Policy Directive

Work Health & Safety Policy Suite

Document Number: PD_005

Summary:

Tropical Fruits Inc is committed to achieving and maintaining thebest possible standard of health, safety and welfare at work for all its employees, volunteers and others working at or visiting The Tropical Fruits Inc workplaces. Through planning and design and through facilitating effective WHS Consultation. Tropical Fruits will employ an awareness of risk management principles and extensive practice of these principles at all levels of the organisation.

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Previous Review Dates: n/a

CONTENTS:

1. WHS Policy
2. WHS Planning & Design
3. WHS Consultation
4. Risk Management Framework

Version number	Date of issue	Lead author/ reviewer	Consultative panel	Significant changes on previous version
PD0001-4/1	5/2020	Stephen Paul Fire Safety Consultant	Marie Reilly Ali Corfield Kam Mcneil	New Policy approved by committee
PD005/2	8/2021	Marie Reilly	Committee	Revisions approved by committee

Policy Directive

Work Health & Safety Policy

Document Number: PD_005.1

Summary: Tropical Fruits is committed to achieving and maintaining the best possible standard of health, safety, and welfare at work for all its employees, volunteers and others working at or visiting Tropical Fruits workplaces.

Contents:

1. Introduction
2. Aims/Expected Outcomes
3. Policy Statement
4. Principles
5. Definitions
6. References and Links

1. Introduction:

Tropical Fruits is committed to achieving and maintaining the best possible standard of health, safety, and welfare at work for all its workers or those visiting Tropical Fruits workplaces.

Tropical Fruits will achieve this by adopting a pro-active risk management approach in accordance with the NSW Work Health and Safety (WHS) legislation 2011.

The risk addressed by this policy:

Injury or illness to workers, volunteers, visitors, or others that arise from the operation of facilities or services in the Association's name. Damage or loss of property or equipment.

2. The Aims / Expected Outcome of this policy:

Tropical Fruits is committed to achieving and maintaining the best possible standard of health, safety, and welfare at work for all its employees and others working at or external to Tropical Fruits workplaces. This policy will improve work health and safety within the Tropical Fruits, assist with meeting compliance with the NSW Work Health and Safety (WHS) legislation 2011 and further the Tropical Fruits strategic goals related to workplace safety.

Related Policies
WHS Planning & Design
WHS Consultation
Risk Management Framework

3. Policy Statement

Tropical Fruits is committed to achieving and maintaining the best possible standard of health, safety, and welfare at work for all its workers and others working at or external to Tropical Fruits through the implementation of the WHS policy.

Tropical Fruits will achieve this by adopting a proactive risk management approach in accordance with the NSW WHS legislation 2011. The overall strategy is to provide a systematic program to manage WHS beyond legislative compliance.

Under the NSW WHS legislation a duty holder including a 'person conducting a business or undertaking' (PCBU), worker, visitor must ensure health and safety in the workplace by eliminating hazards/risks at best, and if not, then minimising them so far as is reasonably practicable.

Officers of the PCBU must show due diligence to ensure the PCBU complies with its duties and obligations and implements WHS programs in the workplace effectively.

4. Principles

4.1 WHS Responsibilities

4.1.1 Tropical Fruits Committee

Tropical Fruits (being the PCBU) will facilitate a safe work environment and exercise due diligence to ensure it fulfills its health and safety obligations as far as reasonably practicable under the NSW WHS Act 2011 by:

- Acquiring and keeping up to date knowledge of work health and safety matters and the risks and hazards associated with the operation.
- Promoting a safety culture through leadership and proactive risk management.
- Establishing, promoting, monitoring, and reviewing a WHS system based on a riskmanagement approach.
- Providing the appropriate resources and facilities for WHS.
- Providing and/or monitoring the provision of training, instruction and information to all workers.
- Demonstrating commitment to monitoring performance and implementation of a continuous improvement system for WHS.
- Ensuring Tropical Fruits has, and implements, processes for complying with any legal duty or obligation including consultative mechanisms required as a Person in Control of a Business or Undertaking (PCBU)

4.1.2 Managers and Supervisors:

Managers and supervisors have a responsibility for the health and safety of those workers that work under their direction. They must:

- Undertake training as necessary to understand and implement their WHS responsibilities competently.
- Comply with Tropical Fruits policies and procedures.
- Manage risks by eliminating health and safety risks so far as is reasonably practicable. If unable to immediately eliminate a hazard, then use a risk management approach to identify, assess (where required) and control work hazards.
- Ensure the workers under their control receive information, instruction and training as required for professional development and to ensure they are competent to perform their duties.
- Provide safe and reliable equipment.
- Provide adequate facilities for workers including toilets, drinking water, washing facilities, and eating facilities.
- Supervise workers under their direction to ensure they follow safe work practices
- Consult with workers regarding changes in their workplace or health and safety issues.
- Develop prioritorised action plans to rectify and improve WHS deficiencies.
- Participate in regular hazard inspections and safety audits.
- Ensure effective hazard and incident management through the investigation of hazards and incidents and development of effective prevention strategies.
- Ensure the appropriate provision of first aid, and access to assessment, treatment, rehabilitation and compensation is provided as required.

