

# PROCEDURE

## WHS Risk Management



Issued with the authority of the Chief Commissioner  
and Chief Executive Officer of Scouts Australia NSW

Chief Commissioner signature		Chief Executive Officer signature	
Sponsor	Head of Risk		
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# WHS Risk Management

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# 1 Purpose and scope

Scouts Australia NSW is a volunteer organisation that has paid workers and subsequently, has responsibilities under WHS laws. Our volunteers are called workers under WHS laws and they have the same WHS obligations as a paid worker. Therefore, Scouts Australia NSW WHS Procedures apply to workers, members and volunteer supporters (which are all described collectively in the WHS Procedures as *workers*).

The key to a safer workplace and youth programme delivery environment is a culture where people are 'risk aware'. Under WHS laws, Scouts NSW has a duty to eliminate risk in its work activities, or where elimination is not feasible, to minimise the risk. The same risk management approach is applied to Scouting recreational activities, in order to provide a safe and healthy Scouting environment.

This procedure applies to *work* as well as *recreational activities*. It includes hazard identification, risk assessment and risk mitigation (or *control*), monitoring and review.

## 2 Responsibilities

Although Scouts NSW aims for everyone to be risk aware, a higher level of responsibility lies with those who have control over certain aspects of the organisation's activities and sites. People who organise events or manage other people or sites, have a greater opportunity to influence health and safety.

Therefore, these people are required to follow procedures designed to assist them manage the risks within the scope of their responsibility:

**Leaders of Youth.** Defined as persons holding a Certificate of Adult Leadership in a Youth Section, are required to conduct risk assessments and control risks in line with this procedure when leading youth activities.

**Risk Practitioners-** persons who generally operate at a higher level, typically to lead or manage other adults, major events, Scout camps, activities or activity centres, manage or purchase assets.

## 3 When to conduct a risk assessment

All of us identify hazards and make decisions to manage risk informally on a daily basis eg. when walking, lifting something or making a cup of tea. This risk-based decision making is integral to Scouts NSW risk aware culture. However, certain organisational situations require a more formal approach to risk management. This is where a formal (documented) risk assessment is to be undertaken by the *leader of youth* or *risk practitioner* responsible, in consultation with other stakeholders or experts.



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Risk assessments can be performed, either formally (documented) or informally. WHS laws do not expressly require all risk assessment to be documented, however, documenting your risk assessment on a risk assessment form provides evidence of completion. In addition, the form provides a framework to encourage a more structured approach, which is important when considering more complex risks. Our duty to manage risks remains, regardless of whether we have documented a risk assessment or not.

Risk assessments are required for situations involving health and safety risks including:

- When planning major Scouting events
- When planning scouting activities that involve health and safety risks not already covered by existing protocols such as risk assessments, Standard Operating Procedures (SOP's) or Leader Support Guides (LSG's).
- Prior to making changes or performing activities that could impact health and safety eg new or modified workplaces, working bees, gang shows, new or modified plant, equipment.
- Hazardous manual *work* tasks (refer to the Code of Practice, Hazardous Manual tasks).
- Designing modified or new structures that might impact health and safety – eg activity infrastructure, amusement devices
- Planning a new or modified youth activity that involves health and safety hazard
- When new hazards are identified for an activity that already has a risk assessment completed
- Immediately prior to the activity taking place eg the affect of weather conditions or unexpected hazards being present on the day.

Risk assessments are documented preferably on the Scouts NSW Risk Assessment Form. Other appropriate templates may be used as long as they have the following minimum characteristics:

1. Description of Activity,
2. Date of assessment
3. Name(s) of person(s) conducting the assessment
4. Various steps of the activity
5. Hazards identified associated with each step of the activity
6. Controls to be implemented
7. Residual risk level (expressed in the Scouts NSW matrix)
8. Person responsible for implementing the controls
9. Signature of review by manager.

## 4 The risk management cycle

Risk management is an ongoing process. Leaders of youth and risk practitioners should manage risk prior to an activity commencing, and then continue to monitor locations and activities while they progress.

