Risk and Hazard Management Procedure

Collaboration Communication Integrity Efficiency Leadership

Version Control and Objective ID	Version No: 1	Objective ID: A6558444
Name of parent policy/administrative directive	Workplace Health and Safety Policy	
Approved by General Manager on	16 October 2020	
Date of Review	16 October 2024	

Table of Contents

1. Background

This procedure has been developed to document the systematic process utilised within Ipswich City Council (ICC) to implement the key hazard and risk management tools to better manage the overall risk and hazard rating across all areas of ICC's scope of works.

2. Purpose

This procedure applies to all ICC workers, all sites and all activities under ICC's control, including workers, contractors, and visitors to any ICC workplace. This procedure is specific to, and includes all, risk and hazard management tools utilised within ICC specifically including the Operational Risk Matrix, the Hierarchy of Controls model, Consequence, Likelihood, and Risk Rating Descriptors, Risk Registers (to name a few), and the general application of these throughout all operational aspects of the organisation.

3. Regulatory Authority

All legislation, codes of practice and Australian Standards that relate to this procedure are contained in the Corporate Register of Legislative Requirements located on the 'WIRE'.

4. Human Rights Commitment

Council has considered the human rights protected under the *Human Rights Act 2019 (Qld)* (the Act) when approving and/or amending this procedure. When applying this procedure, Council will act and make decisions in a way that is compatible with human rights and give proper consideration to a human right relevant to the decision in accordance with the Act.

5. Roles and Responsibilities

5.1 Chief Executive Officer

It is the responsibility of the Chief Executive Officer to:

- ensure the effective management of Workplace Health and Safety within Ipswich City Council and ensuring compliance with this procedure; and
- provide senior leadership support to enable effective implementation of this procedure; and providing the necessary funding to enable execution of this procedure.

5.2 General Managers

It is the responsibility of the General Manager to:

- provide appropriate resources to adequately implement the WHS Risk and Hazard Management processes as detailed in this procedure;
- oversee and ensure the implementation of the requirements of this procedure with respect to its key functional areas;
- implement and communicate this procedure within their relevant business groups; and
- undertake reviews of work areas with a particular focus on Operational Risk Register development ensure operation in accordance with the requirements of this procedure.

5.3 Branch Managers/Managers

It is the responsibility of the Branch Manager/Manager (Person in Control – PiC) to:

- establish processes to ensure all reasonably foreseeable hazards that could give risk to risks to WHS are identified in their relevant area of responsibility;
- complete workplace monitoring activities to verify that implementation and gaps in understanding are being identified, effectively managed and the requirements of this procedure are being consistently complied with;
- communicate, consult and provide instruction, training and supervision to workers regarding hazard identification and risk management processes relevant to the work being conducted;
- ensure current Risk Registers are maintained for the site, location, project or activity undertaken in their area of responsibility;
- regularly monitor and review the effectiveness of controls and implement corrective actions and treatment plans where required in their area of responsibility;
- ensure workers are empowered to 'stop work' if there is an imminent risk to workers safety, until that risk is adequately resolved.

5.4 Workplace Safety and Wellbeing Manager

It is the role of the Workplace Safety and Wellbeing Manager to:

- establish and maintain a systematic process to manage risk and hazard management compliance to assist ICC workers and/or contractors engaged in work for OR on behalf of ICC;
- understand the requirements to better manage the workplace health and safety risks;
- provide procedures, tools, templates to support in the systematic identification of hazards and WHS risk management, including supporting managers with the development and maintenance of Risk Registers;
- provide advice regarding the identification of hazards, risk assessment, implementation, and effectiveness of controls;
- coordinate recording of hazards reports and WHS risk assessments;
- provide support in the development of Operational Risk Registers, Job Hazard Analysis (JHA), and SWMS (Safe Work Method Statements);
- provide trend-reporting and hazard identification analysis and effectiveness of controls to relevant stakeholders; and
- provide support on the implementation and application of this procedure across the organisation.