4.1.3 Workers (including and not limited to employees, volunteers, students and contractors)

Workers must take reasonable care for the safety of themselves and others in the work place. They must:

- Understand their WHS responsibilities under the NSW WHS Act and Regulation 2011.
- Participate in induction and training as required for professional development and to ensure they are competent to perform their duties.
- Comply with Tropical Fruits policies and procedures.
- Follow safe work practice at all times.
- Use all prescribed personal protective equipment in accordance with directions and report any faults.
- Cooperate and participate in measures to assess and control workplace hazards.
- Report any hazards and incidences to a supervisor or manager in a timely manner.
- Participate in WHS consultation arrangements.

4.2 Work Health and Safety Consultation

Consultation between PCBU and workers (employees, contractors, subcontractors, volunteers, students and placements etc) is a requirement of the WHS legislationand an essential component of managing health and safety.

Tropical Fruits Inc is committed to facilitating effective consultation WHS mechanisms that will ensure everyone has an opportunity to express their views about any matters that effect their health and safety as specified in Work Health and Safety (WHS) Consultation.

5. Definitions

Due diligence - Officers must exercise due diligence, which at its simplest, requires an officer to concentrate on managing the work health and safety (WHS) risks of the business or undertaking. An officer is a broad term that applies to people who can make decisions that significantly affect a business or undertaking.

PCBU - The ‘person conducting the business or undertaking’ (PCBU) applies to individuals and organisations that are legal entities conducting a business or undertaking

Reasonably practicable means doing what is effective and possible to ensure the health and safety of workers and others. The PCBU, when determining what is reasonably practicable, should take into account: the likelihood of the hazard or risk occurring, the degree of harm from the hazard or risk, knowledge about ways of eliminating or minimising the hazard or risk , the availability and suitability of ways to eliminate or minimise the risk. The more likely the hazard or risk is, or the greater the harm that may result from the hazard, the less weight should be given to the cost of eliminating or minimising the risk.

Risk Management – is a proactive process that helps to change and facilitate continuous improvement. It should be planned, systematic and cover all foreseeable hazards and associated risks. The Risk Management code of practice sets out four steps in the risk management process which involve identifying hazards, assessment of risks (if necessary), control risks through implementation of the most effective measure that is reasonably practicable and review of these control measures.

Worker- The definition of a ‘worker’ includes any person who carries out work for a ‘person conducting a business or undertaking' (PCBU). This term 'worker' includes any person who works as an: employee, trainee, volunteer, out worker, apprentice, work experience student, contractor or sub contractor, employees of a contractor or sub-contractor, employee of a labour hire company assigned to work for a PCBU.

6. References and links

NSW Work Health and Safety Act 2011

NSW Work Health and Safety Regulation 2011

TROPICAL FRUITS WORK HEALTH AND SAFETY POLICY SUMMERY

Tropical Fruits is committed to achieving and maintaining the best possible standard of health, safety and welfare at work for all its workers and those visiting Tropical Fruits workplaces. Tropical Fruits will achieve this by adopting a pro-active risk management approach in accordance with NSW WHS legislation.