See [Appendix 1](#) in this procedure for an overview of the risk management process.



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## Step 1 - Identify the hazards and associated risks

Hazard identification takes place based on current information that is available. Sources of hazard identification include:

- Past incident reports relating to the same task or similar tasks
- Visual inspection of the workplace with a walk through inspection of plant and equipment.
- Testing and auditing reports from workplace.
- Consultation with workers, members and other stakeholders.
- Discussions with designers, manufactures, suppliers or any other relevant party who may assist in the identification of a potential hazard or hazardous situation in the workplace.

Examples of hazards and their associated risks are:

Hazard	Risk
Sun	Sunburn
Water	Drowning
Uneven terrain	Slips, trip, falls
Wind	Hit by unsecured objects
Snakes	Snake bite
Electricity	Electric shock electrocution
High ropes	Fall from height

## Step 2 - Assess the risks

Assessing risk involves considering the causes of exposure to the hazards identified, and then the likelihood and consequence of each cause. Risks are initially assessed as *current state* i.e. taking into account any actions that have *already* been taken to mitigate risk (i.e. controls that are already in place).

See Appendix 2 for descriptors of likelihood and consequence.

Initially when estimating likelihood and consequence, take into account the *existing* risk mitigation methods or *controls* (if any). In subsequent stages, estimate the likelihood and consequence taking into account the risk mitigation methods you *plan* to put in place, to provide you with the expected residual risk level.

**Causes** – consider realistic causes for exposure to each hazard you identified. Each hazard might have multiple causes. Treat each cause separately (i.e. on a separate row of the risk assessment sheet), as each cause might require a different mitigation method.

**Likelihood** – for each hazard and cause, estimate the realistic frequency or probability of exposure to the hazard. Use the likelihood descriptor shown in Appendix 2 of this procedure.



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**Consequence** - for each hazard and cause, estimate the realistic outcome from exposure i.e. realistically, what will be the severity of the injury. Risk practitioners should also consider the consequence of non- physical risk associated with WHS eg legal risk, reputational risk.

Once you have estimated the likelihood and consequence for each hazard, use the *risk level or impact table in Appendix 2* to determine the *risk level or impact*. Then use the *Risk priority table* for the recommended course of action.

### Step 3 - Treat / control the risks

Performing a formal risk assessment allows you to carefully consider the various ways in which a risk can be controlled. The available risk treatment options are listed below. You may need to apply multiple options.

- eliminate the risk
- apply Standards and /or Codes of Practice
- reduce the likelihood of occurrence
- reduce the consequences
- refer to the hierarchy of controls

**Eliminate the risk** - Clearly the most effective way to control a hazard is to eliminate it. Sometimes elimination is a reasonable course of action that must be taken for example, dispose of a broken piece furniture or fix a water leak. However, where elimination is not feasible, controls must be put in place to reduce risk *so far as is reasonably practicable*.

**Apply Standards and /or Codes of Practice** - if there is a provision within the legislation or mandated standards relating to hazards you have identified then you *must* apply the controls in the way specified. If there is a relevant non-mandated Code of Practice (C.O.P.) or Standard, you *should* do what the C.O.P. says, unless you can demonstrate via your risk assessment, that the method you have chosen is more effective at reducing risk. C.O.P.'s may not be mandatory under WHS laws however their practices do provide an indication of what is considered *reasonably practicable*. All C.O.P.'s are freely available on the SafeWork NSW website. Copies of Standards documents (eg Australian / NZ Standards) generally must be purchased.

**Reduce the likelihood of occurrence** – Think of ways that you can reduce the probability of exposure eg supervising activities closely, locating the activity away from a wasp nest, placing guards on hazardous equipment, develop SOP's and procedures.

**Reduce the consequences** – think of ways that you can reduce the consequence should exposure occur eg use fall arrest systems, wear safety boots, develop rescue plans, SOP's and procedures.