5.5 Section Managers, Principal Officers and Coordinators (Leaders)

It is the role of Leaders to:

- communicate, consult and provide instruction, training and supervision to workers regarding hazard identification and risk management at the relevant operational or project location;
- ensuring all required WHS training has been identified and completed by all workers in their team;

- implement effective control measures for hazards and risks identified in their area of responsibility;
- ensure risk assessments are conducted in accordance with this procedure;
- ensuring workers, contractors and visitors complete all mandatory health and safety training relevant to their role to better understand and ensure that key risk and hazard management tools or applied effectively and in accordance with specific job task demands;
- ensuring that all workers are competent in managing the risk while performing general work activities undertaken on behalf of ICC;
- including relevant safety awareness information and items in regular team meetings; and
- deliver site specific induction training to workers, contractor and visitors where relevant and required to ensure that relevant risk and hazard management resources specific to each job/task being performed.

5.6 Workers

It is the role of Workers to:

- proactively identify and report hazards and risks;
- undertake risk assessments e.g. Pre-Start Risk Assessment, JHA's. SWMS, and implement controls measures in accordance with this procedure; and
- be empowered to 'stop work' or refuse to work in situations that may cause harm. These situations must be immediately reported to the relevant Supervisor.

6. Key Stakeholders

The key stakeholders within this procedure includes management, workers, and contractors within OR working on behalf of ICC. All stakeholders have clear responsibilities and accountabilities for WHS, this is outlined in the ICC Safety Management Framework. These responsibilities and accountabilities are non-transferable and critical to achieving ICC objectives and targets related to risk and hazard management, and general safe operation.

7. Education and Training Requirements

All training will be issued in accordance with WSW-PRO-009 – Workplace Training and Competency procedure.

8. Procedure

8.1 Overview

All workers must be proactive in identifying hazards, assessing them in line with this procedure and controlling the hazard in accordance with the risk and hazard management tools and processes detailed below in order to manage the risk of harm. There are 5 steps in the WHS risk management process as outlined below:

- **Step 1 (Hazard identification)** - Find out what could cause harm.
- **Step 2 (Risk Assessment - Pre-Control)** - Initial risk identify the consequence, identify the likelihood of the consequence and rate the Initial risk using the ICC WHS Risk Matrix.

- **Step 3 (Implementing Risk Controls)** - Implement the most effective control measure in accordance with the hierarchy of controls that is reasonably practicable in the circumstances.
- **Step 4 (Risk Assessment - Post-Control)** - Residual risk Re-apply the WHS Risk Matrix to re-assess the risk for each task with the identified control measures implemented. The new risk rating obtained is the residual risk for the hazard.
- **Step 5 (Monitor and Review)** - Verify control measures are working as planned, reassess residual risk rating and develop a treatment plan for corrective action where required.

8.2 Operational Risk Matrix

In order to manage the initial risk of any task or activity performed within ICC it must follow a risk-assessed approach to determine whether the task poses any significant risk to workers, property, plant, equipment, the environment, the organisational reputation and/or the public in order to develop a risk rating of each of the individual core components required to complete the task.

Figure 8.2 – 'Operational Risk Matrix' is used to determine the relevant rating required to determine the individual risk of each element of a given task or action within the workplace. The pre-control assessment (Initial Risk Rating) is a determination of the consequence and likelihood of a particular task/action resulting in an adverse outcome occurring.

Figure 8.2 – Operational Risk Matrix

Likelihood How likely is it to happen?	**Consequences** – how severe is the loss, damage or injury, if it happens?				
	Minimal	**Low**	**Moderate**	**High**	**Catastrophic**
Almost Certain	2 – Medium	3 – High	3 – High	4 – Very High	4 – Very High
Likely	2 – Medium	2 – Medium	3 – High	3 – High	4 – Very High
Possible	1 – Low	2 – Medium	3 – High	3 – High	3 – High
Unlikely	1 – Low	1 – Low	2 – Medium	2 – Medium	3 – High
Rare	1 – Low	1 – Low	2 – Medium	2 – Medium	3 – High

ICC commits to using a risk-based approach to assess the risk of any task that may pose imminent danger as a result of being actioned. The resulting risk rating will determine the level of control required to safely manage the hazards present within the task, and allow controls to be implemented accordingly.

