



Operational Policy

**RISK MANAGEMENT
*Activities and Events***

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1. Introduction

For **NSWS**, risk management is the process of recognising situations which have the potential to cause harm to people, property or business, and ‘acting’ *as far as is ‘reasonably practicable’* to prevent the hazardous situation occurring or an individual being harmed. This relates to the current conduct of any activities or events being conducted by **NSWS**. The organisation is committed to;

- Being involved in health and safety issues
- Investing time and money in health and safety, and
- Ensuring health and safety responsibilities are clearly understood by all.

This policy has been developed with reference to the *NSW Work, Health and Safety Act 2011* and the *‘How to manage Work, Health & Safety Risks Code of Practice 2012’*.

2. Key Definitions

Persons Conducting a Business or Undertaking (PCBU)

under this definition, a board of directors are deemed to be a PCBU (*Workcover Authority of NSW Fact Sheet, 2011*)

Worker

‘a person who carries out work in any capacity for a person conducting a business or undertaking’ (*WHS Act 2011, s1.3.2.7*) it includes: employees, contractors or subcontractors, volunteers, trainees, and others

Workplace

‘a place where work is carried out for a business or undertaking and includes any place where a worker goes, or is likely to be, while at work’ (*WHS Act 2011, s1.3.2.8*)

Officer

‘an officer’ is a person who makes decisions, or participates in making decisions, that affect the whole, or a substantial part, of a business or undertaking and has the capacity to significantly affect the financial standing of the business or undertaking’. This includes directors, secretaries of the board & committee members. (*Workcover Authority of NSW Fact Sheet, 2011*)

Hazard

Refers to a situation or thing that has the potential to harm a person. Hazards relevant to the snowsports industry may include: noisy machinery, a moving skidoo, other skiers, exposure to cold environments, slips, trips and falls, manual handling tasks, a repetitive job, bullying and violence at the workplace. (*How to manage work, health & safety risks, Code of Practice 2012*).

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Risk

Risk is the possibility that harm (death, injury or illness) might occur when exposed to a hazard. (*How to manage work, health & safety risks, Code of Practice 2012*).

Risk Control

Risk Control means taking action to eliminate health and safety risks so far as is reasonably practicable, and if that is not possible, minimising the risks so far as is reasonably possible. Eliminating a hazard will also eliminate any risks associated with that hazard. (*How to manage work, health & safety risks, Code of Practice 2012*).

Reasonably Practicable

Refers to that which is, or was at a particular time, reasonably able to be done in relation to ensuring health and safety, taking into account and weighing up all relevant matters including:

- (a) the likelihood of the hazard or the risk concerned occurring, and
- (b) the degree of harm that might result from the hazard or the risk, and
- (c) what the person concerned knows, or ought reasonably to know, about:
 - (i) the hazard or the risk,
 - (ii) ways of eliminating or minimising the risk, and
- (d) the availability and suitability of ways to eliminate or minimise the risk, and
- (e) 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' (*WHS Act 2011, s2.1.2.18*)

3. Policy Outcomes

The most desirable outcomes of this policy are:

- to comply with all legislative requirements regarding work, health and safety
- to identify, assess and eliminate or control foreseeable *hazards* that may arise with the *workplace*
- to reduce or eliminate the number of accidents/incidents that occur in the *workplace*
- to apply precautionary preventative principles in decision making
- where *workplace hazards* cannot be eliminated, it is the organisations aim to control and lessen the *risk* of harm to *workers*

4. Policy Assessment

This policy and its procedures will be assessed by regular review to determine its effectiveness and to incorporate new information and legislative requirements. This will be determined in part by

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a reduction in accidents/incidents in the *workplace* and an expressed satisfaction with the procedures involved in its maintenance and use. It is expected that when an event is organised under the auspices of **NSWS** that a thorough independent risk assessment be carried out prior to the event going ahead. More detailed information on how this should occur is outlined in section 5 of this policy.

5. Policy

5.1 General

NSWS is committed to using *risk* assessment and *risk control* procedures to particularly reduce or eliminate *risks* to *workers*, and to all its business and property. *Risks* can include such things as:

- work, health and safety risks,
- commercial and legal risks,
- economic/ financial risks
- operational risks
- natural event risks

Risk management is the responsibility of the *PCBU* and its *officers*. It is essentially a practical and preventative way of finding and fixing *workplace* health and safety issues. Management will allocate tasks to *workers* to assist in the development of safe work procedures as they deem necessary.

