



Risk Management

Doc Reference: DoMN-WHMS 3.4

Version Number: 3.3

Purpose

To define how the Diocese of Maitland – Newcastle will identify, assess and control risks to health and safety throughout the organisation. This includes implementing and reviewing suitable control measures to ensure they are effective in minimising risks.

Scope

This procedure applies to all workers of the Diocese of Maitland – Newcastle (DoMN).

Definitions and Terms

Term	Definition
Competent Person	A person who has acquired the appropriate knowledge and skills to carry out a task through training, qualification or experience.
DoMN	Diocese of Maitland – Newcastle
Health and Safety Committee (HSC)	Health and Safety Committee. A representative group for workers in a workplace who meet in a cooperative way with management representatives to improve systems for managing health and safety in the workplace.
Hazard	A source or situation with a potential for harm in terms of injury or illness, damage to property, damage to the environment, or a combination of these events.
Health & Safety Representative (HSR)	Health and Safety Representative. A worker in an identified workgroup who is elected by the workers to communicate their safety issues to management.
Risk	A measure of the significance of a hazard taking into consideration the likelihood of an event occurring and the potential severity/consequence of such an event.
Risk Assessment	The overall process of estimating the level of risk of a particular activity or process.
Risk Control	Measures that eliminate or reduce a risk as far as practicable using the 'hierarchy of controls' where elimination of the hazard shall be the first to be considered.
Work Group	A group of workers who share similar WHS concerns and work conditions.

Responsibilities

Position	Responsibilities
Senior Managers	<ul style="list-style-type: none">Providing the resources to enable risk management activities to be undertaken; andTaking the views of workers into account when making decisions to control risks.Actioning any hazards reported by workers as soon as practicableDeveloping and maintaining the Hazard Register for the site.
WHS Manager	<ul style="list-style-type: none">Implementing risk management activities throughout the organisation;Organising training in hazard identification, risk assessment and control activities for workers;Consulting with workers when undertaking hazard identification, risk

Diocese of Maitland-Newcastle	Risk Management DoMN-WHMS3.4	
Issue Date: November 2012	Scheduled Review Date: June 2020	Document Owner: WHS Manager
Minor changes: June 2018	Controlled copy – uncontrolled on printing	Page 1 of 5



Risk Management

Doc Reference: DoMN-WHSMS 3.4

Version Number: 3.3

	<ul style="list-style-type: none">• assessment and control activities;• Maintaining and reviewing risk control measures;• Developing and maintaining Safe Work Procedures for hazardous work activities undertaken by DoMN workers.• Review the organisations Hazard Registers and report hazards open longer than 3 months to the Executive Managers.
HSRs/Committee Members	<ul style="list-style-type: none">• Assisting Managers including the Health and Safety Manager in hazard identification, risk assessment and control activities;• Reporting hazards and risks identified by workers to the relevant Manager and Health and Safety Manager;• Communicating to workers the results of any risk management activities;• Involving relevant workers in risk management activities; and• Assisting the Health and Safety Manager in developing and maintaining the Hazard Register and SWPs.
Workers	<ul style="list-style-type: none">• Reporting identified hazards immediately to Managers and/or HSR/Committee members;• Documenting identified hazards on a Hazard Report Form; and• Participating in hazard identification, risk assessment and control activities.

Procedure

1. The Risk Management Process

The risk management process consists of 4 essential steps to assist in minimising risks in the workplace:

1. Identify the hazard – through ad-hoc, specific and routine hazard identification activities.
2. Assess the risk – to determine the likelihood and consequence of a hazard resulting in an incident.
3. Control the risk – if the risk cannot be eliminated, then controls are to be determined in line with the 'hierarchy of controls'.
4. Review the risk controls – at a prescribed time after the controls have been implemented, it is important that these controls are reviewed to ensure they are still adequate, are being followed/used by workers and have not created or give rise to other hazards in the workplace.