The level of control must match or exceed the risk present in order to decrease the risk rating as far as reasonable practicable to justify authorisation and performance of the task at any given time. Once effective controls have been implemented in accordance with Figure 8.3 – 'Hierarchy of Controls'; another assessment is performed to establish the new risk rating (Residual Risk Rating) taking into account the effectiveness of the controls against the likelihood of occurrence and the consequence in the event an adverse outcome still occurs.

In rare cases a shift in risk rating may not be reasonably achieved, regardless of the controls implemented. Also, risk controls may be implemented but still fail to bring the residual risk down to a point where stakeholders are comfortable in authorisation commencement of a task or action. In this event; the task must be immediately stopped immediately, and the risk assessment process re-implemented to find a safer alternative to completion of the task.

8.3 Hierarchy of Controls

Where a work process or activity is identified that potentially exposes workers, property, plant, equipment, the environment, the organisational reputation and/or the public to risk, control measures must be implemented to identify the most appropriate way by which to manage the risk accordingly.

The identification and selection of risk control measures must be undertaken in consultation with workers, using the hierarchy of controls to determine effective risk mitigation strategies, ensuring these controls are ranked from the highest level of protection and reliability to the lowest so that the most effective controls are considered first.

Figure 8.3 – Hierarchy of Controls

Effectiveness	Control Stage	Description/Example:
Most Effective	**Elimination**	Eliminate the potential for a fall from height occurring while the work task is being performed (e.g. relocate equipment to ground level so the task does not require any work at height).
↓	**Substitution**	Replace the process, plant, or equipment with a viable substitute (e.g. replacing portable ladders with a platforms based ladder to improve stability while being used).
	Isolation	Initiating a physical protective system between workers and the hazard (e.g. installing a guardrail near the edges of work areas to stop workers falling while performing work).
	Engineering	Design/re-design the process, plant, or equipment (e.g. have a purpose-built platform ladder system built specific to the task being performed).
	Administrative	Develop activity-based documentation to highlight the inherent risk, and silo the way in which the task is performed (e.g. SWI for safely fitting and attaching a fall-arrest system).
Least Effective	**PPE**	Personal protective equipment that creates a physical barrier between the worker and the work (e.g. anti-slip footwear to prevent the likelihood of slips, trips, and falls from work platforms).

The most effective risk control measure is to eliminate the requirement to undertake any work-activities that expose workers to risks. If it is not reasonably practicable to eliminate the hazardous activity, risk controls must be implemented to minimise the risk as far as is reasonably practicable. It is reasonable to determine control effectiveness in descending order, therefore; PPE controls should never be considered if the preceding risk control methods have not first been considered.

8.4 Consequence and Likelihood Measures

These following criteria assist in establishing an understanding of how risk rating should be determined when utilising a risk matrix, these are further detailed below:

8.4.1 Consequence Descriptors

The Consequence Descriptors listed below assist in detailing the requirements of the criteria listed along the horizontal axis of the risk matrix. This provides the Risk Assessor an educated guide on where the consequence outcome belongs in relation to the risk or hazard.

Figure 8.4.1 – Consequence Descriptors

CONSEQUENCE DESCRIPTORS	
What would the consequences be if it did happen (loss, damage, or injury?)	
Minimal -	No injuries, discomfort, or first aid treatment ONLY.
Low -	On-site medical treatment ONLY.
Moderate -	Medical treatment requiring hospitalisation, or extensive injuries.
High -	Permanent disability, or a single fatality.

Catastrophic -	Multiple fatalities.

8.4.2 Likelihood Descriptors

The Likelihood Descriptors listed below assists in detailing the requirements of the criteria listed along the vertical axis of the risk matrix. This provides the Risk Assessor an educated guide on what the likelihood of an adverse outcome may be in relation to the risk or hazard.

Figure 8.4.2 – Likelihood Descriptors

LIKELIHOOD DESCRIPTORS	
How likely is it that the loss, damage, or injury would occur because of the hazard or risk?	
Rare -	Could occur only in exceptional circumstances i.e. every fifty to one hundred years
Unlikely -	Could occur at some time i.e. every ten to twenty years, but is not considered likely.
Possible -	Could occur at some time i.e. once every three to five years.
Likely -	Event could probably occur on a single occasion within the coming year.
Almost Certain -	Expected to occur a number of times throughout the year and under most circumstances.