WHS RESPONSIBILITIES

Workers – Includes employees, volunteers, contractors, and subcontractors	Managers / ICs/ Supervisors	Committee Members
• Understand their WHS responsibilities under the NSW WHS Regulation 2011 • Participate in induction and training as required for professional development and to ensure they are competent to perform their duties • Comply with Tropical Fruits policies and procedures • Follow safe work practices at all times • Use all prescribed personal protective equipment in accordance with directions and report any faults • Cooperate and participate in measures to assess and control workplace hazards • Report any hazards and incidents to a supervisor or manager in a timely manner • Participate in WHS consultation arrangements	• Undertake training as necessary to understand and implement their WHS responsibilities competently • Comply with Tropical Fruits policies and procedures • Manage risks by eliminating health and safety risks so far as is reasonably practicable. If unable to immediately eliminate a hazard, thenuse a risk management approach to identify, assess (where required) and control work hazards. • Ensure the workers under their control receive information, instruction and training as required for professional development and to ensure they are competent to perform their duties. • Provide safe and reliable equipment • Provide adequate facilities for workers including toilets, drinking water, washing facilities, and eating facilities • Supervise workers under their control to ensure they follow safe work practices • Consult with workers regarding changes in their workplace or health and safety issues • Develop prioritised action plans to rectify and improve WHS deficiencies • Participate in regular hazard inspections and safety audits • Ensure effective hazard and incident management through the investigation of hazards and incident, development of prevention strategies • Ensure the appropriate provision of first aid and access to assessment, treatment, rehabilitation & compensation is provided as required	• Acquiring and keeping up to date knowledge of WHS matters and the risks and hazards associated with the operation of Tropical Fruits • Promoting a safety culture through leadership and proactive risk management • Establishing, promoting, monitoring and reviewing a WHS system based on a risk management approach • Providing the appropriate resources and facilities for WHS • Providing and/or monitor the provision of training, instruction, and information to all workers • Demonstrating commitment to monitoring performance and implementation of a continuous improvement system for WHS • Ensuring Tropical Fruits has and implements processes for complying with any legal duty or obligation including consultative mechanisms required as a PCBU

Visitors, clients, and patrons at Tropical Fruits

Visitors, members and patrons have Work Health and Safety (WHS) responsibilities and must comply with any reasonable work health and safety instructions at Tropical Fruitsand take reasonable care not to put themselves or others at risk.

Tropical Fruits is committed to facilitating effective consultation WHS mechanisms that will ensure everyone has an opportunity to express their views about any matters that effect their health and safety as specified in Tropical fruits Work Health and Safety Consultation Policy.

Policy Directive

WORK HEALTH & SAFETY – PLANNING and DESIGN

Document No: PD_005.2

Summary: All Work, Health and Safety issues will be considered in the planning, design, modification, refurbishment and/or replacement equipment and events.

1. Introduction

The risks addressed by this policy:

WHS. SAC 2.

The aims / expected outcome of this policy

All Work, Health and Safety issues will be considered in the planning, design, modification, refurbishment and/or replacement of equipment, activities and events.

2. Policy Statement

Tropical Fruits is committed to ensuring that all planning and design for equipment, activities and events meets Work, Health and Safety (WHS) requirements. The provision of a safe environment will be achieved by risk assessment, consultation with employees who will be affected and will be undertaken within the requirements of the WHS Act (NSW) 2011.

3. Principles / Guidelines

Purpose

1) Through education and training ensure that relevant employees are involved in planning for new equipment, activities or events, and they are aware of the impact on themselves, their team members, and their working environments.

2) Where applicable, all event designs and new equipment purchases must comply with relevant legislation to ensure that specifications meet relevant standards.

3) Issues relating to legislative requirements must be discussed and limitations/ compliance criteria relayed to staff and minuted at Committee.

4) A review period is included in all activity and event planning and contracted, constructed and/or purchased equipment and structures. This is to ensure the specifications meet the required standards.

5) The WHS representative will be the primary person for feedback and review when new activities, events are planned and/or equipment are introduced.

6) Staff to be surveyed during planning for comments relating to WHS matters.

References and links

Work Health & Safety Act 2011 (NSW)
http://www.legislation.nsw.gov.au/maintop/view/inforce/act+10+2011+cd+0+N

Work Health & Safety Regulation 2011 (NSW).
http://www.legislation.nsw.gov.au/maintop/view/inforce/subordleg+674+2011+cd+ 0+N

SAFE DESIGN OF STRUCTURES Code of Practice
https://www.safework.nsw.gov.au/ data/assets/pdf_file/0003/52158/Safe-design-of-structures-COP.pdf

Work health and safety consultation, cooperation and coordination: Code of practice
https://www.safeworkaustralia.gov.au/system/files/documents/1702/whsconsultationcooperationcoordination.pdf

Policy Directive

Work Health & Safety Consultation

Document No: PD_005.3

Summary: Tropical Fruits is committed to facilitating effective WHS consultation mechanisms that will ensure workers and other WHS duty holders (as relevant) have an opportunity to express their views and to influence the health, safety and welfare of all persons at Tropical Fruits. Consultation between a person conducting a business or undertaking (for example committee members and managers/ICs) and workers is a requirement of WHS legislation and an essential component of managing work, health and safety.

The primary objective of consultation is to improve the way WHS is managed to achieve safer, healthier workplaces.