**Refer to the hierarchy of controls** - Always aim to eliminate a hazard, which is the most effective control. If this is not reasonably practicable, you need to minimise the risk by working through the other alternatives in the hierarchy. The hierarchy of controls lays out, in order of effectiveness,



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various types of risk mitigation techniques. See [Appendix 3 Hierarchy of Controls](#) in this procedure.

It is common to apply multiple risk techniques to control one hazard. Similarly, it is rarely effective to apply only administrative controls or PPE - instead they should be used in addition to, and to support, the higher level controls such as substitution, isolation or engineering.

For each control measure, consider whether in fact a new hazard has been introduced. If so, add this risk to the risk assessment and proceed to analyse and assess it in the described way, or alternatively, select an alternative and more suitable control.

#### Step 4 - Review the risks (re-rate)

Once you have identified the additional control measures you plan to implement, repeat the Risk assessment step (i.e likelihood and consequence, risk level) to reveal the residual risk i.e. the expected risk once these additional control measures are applied). Again, use the *risk level table in Appendix 2* to determine the *risk level* and recommended action for the residual risks.

Communicate the planned controls to the person responsible.

#### Step 5 – Implement the controls

The manager, or other responsible person as indicated on the risk assessment, is responsible for implementing control measures.

#### Step 6 - Monitor the risk - in the lead up to the activity and during the activity

Prior to conducting the task or activity, take into account the current (or predicted) conditions eg hot weather, absence of a supervisor, strong river currents etc.

Once introduced, the control measures should be monitored to ensure they are working correctly, and have not introduced new hazards. This can be done via observation (especially initially), consultation, WHS inspections etc

See [Section 3 When to conduct a WHS assessment](#), for other situations that trigger a review of the risk assessment.

## 5 Routine risks

Some WHS risks exist broadly across the organisation and therefore the risk has been assessed on behalf of the entire organisation and can be managed using a consistent and routine approach. For these types of



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risks, WHS procedures or Standard Operating Procedures, Fact Sheets etc have been documented, taking into account the risk profile of Scouts NSW.

Subsequently, separate risk assessments need not be performed unless the task or the situation is outside of the scope of the procedure, or if the procedure or SOP requires that site-specific or event-specific risk assessments be performed.

## 6 Records/References

- WHS Volunteers Guide (Safe Work Australia)
- Scouts Australia NSW WHS Policy and Framework
- Completed Risk Assessments
- WHS Code of Practice, Risk Management
- Scouts Australia National Risk Management Program (dated 2006)
- SAIT "Scoutsafe" e-learning module
- WHS Legislation eg. Clauses 34-38

## 7 Associated Forms

- 18.1 Risk Assessment form (5 x 5 for leaders of adults)
- 18.2 Risk Assessment form (3 x 3 for Leaders of Youth)

*Whenever this procedure is revised, the sponsor of this procedure will review the above forms, to determine whether the changes made to the procedure impact the forms. If changes are required, the sponsor must also make the appropriate revisions to the forms.*

## 8 Appendices

- Appendix 1 – Flow Chart of WHS Risk Management Process
- Appendix 2 - Scouts Australia Risk Assessment Tool
- Appendix 3 - Hierarchy of Controls
- Appendix 4a –WHS Risk Assessment Template for Leaders of Adults
- Appendix 4b –WHS Risk Assessment Template for Leaders of Youth