8.4.3 Risk Rating Descriptors

The Risk-Rating Descriptors listed below assists in detailing the body of the risk matrix by providing a simple score detailing the current state or a risk or hazard, as well as determine further action required to control the risk or hazard further. This score is determined by pin-pointing the correlation between the Likelihood and Consequence Rating of the ICC Operational Risk Matrix previously described and detailing the point of intersection.

Figure 8.4.3 – Risk Rating Descriptors

RISK RATING DESCRIPTORS	
What level of risk did you come up with? This will help you work out how quickly you need to act.	
Low -	Adequately controlled - record and review if any notable changes occur.
Medium -	Requires further control - planned action is required.
High -	Controls are not effective - prioritised action required urgently.
Very High -	Urgent – requires immediate attention to manage risk effectively.

9. Risk Management Process

9.1 Risk Management - Implementation

WHS risk management is an ongoing process. Risk assessments or reviews must be undertaken at various times including (but not limited to):

- if the task has not been done before;
- when planning or making a change to a workplace e.g. purchasing of new plant, substances or services;
- when responding to workplace incidents (even if they have caused no injury);
- when responding to concerns raised by workers, Health and Safety Representatives (HSR) or others at the workplace;
- at regular or scheduled intervals appropriate to the nature of the workplace and the hazards present;

- when legislative obligations change or require it;
- prior to the commencement of any work task or when creating a work order not covered by an existing procedure, Job Hazard Analysis/Safe Work Method Statement or Safe Work Instruction; or
- when internal or external conditions change (e.g. personnel or weather changes).

9.2 Step 1 – Hazard Identification and Response

A worker who identifies a hazard must as soon as reasonably practicable:

- notify others in the vicinity of any form of imminent danger;
- take action to eliminate the hazard immediately where it is safe to do so;
- if it is not reasonably practicable to eliminate the hazard, take action to prevent injury or damage (e.g. erect barricades/exclusion zones);
- report the hazard to an immediate supervisor as soon as possible for further action and implementation of controls;

9.2.1 Communication

The relevant Supervisor/Leading Hand will provide feedback regarding the implementation of controls to the person reporting the hazard.

The WSW Manager will ensure hazard notifications are collated, analysed and reported to the business in accordance with WSW-PRO-014 – Incident Reporting and Investigation Procedure and WSW-PRO-013 – WHS Communication and Consultation Procedure.

9.2.2 WHS Workplace Inspections

WHS workplace inspections are to be conducted at scheduled intervals to identify reasonably foreseeable hazards in the work environment. The relevant Supervisor will conduct these inspections with support by the relevant WHS Team Member for the relevant work area, and in accordance with WSW-PRO-016 – Workplace Observations and Inspections Procedure.

9.2.3 WHS Project Site Inspections

A site inspection and task analysis must be carried out during initial project planning phases in accordance with WSW-PRO-004 – Contractor Management Procedure.

9.3 Step 2 – Risk Assessment (Pre-Control) Methodology

WHS risk assessments will be undertaken using the risk assessment methodology and risk matrix described in this procedure, whereby the following actions are to be undertaken to complete a risk assessment task in accordance with this process, specifically:

- Identify the Consequence.
- Identify the Likelihood.
- Rate the Initial Risk.

9.4 Step 3 – Implementing Risk Controls

9.4.1 Control Selection

Identify the risk controls and responsibilities by identifying controls in the following specific order:

- **Elimination** of the hazard.

  If elimination of the hazard is not reasonably practicable, minimise the risk so far as reasonably practicable by:

  - **Substitution** (wholly or partly) the hazard giving rise to the risk with something that gives rise to a lesser risk.
  - **Isolation** of the hazard from any person exposed to it; and/or
  - **Engineering** of risk controls.

If a risk then remains, then minimise the remaining risk (so far as is reasonably practicable) by implementing:

- **Administration** controls predominantly through work/task-based documentation to better manage worker capabilities. This should never be a first course of action, but should be used to better emphasise the minimum safe requirement for performing the task effectively after the previous levels of controls have been implemented.