2. Identifying Hazards

Hazards identified in the workplace may be associated with operations, work activities or the work environment, for example:

- Plant – including equipment and vehicles;
- Hazardous Chemicals – including handling, use and storage;
- Work practices – including work systems and shift working arrangements;
- Hazardous manual tasks - including musculoskeletal disorders and occupational overuse injuries;
- Hazardous Materials – e.g. asbestos installed/inherent in a place of work;
- Work premises – the layout and condition of a workplace including lighting and workstation design; and
- Work environment – including slips, trips or falls, contact with objects, noise, heat, cold, biological substances and workplace violence.

Diocese of Maitland-Newcastle	Risk Management DoMN-WHSMS3.4	
Issue Date: November 2012	Scheduled Review Date: June 2020	Document Owner: WHS Manager
Minor changes: June 2018	Controlled copy – uncontrolled on printing	Page 2 of 5

Risk Management

Doc Reference: DoMN-WHSMS 3.4

Version Number: 3.3

The identification of hazards in the workplace may be undertaken in a number of ways:

- Through ad-hoc identification by workers whilst conducting tasks and activities;
- Through routine and scheduled workplace inspections which are required to be conducted on a quarterly basis and documented using the Workplace Inspection Checklist;
- Through additional hazard identification and assessment tools that can be used to identify specific hazards as required; and
- Through investigation of incidents and near misses that occur.

Identified hazards should be actioned immediately (where safe to do so), reported to a Manager and documented on the Hazard Report Form. The completed form should be forwarded to the Manager and/or HSR/HSC member for action and close out and feedback provided to the worker/s who identified the hazard.

3. Assessing Risks

Where a hazard cannot be eliminated, a risk assessment shall be conducted using the Risk Assessment Form. The risk assessment should be conducted by a competent person in consultation with relevant or affected workers and HSR/HSC members (if applicable).

Determine the severity of risks by applying the risk matrix on the Risk Assessment Form (also provided in Appendix A) to determine the likelihood and consequence of a risk. The risk score will enable effective identification of priorities for risk control i.e. high risks should be attended to as a priority over low risks.

4. Controlling Risks

Following completion of the risk assessment, appropriate risk control measures must be determined and implemented to control identified hazards. Risks must be eliminated or minimised so far as is reasonably practicable according to the hierarchy of control. Elimination of the risk is the most effective and preferable option, with PPE at the bottom of the hierarchy being the least effective.

Hierarchy of Control	Elimination (most effective)	e.g. remove a noisy machine from a quiet area
	Substitution	e.g. replacing a hazardous chemical with non-hazardous one
	Isolation	e.g. contain a noisy machine within a soundproofed area
	Engineering	e.g. redesign equipment, use enclosures, guards or local exhaust ventilation
	Administration	e.g. policies, procedures, training, job rotation, signage.
	Personal Protective Equipment (PPE) (least effective)	e.g. hearing protection, safety glasses, hard hat, safety boots

5. Maintaining and Reviewing Risk Controls

Risk control measures must be maintained to ensure they remain effective in controlling the risk. This includes ensuring they are fit for purpose, suitable for the work and set up correctly.

Risk control measures must also be reviewed in the following circumstances:

- The control measure does not adequately control the risk e.g. monitoring activities show that the control measure is inadequate or an incident occurs, or
- Before a change at the workplace that may create a new risk and the existing measures may not effectively control e.g. changes to work environment, plant and equipment, system, process or procedure, or
- A new hazard or risk is identified, or
- Consultation indicates that a review is necessary, or
- A HSR requests a review.

Diocese of Maitland-Newcastle	Risk Management DoMN-WHSMS3.4	
Issue Date: November 2012	Scheduled Review Date: June 2020	Document Owner: WHS Manager
Minor changes: June 2018	Controlled copy – uncontrolled on printing	Page 3 of 5



Risk Management

Doc Reference: DoMN-WHSMS 3.4

Version Number: 3.3

The review of risk controls should take place in consultation with the HSR/HSC and affected workers to ensure all parties are satisfied the control measures have reduced the risk to a level deemed acceptable. If the control has not reduced the risk to an acceptable level then the process shall be repeated until such time that the risk level is acceptable.