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1 Introduction
2 Policy Statement
3 Principles / Guidelines
4 Procedures
5 Performance Measures
6 Definitions

Work Health and Safety Consultation

1. Introduction

(i) The Risks Addressed by this Policy

Work health and safety risks

(ii) The Aims / Expected Outcome of this Policy

To facilitate the consultation with workers in order to improve work safety. To comply with the NSW Work Health and Safety Act and Regulation 2011

Related Policy: Work Health and Safety Policy, Planning and Design Policy and Risk Management Framework.

2. Policy Statement

Tropical Fruits is committed to facilitating effective WHS consultation mechanisms that will ensure workers and other WHS duty holders (as relevant) have an opportunity to express their views and to influence the health, safety and welfare of all persons at their place of work. Consultation between a person conducting a business or undertaking (for example committee member and managers) and workers is a requirement of WHS legislation and an essential component of managing work, health and safety. The primary objective of consultation is to improve the way WHS is managed to achieve safer, healthier workplaces.

3. Principles / Guidelines

Consultation provides the Tropical Fruits leadership an opportunity for the sharing of information about work health and safety with the whole team. It draws on the knowledge, experience and ideas of workers (including volunteers and contractors) and encourages their participation and input to improve safety systems and contribute to the resolution of work health and safety issues in their workplace.

Consultation under WHS legislation is necessary when a person conducting a business or undertaking is:

- Identifying hazards and assessing risks arising from the work carried out or to be carried out.
- Making decisions about ways to eliminate or minimise those risks.
- Making decisions about the adequacy of facilities for the welfare of workers.
- Proposing and implementing changes that may affect the health or safety of workers.
- Making decisions about procedures for consulting with workers.
- Resolving health or safety issues.
- Monitoring health of workers and monitoring the conditions at the workplace.

- Determining training needs and providing information and training for workers.
- Investigating incidents.
- Developing, implementing, and evaluating WHS programs, policies, procedures, and management systems.
- Implementing processes for WHS communication and promotion across the organisation.
- Implementing processes for planning WHS promotional activities.

Consultation requires that:

- Relevant work health and safety information is shared with workers.
- Workers are given a reasonable opportunity to express their views and to raise health or safety issues.
- Workers are given a reasonable opportunity to contribute to the decision-making process relating to the health and safety matter.
- The views of workers are taken into account, and
- Workers are advised of the outcome of any consultation in a timely manner.

Consultation with workers can be undertaken in various ways. It does not need to be a formal process and can be as simple as talking to them regularly and considering their views when making health and safety decisions.

Consultation can also be undertaken through health and safety representatives and health and safety committees. However, the WHS Act does not require the establishment of these consultation mechanisms, unless:

- in relation to a health and safety representative – a request is made by a worker
- in relation to a health and safety committee – a request is made by 5 or more workers or a health and safety representative.

Tropical Fruits must establish arrangements for consultation to suit its workers and workplace situations, including agreed consultation procedures, as long as those arrangements are consistent with the requirements of the WHS Act. These procedures should include consideration of communication with volunteers, contractors and any person using Tropical Fruits facilites.

Consultation requires that:

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- Workers are given a reasonable opportunity to contribute to the decision-making process relating to the health and safety matter.
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Tropical Fruits must establish arrangements for consultation to suit its workers and workplace situations, including agreed consultation procedures, as long as those arrangements are consistent with the requirements of the WHS Act. These procedures should include consideration of communication with co located services, contractors, students.

4. Procedures (if required)

Could include (but not limited to): team meetings, policy committees, specialty committees, key contact persons between external stakeholders eg contractors, student groups.

5. Performance Measures

Consultation mechanisms should be monitored and reviewed on an ongoing basis.

A sample checklist to assist with this is in Appendix 1.

6. Definitions

PCBU- 'person conducting a business or undertaking' (PCBU) may be an individual person or an organisation conducting a business or undertaking.

Worker- The definition of a ‘worker’ includes any person who carries out work for a ‘person conducting a business or undertaking' (PCBU).This term 'worker' includes any person who works as an:-employee, trainee, volunteer, outworker, apprentice, work experience student, contractor or sub contractor, employees of a contractor or sub-contractor, employee of a labour hire company assigned to work for a PCBU.