If a risk then remains, then minimise the remaining risk (so far as is reasonably practicable) by ensuring the provision and use of suitable:

- **Personal Protective Equipment (PPE)** in line with WSW-PRO-017 – Personal Protective Equipment and the information pertaining to PPE requirements within. Similarly to the detail provided when implementing Administrative Controls, whereby; PPE should never be a first course of action for control, but should be used to better emphasise the minimum safe requirement for performing the task effectively after the previous levels of controls have been implemented.

9.4.2 Implementation of Risk Controls

The decision to implement control measures 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 to workplace health and safety. The following steps should be undertaken to ensure effective implementation of risk controls to ensure:

- each control is allocated to a person with responsibility and timeframes assigned and agreed for implementation;

- where necessary implementation of controls must utilise existing capital works and maintenance processes;
- safe work procedures, JHA/SWMS or Safe Work Instructions should be implemented, reviewed or developed if not already in place;
- supervisors must provide adequate communication, consultation, training and supervision to workers regarding the implementation of any and all risk controls; and
- supervisors must carry out monitoring activities to verify the effectiveness of implementation of each control.

9.5 Step 4 – Risk Assessment (Post-Control) Methodology

Re-apply the Operational Risk Matrix to re-assess the risk for each task with the identified control measures implemented. The new risk rating obtained is the residual risk rating for the work. This determines the level of authorisation required in accordance with the following table for work to proceed.

Figure 9.5 – Risk Ownership Methodology

Residual Risk Rating:	Approval Required:	Action Required By Risk Owner:
Very High	General Manager	• Intolerable risk. Activity must not be undertaken. • The risk must be reported to the General Manager in accordance with this procedure. • Notify WSW Manager immediately.
High	Branch Manager	• Intolerable risk. Activity must not be undertaken prior to Branch Manager approval. • Approver/s must ensure the risk has been eliminated so far as is reasonably practicable or minimised in accordance with the hierarchy of controls so far as is reasonably practicable. • Support provided by WSW Manager and relevant WSW Business Partner.
Medium	Supervisor	• The following process must be applied: 1. Consult site WHS Operational Risk Register and ensure identified controls are effectively implemented. 2. Confirm activity, risk assessment and controls with the immediate Supervisor. 3. Seek advice from the relevant WSW Business Partner and implement any additional identified controls. • The relevant Supervisor must confirm controls, assess and approve or reject the activity.
Low	Worker	• Carry out activity following review and implementation of effective risk controls in accordance with the hierarchy of controls. • Monitor risk controls to ensure that they are maintained at their present level or at a lower level of risk that current day-to-day work practices can effectively manage. • Ongoing monitoring and management required by workers and supervisors using routine procedures.

9.6 Step 5 – Monitor and Review Control Measures

Risk assessments must include a schedule for regular review of control effectiveness, whereby the effectiveness of control measures identified in the risk assessment are assessed periodically, and are also mandatory:

- when the control measure is insufficient or ceases to be effective in controlling the risk;
- when a notifiable incident occurs;

- before a change at the workplace that is likely to give rise to a new or different health and safety risk that the control measure may not effectively control;
- if a new hazard or risk is identified;
- if the results of consultation indicate that a review (of additional review) is necessary; and/or
- where a Health and Safety Representative (HSR) requests a review be completed with reasonable cause.

Operational Risk Registers must be updated with any changes identified as a result of a review process. Once implemented, risk controls for managing risks must be monitored and reviewed to ensure they remain effective.

10. Risk and Hazard Management Tools

10.1 General Risk Assessments

A WHS risk assessment is a structured process to:

- identify the hazards and assess the risks associated with an area, activity, plant or product;
- identify controls for the hazards;
- re-assess the hazards after the identification of the appropriate controls;
- approve the controls; and
- schedule actions to implement controls and review dates.

WSW-FOR-005 - Risk Assessment Report Form is to be used to document the outcome of a general WHS risk assessment. The following are examples of when a WHS risk assessment may be required includes (but it not limited to):

- planning a community event;
- determining the safest option to deliver an outcome;
- assessing all hazards associated with a particular role; and/or
- any other WHS risk assessment not supported by a pre-specified form or process within the ICC WSW Framework.