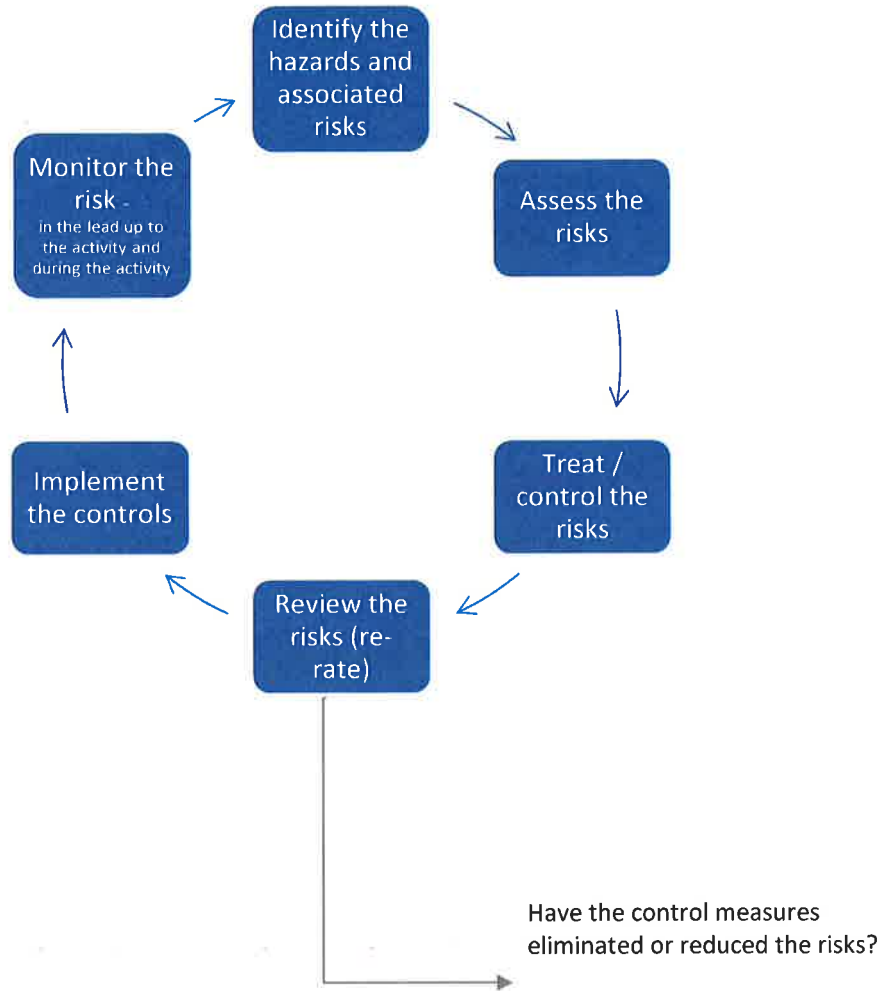


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## Appendix 1 - WHS Risk Management Cycle



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## Appendix 2 Scouts Australia Risk Assessment Tool

Scouts Australia NSW follows the Scouts Australia National Risk Management System which uses two levels of Risk Management:

1. Leaders of Youth (defined as all persons holding a Certificate of Leadership in a Youth Section) will follow an abbreviated '3 by 3' risk framework when leading youth activities.
2. Risk Practitioners – ie people lead or manage other adults, major events, Scout camps, activities or activity centres, manage or purchase assets follow a '5 by 5' table i.e with two additional categories.

### Likelihood

The first step in risk management is to understand the likelihood of the risk happening. This is the probability or frequency with which an event may occur.

Consider the frequency or probability of the risk occurring. Assess the likelihood from your experience, your knowledge and information available such as:

- past injuries and near misses
- relevant experience and knowledge
- research literature eg department of health
- information from local authorities eg from councils, rural fire services
- current conditions – eg expected seasonal conditions and conditions on the day

#### Likelihood descriptors for leaders of youth

Likelihood	Description
Likely	The event is expected to occur during the activity
Possible	The event is not expected to occur during the activity
Unlikely	The event is conceivable but highly unlikely to occur during the activity.

#### Likelihood descriptors for risk practitioners

Likelihood	Description
Almost Certain	The event is expected to occur in most circumstances
Likely	The event will probably occur in most circumstances.
Possible	The event might (or should) occur at some time
Unlikely	The event could occur at some time
Rare	The event may only occur in exceptional circumstances.



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## Consequence

Consider what will happen if the event occurs. Consequences should always be determined from the organisational perspective (context). It is imperative that Scouts Australia as an entity can withstand and recover from any negative impact that may result from its risk exposure.