7. References and links

NSW WHS Act 2011
NSW WHS Regulation 2011

Appendix 1 - Consultation Checklist (from the 'Work Health and Safety Consultation, Co-operation and Co-ordination Code of Practice', WorkCover NSW and Safe Work Australia)

Consultation compliance	Yes /No	Chapter in Code
Do I have one or more consultation arrangements in place after consultation with my workers?		4
Do the consultation arrangements include workers other than my employees such as contractors or labour hire workers who are part of my workforce?		4.5
Do I use my consultation mechanism when I: • identify hazards and assess risks?		2
• make decisions to control risks?		
• make decisions about welfare facilities?		
• propose changes to the work, including purchasing new or used plant or new substances or materials?		
• develop and review safety policies and procedures?		
When I consult with my workers on these issues do I: • Inform them of what I intend to do (eg purchase a new piece of equipment)?		3
• Share relevant information about the issue with them?		
• Give them a reasonable opportunity to respond?		
• Discuss any of their safety concerns?		
• Take into account the views they express?		
• Advise them of my decision and the reasons for it?		
If workers are represented by a health and safety representative, do I: • Include the representative in all health and safety consultations?		4
• Make myself available for the representative to raise and discuss health and safety matters with me?		
Do I consult other duty holders who share responsibility for a health and safety matter with me? • Do I cooperate and coordinate activities with them?		5

Policy Directive

Risk Management Framework

Document No: PD_005.4

Summary: Risk management is essential to effective operations.

Two important factors which underpin riskmanagement:

- compliance with statutory requirements;
- compliance with professional requirements;

An awareness of risk management principles and extensive practice of these principles at all levels is a critical success factor in providing safe and effective services, which inherently leads to improvements in worker and patron satisfaction and safety. Management recognises that risk management activities do occur throughout the organisation, but also acknowledges that whilst risks are being managed every day by staff at all levels of the organisation, and that these activities need to be effectively coordinated and communicated.

Risk Management Framework

1. Introduction

The risks addressed by this policy:

Corporate. SAC 1 – 4.

The aims / expected outcome of this policy

This Risk Management Framework document aims to provide clear guidance and instructions on how risks are managed across the organisation. The aim is to improve staff safety, the quality of our events and member services, and performance generally. Benefits should include:

- Improved quality of performance;
- Strengthened organisational culture for continued improvement;
- Creation of a best practice and quality events and services;
- More effective strategic planning;
- Increased knowledge and understanding of exposure to risks, and how to minimise that exposure and its impact.

2. Policy Statement

Risk is defined in Australian and New Zealand Standards (AS/NZS31000; 2009) as the 'chance of something happening that will have an impact upon objectives'. Risk is inherent in every aspect of NFP operations. At one level in the organisation there are risks associated with determining priorities, and future directions. At another level there are risks associated with the delivery of services by staff.

Risk management is a culture, process and structure, which come together to optimise the management of potential opportunities and minimise adverse effects. It is a multifaceted function with the goal of mitigating risks through identification, assessment and sound management practices and also continual improvement. The management process should be applicable to any situation where an undesired or unexpected outcome could be significant, of where opportunities for improvement are identified.

Risk management is essential to effective provision of service. Three important factors which underpin risk management in service:

- Compliance with statutory requirements;
- Compliance with professional requirements;
- Staff standards and delivery of events and services.

An awareness of risk management principles and extensive practice of these principles at all levels is a critical success factor in providing safe and enjoyable events and services, which inherently leads to improvements in safety. Management recognises that risk management activities do occur throughout the organisation, but also acknowledges that whilst risks are being managed every day by staff at all levels of the organisation, and that these activities need to be effectively coordinated and communicated.

3. Principles / Guidelines

Categories of Risk:

Organisational Risk – this includes risks associated with:

- Work, health & safety of staff and patrons;
- Critical infrastructure resources;
- Financial management;
- Environmental performance;
- Human resource management;
- Engineering services;
- Information technology.

Aim of the Risk Management Framework

This Risk Management Framework document aims to provide clear guidance and instructions on how risks are managed across the organisation. The aim is to improve staff safety, the quality of services, and performance generally.
Benefits should include:

- Strengthened organisational culture for continued improvement;
- Creation of a best practice and quality organisation;
- More effective strategic planning;
- Increased knowledge and understanding of exposure to risks, and how to minimise that exposure and its impact.

Organisational Governance of Risk

Risk management is the concern and responsibility of everyone in the organisation. Notification of risk within the organisation may come from employees, patrons, contractors and other vested bodies. Identification of risk is a collaborative approach involving all stakeholders, and is the first step in risk mitigation or minimisation. Tropical Fruits adopts the risk management process defined by the Standard AS/NZS31000; 2009 which states that risk management is:

> The systematic application of policies, procedures and practices to the tasks of establishing the context, identifying, and analysing, evaluating, treating, monitoringand communicating risk. The Standard AS/NZS31000; 2009 see Appendix 1) describes the main elements of the risk management process as:

- **Establishing the context;**
- **Identifying** the risks;
- **Analysing** the risks;
- **Controlling** the risk;
- **Monitoring** and reviewing the control strategies.