10.2 Task-Specific Risk Assessments

Prior to undertaking a work activity (other than administrative activities) within any ICC owned and/or operated workplace, a task-specific risk assessment must be completed. Depending on the level of risk involved, should the risk be deemed negligible or reasonable to manage under normal circumstances then a Task-Specific Risk Assessment should be performed to document this accordingly.

This type of risk assessment is used to undertake a brief assessment of a task or situation to ensure all hazards have been identified and controlled prior to the task proceeding. It may be completed as an individual or team hazard assessment prior to undertaking a work activity with a low risk rating and does not necessarily require another risk assessment having already been completed beforehand (e.g. JHA/SWMS).

If the completion of the risk assessment identifies a task that doesn't have a low risk rating, then a JHA/SWMS must be completed relevant to the nature and level of risk identified.

Otherwise, the risk assessment must be documented accordingly and remain readily accessible for inspection if requested.

The level of risk management and control will be determined and authorised by the relevant Manager for each task within their relevant field of control. Refer to Appendix 1 – Risk Assessment and Hazard Management Flowchart to assist in determining the most effective risk management tool to be used.

10.3 Job Hazard Analysis (JHA)

A Job Hazard Analysis (JHA) is used to identify the key hazards associated with undertaking a task. Each hazard is then assessed to determine the level of initial risk involved, followed by the most reasonable and effective controls to limit risk, then assessed again to provide a residual risk rating taking into account the effectiveness of the newly implemented controls.

When developing a JHA the relevant operational risk register must be consulted to identify any applicable risk controls that need to be implemented. In addition, any workers undertaking the task must be consulted during the development of any JHA relevant to their field of work and in line with WSW-PRO-013 – WHS Communication and Consultation.

Once approvals have been obtained, the relevant JHA must be reviewed on-site by all workers involved in the activity prior to its commencement. If any conditions have changed since the development of the JHA, amendments to the JHA must be made before work is authorised to commence. Once all workers are satisfied with the contents of the JHA, each person signs onto the document, confirming each workers involved understands the contents of the document and agree to abide by the documented risk controls. If a notifiable incident occurs during high-risk construction, the JHA must be kept for at least two years. If construction work has ceased within that period the record must be kept readily available for inspection.

Examples of when a JHA may be required may include:

- Maintenance or repair work of construction fleet vehicles.
- Construction concreting activities.
- Removing a fallen tree in a public recreational area.
- Undertaking weed spraying activities.

10.4 Safe Work Method Statements (SWMS)

Branch Managers must identify medium and high-risk work activities that require the development of a SWMS. The purpose of a SWMS is to:

- Outline a safe method of work for a specific activity.
- Provide an instructional document that staff must read and understand before starting an activity.
- Meet legal requirements (i.e., assessing and controlling workplace hazards and risks)
- Provide evidence in auditing and inspection.
- Satisfy contractual requirements under Governmental WHS guidelines.

A Safe Work Method Statement (SWMS) must be prepared for high risk construction before work commences and in accordance with the following criteria for 'High-Risk Construction Work', specifically:

- Work in A Workplace With Movement of Powered Mobile Plant.
- Work Involving the Risk of a Person Falling Greater Than 2m.
- Working On (or Near) Energised Electrical Installations or Services.
- Working In (or Near) a Confined Space.
- Working In (or Near) Shaft or Trench with Depth Greater Than 1.5m.
- Working On (or Near) Pressurised Gas Distribution Mains or Pipes.
- Working On (or Near) Area that may have Contaminated or Flammable Atmosphere.
- Work That Involves or is Likely to Involve the Disturbance of Asbestos.
- Work Involving the Use of Respiratory Protection Equipment.
- Work Involving the Demolition of Load Bearing Structures.
- Work Involving Tilt-Up or Pre-Cast Concrete Elements.
- Work Involving the Removal of Lead-Based Paint.
- Work Involving Structural Alterations or Repairs Requiring Temporary Support to Prevent Collapse.
- Work In Areas With Artificial Extremes of Temperature.
- Working On (or Adjacent to) a Road Used By Traffic.
- Work On (or Near) Chemical, Fuel or Refrigerant Lines.
- Work On A Telecommunications Tower.
- Work Involving the Use of Explosives.
- Work In (Or Near) Water or Other Liquid That Involves a Risk Of Drowning.
- Diving Work.