### Consequence descriptors for leaders of youth

Consequence	Description
<b>Minor</b>	Low level impact that may require first aid treatment which should not affect the activity being conducted
<b>Moderate</b>	Medium level impact that may require medical treatment which may require adjustment of the activity
<b>Major</b>	High level impact with extensive injuries which may require cancellation of the activity

### Consequence descriptors for risk practitioners

Descriptor	Example Detail Description
<b>Insignificant</b>	Most likely, no injury would result. Low level impact with negligible consequences on the Branch aim or activity objectives that can be controlled by routine management procedures (no injuries, negligible financial loss or disruption to non-essential infrastructure/data)
<b>Minor</b>	First Aid would likely be needed. The consequences would threaten the efficiency or effectiveness of achieving some aspects of Scouts Australia's aim or activity objectives, requiring management effort to minimise impact (minimal financial loss, injuries requiring first aid only, minor "reputational" impact or disruption to non-essential infrastructure/data)
<b>Moderate</b>	Medical Treatment and/or time off work would likely be required. A significant/medium potential of affecting the achievement of Scouts Australia's aim or activity objectives (moderate financial loss or "reputational" impact, injuries requiring medical treatments only, medium term loss of some essential infrastructure/data)
<b>Major</b>	Extensive or serious injuries requiring hospitalisation or specialist treatment. A very high potential to impair the achievement of Scouts Australia's aim or activity objectives (major financial loss or "reputational" impact, significant work, health and safety incidents, long term loss or some critical infrastructure/data)
<b>Catastrophic</b>	Death, permanent disability or multiple serious injuries. An extreme potential to threaten the sustainability of the organisation or its aims and activities (huge financial loss or "reputational" impact, very serious work, health safety and welfare incident/s permanent loss of critical infrastructure/data).



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## Risk level or 'impact'

Combining the estimates of the *likelihood* and *consequences* of the event occurring, it is possible to calculate the level of the risk that will result from the event

### Impact table for Leaders of Youth

Consequence Likelihood	Minor	Moderate	Major
Likely	<b>Medium</b>	<b>High</b>	<b>High</b>
Possible	<b>Low</b>	<b>Medium</b>	<b>High</b>
Unlikely	<b>Low</b>	<b>Low</b>	<b>Medium</b>

### Impact table for risk practitioners

Consequence Likelihood	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	<b>Significant</b>	<b>Significant</b>	<b>High</b>	<b>High</b>	<b>High</b>
Likely	<b>Moderate</b>	<b>Significant</b>	<b>Significant</b>	<b>High</b>	<b>High</b>
Possible	<b>Low</b>	<b>Moderate</b>	<b>Significant</b>	<b>High</b>	<b>High</b>
Unlikely	<b>Low</b>	<b>Low</b>	<b>Moderate</b>	<b>Significant</b>	<b>High</b>
Rare	<b>Low</b>	<b>Low</b>	<b>Moderate</b>	<b>Significant</b>	<b>Significant</b>

**The outcome** of this ranking exercise is the subjective ranking of significance for each identified risk. Action needs to be considered in direct relation to the ranked significance of risk. As well as an individual risk score, each risk is also placed within one of the four broad categories as detailed in the Level of Risk Matrix.



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## Risk priority

Identifying the impact of each Risk, allows us to evaluate the *Risk Priority*. In each situation a decision has to be made on whether to accept the risk, to reduce the risk or to avoid the risk.

### Risk Priority for Employed Staff, Leaders of Adults or Risk Practitioners

Priority	Action
<b>High</b>	A high risk is one that must be dealt with immediately and will require a detailed action plan. The Regional Commissioner (or equivalent) normally monitors high risks.
<b>Medium</b>	A medium risk is one that should be dealt with after attending to high level risks and will require an action plan. The Group Leader normally monitors medium risks.
<b>Low</b>	A low risk is one that can be treated by applying routine procedures at the lowest (Section) level.