This policy involves *officers* and *workers* in four main steps:

- Step 1 – Hazard Identification
- Step 2 – Risk Assessment
- Step 3 – Risk Control
- Step 4 – Risk Review

Officers and *workers* are to use the '**Risk Control Hierarchy**' in Section 5.4, the '**Risk Assessment Matrix**' in Section 9, and the '**Risk Register Template**' in section 9, to assist in developing risk management solutions for all activities and events.

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5.2 Step 1 – Hazard Identification

PCBU's and *workers* must work together to identify all potentially hazardous situations in their *workplace*, especially those which could result in any person being harmed or being placed at *risk* of harm.

Collectively they should:

1. regularly inspect work areas to identify issues and *hazards*
2. consider what accidents have happened already
3. consult with *workers* to identify factors that may be contributing to the *risk*
4. review relevant information regarding equipment and materials
5. ask themselves ‘what could happen and how could it happen?’ ‘how severe are the consequences?’ evaluate the likelihood occurring and the consequences that could result (use the risk assessment matrix in section 9 to do this).

All identified *hazards* should be recorded and kept on file using the ‘risk register template’ outlined in section 9 of this policy.

5.2.1 Special Events

Where special events are organised, event organisers must identify and assess, eliminate and review all potential *hazards* using the ‘risk register template’ and ‘risk assessment matrix’ found in section 9 of this policy. This should be submitted to the health and safety representative prior to the event going ahead. Once completed, all *hazards* and *risk control* measures must be implemented and communicated with all *workers* at the event. It is the responsibility of the event organisers to ensure that pre, during and post event *hazards* are managed where *reasonably practicable* and are communicated to all personnel involved in the event.

5.2.2 Facilities, Buildings and Lodges

Where a building facility is managed, all measures must be taken to ensure the safety of personnel. Regular safety inspections should be carried out, *hazards* identified and all *reasonably practicable* measures are to be taken in a prompt efficient manner in order to control or eliminate any *hazards*. Building and lodge managers must ensure that all areas of

the facility comply with legal specifications. See Safework NSW website for specific facility requirements.

5.3 Step 2 – Risk Assessment

Once a *hazard* has been identified, it must be determined how likely it is that someone could be harmed by the *hazard* and how serious the injury/incident could be. The qualitative ‘risk assessment matrix’ found in section 9 should be used when analysing and determining the level of *risk* for any work activity or event. Although all *hazards* should be deemed as important, the ‘level of *risk*’ will determine the priority and hence the urgency required when several *hazards* are identified at once. The level of *risk* for each *hazard* identified should be recorded on the ‘risk register’ located in section 9.

Officers, workers and event organisers should refer to current industry standards and procedures, in their assessment of *risks* in their particular *workplace* and environments. These include; the *WHS Regulations 2011* (which identifies *risks* for particular *hazards* and minimum control measures for certain known *hazards*), industry Codes of Practice and Australian Standards (which set out specifications for a range of equipment, products and materials to ensure that they are safe and of good quality).

5.4 Step 3 – Risk Elimination and Control

Having found that *hazards* do exist and that people can be at *risk* of injury or illness from them, there is a legal compulsion to do something about it. The *PCBU, its’ officers* and event organisers are required to ‘eliminate’ and ‘control’ these *hazards* or, if this is not *reasonably practicable*, the risk must be lessened to the lowest possible level. The *officers* should consult with *workers* and event organisers to ensure this happens. The following hierarchy of *risk control* is used in current legislation and will be implemented at **NSWS**. Control measures for individual *hazards* must be recorded in the ‘risk register’ located in section 9.

The ways of controlling risks are ranked from the highest level of protection and reliability to the lowest as shown in the 'risk control hierarchy' below.

Risk Control Hierarchy

Level	Control Measure	Description
1.	Eliminate	remove the hazard from the workplace completely. e.g. a dangerous jump on a junior course, cancelling events in extreme weather.
2.	Substitute	if removal isn't possible, replace equipment, materials with something less dangerous.
2.	Isolate	separate the hazard from people by distance or barrier. e.g. safety netting on race course
2.	Engineer	make a structural change. e.g. tapering and modifying the kicker on a jump
3.	Administrative	reduce or eliminate exposure to a hazard; document safe working procedures; arrange training and education implement policies and procedures
3.	Personal protective equipment	supply of individual protection as appropriate

The most important step in managing *risks* involves eliminating them so far as is *reasonably practicable*, or if that is not possible, minimising the *risks* so far as is *reasonably practicable*.