The SWMS must take into account all circumstances that may affect the way in which the high risk construction work is carried out and also the WHS management plan, if conducted as part of a project. Those responsible for the work site must ensure that high risk construction work is carried out in exact accordance with the SWMS for the work.

If any person finds that high risk construction work is not being carried out as per the SWMS, then that person must:

- stop the work immediately or as soon as it is safe to do so,
- review the SWMS to assess the controls and remove all controls that are not relevant to the work being conducted at the time; and
- resume work only in accordance with the SWMS.

Once the SWMS has been approved it is then implemented and available for use. All workers will be inducted and must sign the SWMS before commencing work. The finalised copy must be kept within the workplace and be available for use.

If a notifiable incident occurs during high-risk construction, the SWMS must be kept for at least two years. If construction work has ceased within that period the record must be kept readily available for inspection.

11. Risk Registers

11.1 Operational Risk Registers

An Operational Risk Register is a management tool that documents risks identified within ICC by describing the characteristics of each risk in terms of its nature, causes, contributing factors, risk rating and risk mitigations, and essentially reflects the key operational risks of a branch, department, or distinguished section within the organisation.

All WHS operational risk registers must be recorded using WSW-FOR-008 – Operational Risk Register form, with requests for amendment and update issued to WHS Team via email on WHSRequests@ipswich.qld.gov.au

The responsible persons detailed within these risk registers are responsible for establishing, updating and reviewing their respective risk registers on a regular basis, e.g. as part of a standing agenda item in recurring management meetings or committees in order to remain fluid and adaptable to the circumstances of the organisation at any given time. This ultimately allows risk management to become embedded as part of a standard risk and hazard management within the organisation from a macro-level and become a usual management activity rather than a separate process.

By approving a risk register the responsible person accepts the risks documented in the register, along with their stated risk ratings and risk controls, and is ultimately accountable for managing those risks accordingly. Additionally, the responsible person may assign responsibility for managing those risks to line managers for operations or projects under their control. In such cases, the assigned manager must ensure that:

- risks are managed so far as is reasonably practicable;
- ownership is allocated to existing risk controls; and
- responsibility is allocated to actions associated with additional risk controls.

A risk register is a living document – subject to change in response to changes to the internal and external risk environment, changes to legislation and changes to organisation objectives, and therefore must be continually monitored and periodically reviewed to ensure currency.

12. Contractors

A contractor may use their own forms and templates to document the WHS risk management process where verification of their WHS management system and documentation has been approved by the relevant procurement, contract or project manager. The relevant WSW Business Partner will provide support to procurement services, the contractor or project manager as required.

Where a potential contractor's system is deemed to be inadequate for managing the risk of the scope, then ICC (through the relevant engagement officer) will provide direction in the use of this procedure and supporting tools.

Refer to the WSW-PRO-004 – Contractor Management procedure for additional information.

13. Monitoring and review

Site inspections will be undertaken at regular intervals to identify hazards and verify implementation of risk controls in accordance with WSW-PRO-016 – Workplace Observations and Inspections procedure.

Hazards and risks must be regularly monitored to ensure that management processes are operating as intended, specifically by:

- reviewing and validating or updating the risk context;
- determining whether the assessed risks are over- or under-estimated;
- ensuring controls are in place;
- ensuring the effectiveness of those controls;
- identifying new hazards, contributing factors, consequences and controls; and
- reviewing any outstanding actions.

14. Related documents

Workplace Safety and Wellbeing Framework – Safety Standard No. 8.

15. Definitions

N/A

16. Process Model

N/A

17. Procedure Owner

The General Manager (Corporate Services) is the procedure owner and the Workplace Safety and Wellbeing Manager is responsible for authoring and reviewing this procedure.

18. Document Control

WSW Document Number: WSW-PRO-005 – Risk and Hazard Management Procedure				
Version No.	**Revision Details:**	**Document Reviewer**	**Document Approver**	**Date of Revision**
1	Procedural Document Development.	DG	CL	12/10/2020

19. Appendix 1 - Risk Assessment and Hazard Management Flowchart