### Risk priority descriptors for employed staff, leaders of adults, managers of major events and those managing property risks

Priority	Action
<b>High</b>	A high risk is one that must be dealt with immediately. Executive management normally monitors high risks.
<b>Significant</b>	A significant risk is one that should be dealt with after attending to high level risks. Senior managers normally monitor significant risks.
<b>Moderate</b>	A moderate risk is one that can be dealt with by applying routine procedures and is normally dealt with by local managers at the Branch/Group level.
<b>Low</b>	Risks in this category may be accepted but should be monitored periodically to ensure the rating does not change.

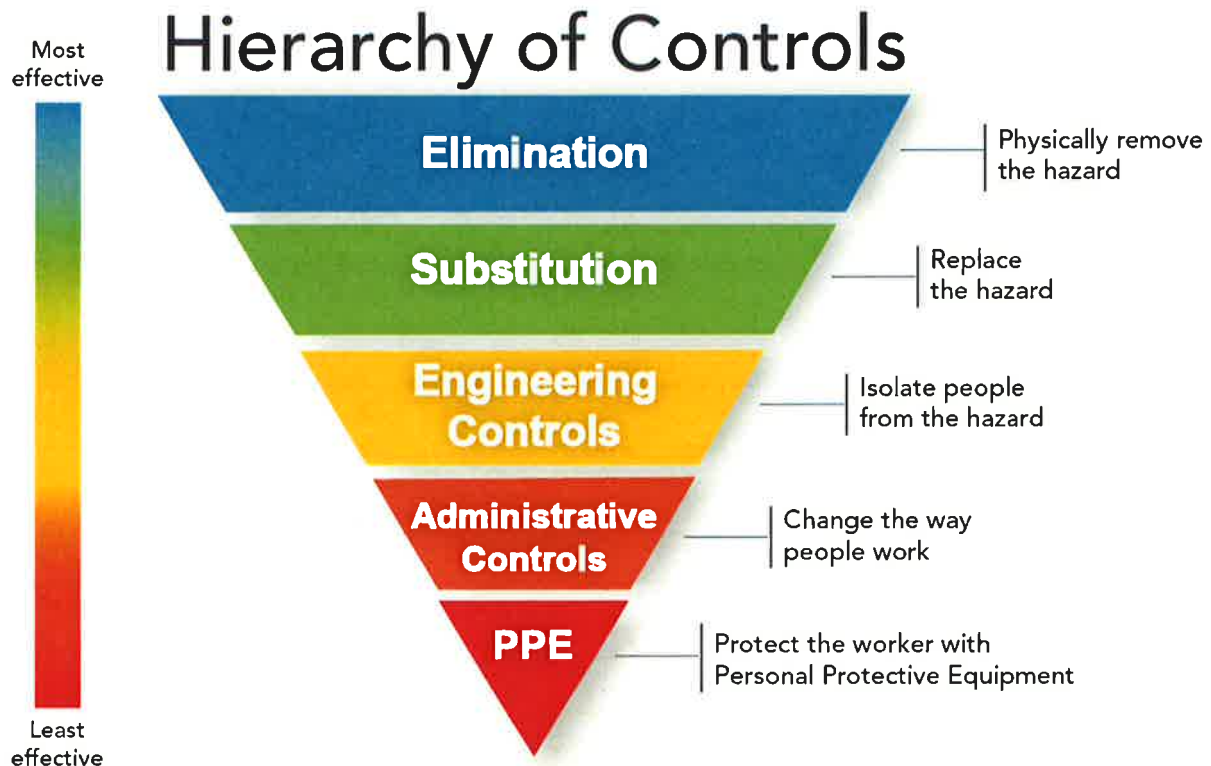
The decision to accept a risk without further assessment or risk treatment will need to be made on the basis of the likelihood and consequences of the risk occurring, and the ability of Scouts Australia to absorb or recover from the risk exposure should the risk manifest. Where the level of the risk is not accepted, further actions and risk treatments will be needed to reduce any residual risk levels to as low as possible before the risk is finally accepted and signed off.