The **context** refers to the impact of the risk on an individual, others, a service, facility and/or the organisation as a whole. To understand the impact a risk will have, it is necessary to understand the context in which the risk arises. Context may be strategic, organisational, or focused on the risk management process itself.

Identification refers to the process of review by which tasks, activities and work practices are seen to pose a risk. This process may involve review of statistics, consultation with staff, patrons and others, and will include consideration of what can happen, and how it can happen.

Analysis involves the determination of a likelihood of a risk occurring (via risk assessments); consideration of the consequences of that risk occurring, taking into account the potential for and severity of injury or illness or loss, the frequency with which it is likely to occur, the experience of staff involved, the training they have received, and any existing control strategies.

Controlling risks refers to the way in which the existence of a risk is managed. The "hierarchy" of control is as follows, with the most preferable strategy being to eliminate risk:

- **Elimination** (e.g. remove faulty equipment or aggressive visitors);
- **Isolation** (e.g. control of the environment to minimise exposure to the risk);
- **Substitution** (eg replace breakable glass with safety glass);
- **Use of engineering controls** (eg installation of Residual Current Devices);
- **Use of administrative controls** (eg Safe Work Procedures & training of staff);
- **Use of personal protection** (eg provide hard hats, sunglasses, etc).

Monitoring any changes made to control risks is important to ensure that they are effective in controlling risk, and do not introduce new risks in to the situation. This can be done via regular inspections, consulting with staff, reviewing the results of external audits, collecting and reviewing statistics on a regular basis, undertaking Root Cause Analysis (RCA) of all aspects of business undertaking.

RCA is a methodology used to review and analyse serious incidents, in an effort to identify the root causes that contributed to the incident, and to recommend actions that will prevent a similar occurrence in the future.

Risk management MUST be undertaken in the following circumstances:

- When a new person is employed;
- Before new technology is introduced i.e. equipment or procedure;
- Before using any premises as a place of work;
- Before and during installation, erection, commissioning or alteration of equipment or built structures;
- Before changes to work practices and systems of work are introduced;
- Before hazardous substances are introduced;
- While work is being carried out;
- If the physical environment poses a risk;
- If there is the potential for antisocial behaviour;
- When there is potential for a manual handling or occupational overuse injury;
- When new or additional health and safety information relevant to Tropical Fruits core business becomes available.

All risks identified are to be rated using the Severity Assessment Code - SAC scoring system, in which the risk/ incident is given a score between 1 and 4 (1 being highest risk/worst outcome), according to an assessment based on definitions of likelihood of the event, and the consequences should it occur (see Appendix 2 for definitions and scoring system).

Responsibilities – General

The responsibility for management of risks within the work environment falls to all staff, volunteers and contractors within Tropical Fruits, with the identification of risks being a collaborative effort and the first step in risk mitigation. Staff are encouraged to participate actively in all aspects of risk management, and to engage in appropriate training relevant to these activities. Risks are to be reported through the variety of channels available, including normal line management structure, committee meetings, and through opportunities provided via complaint management processes. Various levels of responsibility exist within the organisation.

Staff

Staff are best placed to identify risk. They have a responsibility to pro-actively identify and report risks to their supervisor and to suggest risk control strategies which comply with policies andprocedures. Should staff feel that the issue they have raised is not being addressedby their direct supervisor, they should escalate their concerns to the committee, without fear of retribution.

Volunteer Team Leaders (ICs)

ICs have a responsibility to identify, manage and monitor risks to ensure volunteer safety (WHS Act 2011, Codes of Practice). This on-going process involves the prioritization of decisions and actions to be taken, and must include escalation to the next supervisory level (Production Manager/ Staff or Committee) when the action required is outside the capacity of the direct supervisor to implement. Systems must be in place to ensure that ICs understand how to raise issues, are encouraged to do so, and receive feedback on the issues they have raised.

Club Manager

The Club Manager is required to ensure that the risk assessment and management processes are effective. The Club Manager is the key communication link betweenstaff, volunteers and committee happenings in an open and effective manner. Specific elements which must be included in the system of risk management include the following:

- Identification of risk exposures through the use of a risk register;
- Identification of annual performance targets for risk reduction;
- Collection and circulation of loss and incident statistics;
- Development of cost-effective strategies to reduce risk;
- Provision of effective auditing of risk management activities;
- Communication with, education and training for all employees;
- Performance management of team leaders and those who report to them.