6. Hazard Register

A Hazard Register shall be established for each DoMN and maintained and reviewed by the Senior Service Manager. All hazards identified through Workplace Inspection Checklists, Risk Assessments, and Hazard Notifications that can not be eliminated within 72 hours must be entered onto the site Hazard Register. Once a hazard is eliminated or permanently controlled the hazard register will be updated with the date and details of control.

Entries to the Hazard Register must never be deleted.

The WHS Manager will review all site Hazard registers monthly. Any entry older than three (3) months will be escalated by the WHS Manager to the Executive Management Team for review.

7. Risk Register

A Risk Register will be developed by the WHS Manager for the DoMN. The Risk Register will provides an overview of the key hazards or hazardous activities, risks and risk controls for the organisation which cannot be eliminated. The Risk Register will be developed as a result of hazard identification and risk assessment activities carried out in the organisation.

Key Risk Areas include:

- Isolated & Remote Work
- Working with Aggressive & Violent people
- Cash Handling
- Client Group Activities

The Risk Register shall be reviewed and updated on a minimum annual basis or in conjunction with any risk review undertaken. The Register will be made available to all workers via the WHS Manager.

8. Safe Work Procedures (SWPs)

Safe Work Procedures (SWPs) shall be developed for any medium to high risk work activities undertaken by DoMN workers (not including contractors). The SWP should document each key step in the work activity along with the hazards present, risk rating (obtained from the risk assessment) and the control measures implemented. Workers who undertake the activity in which the SWP is being developed for should be consulted in the process and trained in the outcome.

SWPs will be reviewed on a minimum annual basis or in conjunction with any risk control review undertaken.

Forms

- [Form 3.4a Hazard Report Form](#)
- [Form 3.4b Risk Assessment Form](#)
- [Form 3.4c Risk Register](#)
- [Form 3.4d Safe Work Procedures Template](#)
- [Form 3.4e Hazard Register Template](#)

References

- [How to Manage Work Health and Safety Risks Code of Practice](#)

Diocese of Maitland-Newcastle	Risk Management DoMN-WHSMS3.4	
Issue Date: November 2012	Scheduled Review Date: June 2020	Document Owner: WHS Manager
Minor changes: June 2018	Controlled copy – uncontrolled on printing	Page 4 of 5



Risk Management

Doc Reference: DoMN-WHMS 3.4
Version Number: 3.3

Appendix A – Risk Matrix

		CONSEQUENCE (how severe are the consequences?)				
LIKELIHOOD (How likely is an incident to occur?)		Extreme Numerous fatalities	Major Fatality or permanent disability	Moderate Long term serious injury and loss of time	Minor Medical Treatment	Insignificant Very minor injury with first aid and/or Property Damage
Almost Certain Could happen in most circumstances	Almost Certain Could happen in most circumstances	Very High	Very High	High	Medium	Medium
Likely Expected to happen occasionally	Likely Expected to happen occasionally	Very High	High	Medium	Medium	Low
Moderate Could happen sometime in a working life	Moderate Could happen sometime in a working life	High	Medium	Medium	Medium	Low
Unlikely Could happen only in unlikely circumstances	Unlikely Could happen only in unlikely circumstances	Medium	Medium	Medium	Low	Very Low
Rare Not expected to occur but could	Rare Not expected to occur but could	Medium	Low	Low	Very Low	Very Low

Control Action Priorities

Risk Score	Notification	Completion Timeline
Very High	Immediate Notification to Directors & WHS Manager	Immediate action required, and a permanent control to be implemented within 24 hours.
High	Immediate notification to Directors & WHS Manager	Immediate action required, and a permanent control to be implemented within 72 hours.
Medium	Notification to Direct Manager	Corrective action to be taken within 3-7 days
Low	Notification to Direct Manager	Corrective action to be taken within 1 month
Very Low	Notification to Direct Manager	Corrective action to be taken within 1-3 months

Diocese of Maitland-Newcastle	Risk Management DoMN-WHMS3.4	
Issue Date: November 2012	Scheduled Review Date: June 2020	Document Owner: WHS Manager
Minor changes: June 2018	Controlled copy – uncontrolled on printing	Page 5 of 5