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## Appendix 3 Hierarchy of Controls



Control	Examples
Elimination	Get rid of the hazard altogether eg dispose of unnecessary hazards, or design the problem out.
Substitution	Substitute a harmful chemical with a less hazardous one. eg. substitute a noisy piece of plant with a less noisy product, or Water based chemicals rather than solvent based.
Isolation	Physical control of access to work areas. eg. install guards on machinery, locate a noisy machine in a separate room
Engineering	Design and install equipment to counteract the hazard. Eg. fit an automated machine cut-out device, add ventilation for hazardous substances.
Administration	Administrative efforts to support the higher level controls. Very important but rarely effective on their own as they depend on human vigilance. eg. training and information, warning labels, job rotation, work permits, SOP's.
PPE	PPE can still be required when all higher level controls are implemented and a risk remains. Can be essential, but rarely effective on their own as they depend on human vigilance. eg. harnesses and safety lanyards, hard hats and safety footwear, high viz.



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# Appendix 4a –WHS Risk Assessment Template for Leaders of Adults

## 18.1 WHS Risk assessment form (5x5 for Leaders of Adults)

Activity or event being assessed:	Date:
Assessed by:	Leader in Charge or Manager's name:
Consulted:	Leader in Charge or Manager's Signature:
Group, site or event name:	



L = Likelihood Almost Certain (A): Expected to occur during the activity Likely (B): Will probably occur during the activity Possible(C): Might occur during the activity Unlikely (D): Not likely to occur during the activity Rare (E): Exceptional circumstances.	Risk Level				
	Insignificant (1) Significant(S) Moderate(M) Low(L)	Minor (2) Significant(S) Moderate(M) Low(L)	Moderate (3) High(H) Significant(S) Moderate(M)	Major (4) High(H) Significant(S) Significant(S)	Catastrophic (5) High(H) High(H) High(H) High(H)
<b>C = Consequence</b> Insignificant (1): No injuries Minor (2): First aid treatment only Moderate (3): Medical treatment only Major (4): Long term illness or serious injury Catastrophic (5): Death or permanent disability Hint: Select the most "realistic" consequence, rather than the "most possible" consequence.					

ACTIVITY / TASK	LIST THE HAZARDS / RISKS	L/C	RISK LEVEL	CONTROL MEASURES	L/C	RESIDUAL RISK LEVEL	Person responsible for implementing and monitoring
EXAMPLE: eg walking around campsite	eg snake bite	C/3	C/3	eg antiseptic cover, help to town street, make sure to call strait away	E/3	M	Leader in charge

SAMPLE FORM ONLY - DO NOT USE  
Actual form is posted on Scouts website

# Appendix 4b –WHS Risk Assessment Template for Leaders of Youth

## 18.2 WHS Risk assessment form (3x3 for Leaders of Youth)



Activity or event being assessed:	Date of assessment:
Assessed by:	Leader in Charge or Manager's name:
Consulted:	Leader in Charge or Manager's Signature:
Group, site or event name:	

L = Likelihood Likely (A): The event is expected to occur during the activity Possible (B): The event is not expected to occur during the activity Unlikely (C): The event is conceivable but highly unlikely to occur during the activity	C = Consequence Minor (1): Low level impact that may require first aid treatment Moderate (2): Medium level impact requiring medical treatment Major (3): High level impact with extensive injuries Hint: Select the most "realistic" consequence, rather than "worst possible" consequence.	Risk Level		
		Minor (1)	Moderate (2)	Major (3)
Likely (A)	Likely (A)	Medium (M)	High (H)	High (H)
Possible (B)	Possible (B)	Low (L)	Medium (M)	High (H)
Unlikely (C)	Unlikely (C)	Low (L)	Low (L)	Medium (M)

ACTIVITY / TASK	LIST THE HAZARDS / RISKS	L / C	RISK LEVEL	CONTROL MEASURES	L / C	RESIDUAL RISK LEVEL	Person responsible for implementing and monitoring
EXAMPLE: eg walking around grounds	eg triable site	B / 2	M	eg enforce access barrier, keep to main area, make nose to side drives away	C / 2	M	Leader in Charge

SAMPLE FORM ONLY - DO NOT USE  
Actual form is posted on scouts website