In deciding how to control *risks*, consultation with *workers* and their representatives who will be directly affected by this decision is essential. Their experience will help choose appropriate control measures and their involvement will increase the level of acceptance of any changes that may be needed to the way they do their job.

There are many ways to control risks. Some control measures are more effective than others. Consideration to various control options must be given and choose the control that most effectively eliminates the *hazard* or minimises the *risk* in the circumstances. This may involve a single control measure or a combination of different controls that together provide the highest level of protection that is *reasonably practicable*.

Some problems can be fixed easily and should be done straight away, while others will need more effort and planning to resolve. Of those requiring more effort, you should prioritise areas for action, focusing first on those *hazards* with the highest 'level of risk'.

Administrative controls and PPE should only be used:

- when there are no other practical control measures available (as a last resort)

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- as an interim measure until a more effective way of controlling the risk can be used
- to supplement higher level control measures (as a back-up).

The WHS Regulations include specific requirements if PPE is to be used at the *workplace*, including that the equipment is:

- selected to minimise *risk* to health and safety
- suitable for the nature of the work and any *hazard* associated with the work
- a suitable size and fit and reasonably comfortable for the person wearing it
- maintained, repaired or replaced so it continues to minimise the *risk*
- used or worn by the *worker*, so far as is *reasonably practicable*.

A *worker* must, so far as reasonably able, wear the PPE in accordance with any information, training or reasonable instruction.

5.5 Step 4 – Risk Management Review

At the completion of special events, a *risk* evaluation should be conducted to determine the effectiveness of the *risk control* measures that were put in place. In addition, future *risk control* measures are more effective where there is regular review of work procedures and consultation with your *workers* and their representatives. Risk reviews can be recorded using the 'Risk Register Template in section 9.

A review is required:

- when the *risk control* measure is not effective in controlling the *risk*
- 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 is necessary
- if a health and safety representative requests a review.

Consideration to the following questions should be given:

- Are the *risk control* measures working effectively in both their design and operation?

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- Have the *risk control* measures introduced new problems?
- Have all *hazards* been identified?
- Have new work methods, new equipment or chemicals made the job safer?
- Are safety procedures being followed?
- Has instruction and training provided to *workers* on how to work safely been successful?
- Are *workers* actively involved in identifying *hazards* and possible *risk control* measures?
Are they openly raising health and safety concerns and reporting problems promptly?
- Is the frequency and severity of health and safety incidents reducing over time?
- If new legislation or new information becomes available, does it indicate current controls may no longer be the most effective?

If problems are found, go back through the risk management steps, review your information and make further decisions about *risk control*. Priority for review should be based on the seriousness of the *risk*. *Risk control* measures for serious *risks* should be reviewed more frequently.

6. Record Keeping

Completed 'risk assessments' must be kept on file and used when reviewing similar activities. Copies should be lodged with the *PCBU* or *Officers* and updated every 12 months and/or earlier if a change in the task, environment or *hazard* occurs.

A risk management approach is required;

- for all organised events conducted under the auspices of **NSWS**.
- starting a new activity
- changing work practices, procedures or the work environment
- purchasing new or used equipment or using new substances
- planning to improve productivity or reduce costs
- new information about *workplace risks* becomes available
- responding to *workplace* incidents (even if they have caused no injury)
- responding to concerns raised by *workers*, health and safety representatives or others at the *workplace*
- required by the WHS regulations for specific hazards

7. Communicating the Policy

Consultation involves sharing of information, giving *workers* a reasonable opportunity to express views and taking those views into account before making decisions on health and safety matters. **NSWS** is committed to consulting with *workers* at each step of the *risk* management process. By drawing on the experience, knowledge and ideas of *workers*, we are more likely to identify all *hazards* and choose effective control measures.

All *workers* must report *hazards* when identified and where *reasonably practicable*, implement control measures.

When employing contractors', *officers* and event organisers should communicate safety requirements and policies, review the job to be undertaken, discuss any safety issues that may arise and how they will be dealt with.

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This Policy will be available on request and located for access on the **NSWS** website.

8. Training and Development

Information & Development in *hazard* identification, *risk* management procedures and safety issues relevant to the snowsports industry will be regularly disseminated via the **NSWS** website. The use of the *risk* assessment policy will be assessed periodically and any changes to work practices will be considered and if necessary incorporated into a revised version of the policy.

9. Forms

See next page for the '**Risk Register Template**' & '**Risk Assessment Matrix**', which is also available from the **NSWS** website. A risk Assessment must be completed and returned to **NSWS** prior to any event going ahead.

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