Accounts Officer

The Accounts Officer is responsible for a range of functions related to management of the financial risks associated with the operation of Tropical Fruits. These include managing payment of accounts for supplies and services within acceptable time-frames; effective maintenance of the assets register; monitoring and reporting expense and revenue performance to budgets and activity levels; coordinating training programs in financial management for staff, preparing quarterly reports on financial performance; and reviewing financial policies and monitoring compliance.

Contractors

While the organisation has a responsibility to provide a safe working environment, contractors are to take reasonable care of themselves and others. This includes completing inductions required; providing safe work procedures for tasks to be performed; notifying the facility when entering and leaving the premises; providing evidence of appropriate insurance cover; notifying facilities of any hazardous substances brought onto the premises; notifying the Club Manager of any hazards identified in the course of their work; reporting all incidents to the Club Manager; and ensuring that adequate training is provided for the tasks being undertaken.

Work Health and Safety Coordinator

The duties of this position are to be carried out by the Club Manager, unless otherwise delegated by the committee.

The WHS Coordinator is responsible for the provision of advice and general consultancy to committee, including information on legislative changes and its implications; assisting in the risk management process of identification, assessment and control of risk; developing, implementing and maintaining documentation of WHS policies and procedures, including general policy statements, manual handling, hazardous substances, inspections and accident investigation; coordinating development initiatives and promotional activities in order to create and maintain an interest in WHS at all levels.

In addition, the WHS Coordinator provides advice and support to all levels of staff regarding WHS matters, including development of preventative programs in conjunction with committee, environmental and ergonomic assessments, and analysis of job tasks and work design as part of manual handling programs. The position also monitors the accident/incident and risk management spreadsheet with regard to WHS incidents, develops, implements, conducts and evaluates relevant training programs for staff; and coordinates strategies relating to WHS in accordance with relevant business plans and the strategic plan.

