
2. The nominated person who is responsible for ensuring there is the system in place to meet a requirement or delivering a task to an acceptable level of performance. [↑](#footnote-ref-3)
3. The Executive are collectively accountable for the standard. The individual GM is the nominated sponsor who will approve any capital / operating expense requests (within the Instrument of Delegation) and any material changes to current WW work practices to meet requirements of the standard. [↑](#footnote-ref-4)
4. All hazards and risks must be reported immediately after they are detected, or as soon as practicable [↑](#footnote-ref-5)
5. Could be a Wannon Water employee, with the required training/experience, a manufacturer, a supplier, or a qualified technical expert, where we don’t have the required knowledge to assess suitability or regulatory implications [↑](#footnote-ref-6)
6. For more guidance refer to **How WorkSafe applies the law in relation to Reasonably Practicable** and **EPA Understanding what reasonably practicable means under the laws** [↑](#footnote-ref-7)