Table 1. Summary of Risk Management Roles and Responsibilities

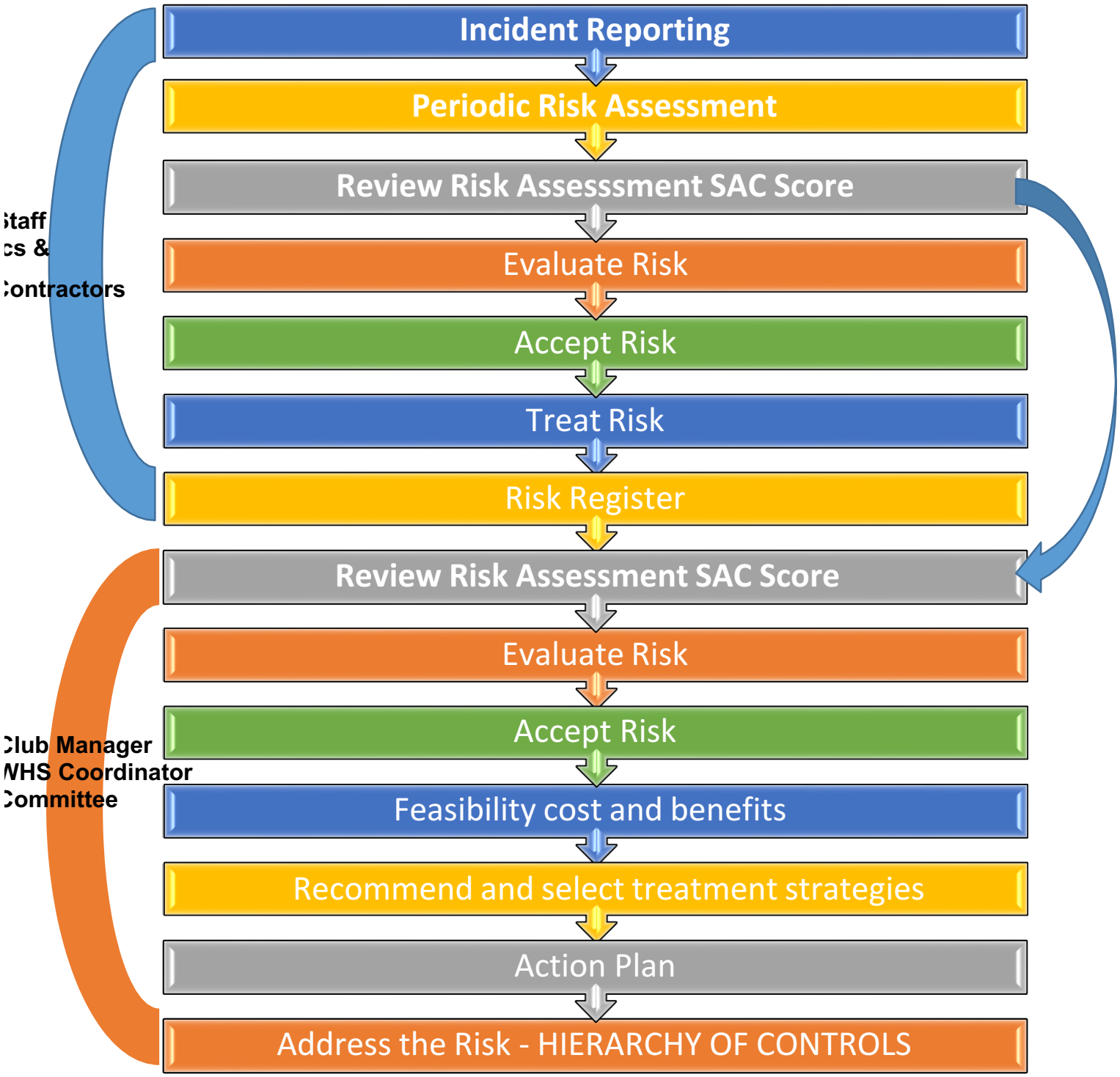
Group	Risk Identification	Consultation	Risk Management	Risk Monitoring / Evaluation	Training
New employees	Report risks to manager	Read & comply with all relevant safety policies and procedures	Take responsibility for personal Safety	Suggest improvement opportunities based on past experience and knowledge	Attend external and internal induction programs
Employees	Report risks after identification through routine procedures	Liaise with fellow staff and inform managers	Risk managed to their level of responsibility Take responsibility for personal safety Comply with safe work procedures	Monitor and review through routine processes	Attend training e.g. ▪ Fire Safety ▪ Manual Handling ▪ CPR Undertake relevant professional training to enhance skills
Volunteer Team Leader (ICs)	Perform regular risk assessment Identify and control risks on an ongoing basis	Consult with volunteers regarding risks	Manage identified risks through established processes	Monitor and review risks through established processes	Undertake training (as relevant) as listed for “staff”.
Club Manager	Perform annual risk assessment Identify risks through strategic planning process	Consult with staff regarding risks and workplace changes	Facilitate risk assessments being conducted Develop and implement risk management plans Manage risks through established processes/ plans Report extreme and high risks to committee	Monitor and review through established processes	Undertake training (as relevant) as listed for “staff”. Facilitate staff attendance at trainingprograms
WHS Coordinator	Assist in the Risk Management process. Advise committee on their responsibilities under the Work Health and Safety Act 2011. Identify occupational risks through review of incident reporting and direct staff reporting.	Consult with staff, manager and committee regarding risk management issues	Report to committee meeting. Report extreme and high risk to club manager and committee	Ensure that regular inspections are carried out Monitor accidents/incidents and provide reports to committee Coordinate ergonomic assessments	Undertake training (as relevant) as listed for “staff” Coordinates WHS training of staff and committee
Accounts Officer	Risks identified through management & monitoring of financial performance and adherence to policies & procedures	Consults with staff and suppliers regarding issues	Adherence to internal controls. Reporting to club manager and Treasurer	Monitor and review through financial reporting systems	Training required in financial systems. Provides training to other staff and regarding appropriate financial systems.
Committe	Has ultimate responsibility for risk management and to I\identify risks through strategic planning process	Consult with manager, WHS Coordinator and staff as required		Ensure monitoring and review through established processes	Ensure resources for and undertake training(as relevant) as listed for “staff”

Risk Management – Escalation Process

Staff, team leaders and contractors throughout the organisation identify risks, and may be able to manage many of them at a local level. However, management of risks requires varying levels of resources to be allocated, resources which may be outside the scope of individual's capacity. In such cases, the issue may need to be escalated to a more senior position, or the committee.

The following diagram (Figure 2) highlights the process of risk escalation in general terms. It indicates the process of reporting, assessing, evaluating and decision-making concerning the nature of the risk, at each level within the organisation. Important points to note are the decision making about the extent to which the risk can be accepted at its current level, and the listing of identified risks on a risk register. All extreme and high risks are to be reviewed by the committee.

Figure 2 - Risk Escalation Process



Risk Registers

The risk assessments performed by staff are means by which the organisation can be assisted in understanding its risk profile. They also contribute to the establishment of a Risk Register.

Risks not able to be managed at an individual level are to be escalated to management so that they can be added to the Risk Register. The WHS Coordinator keeps a register of the organisation's WHS risk.

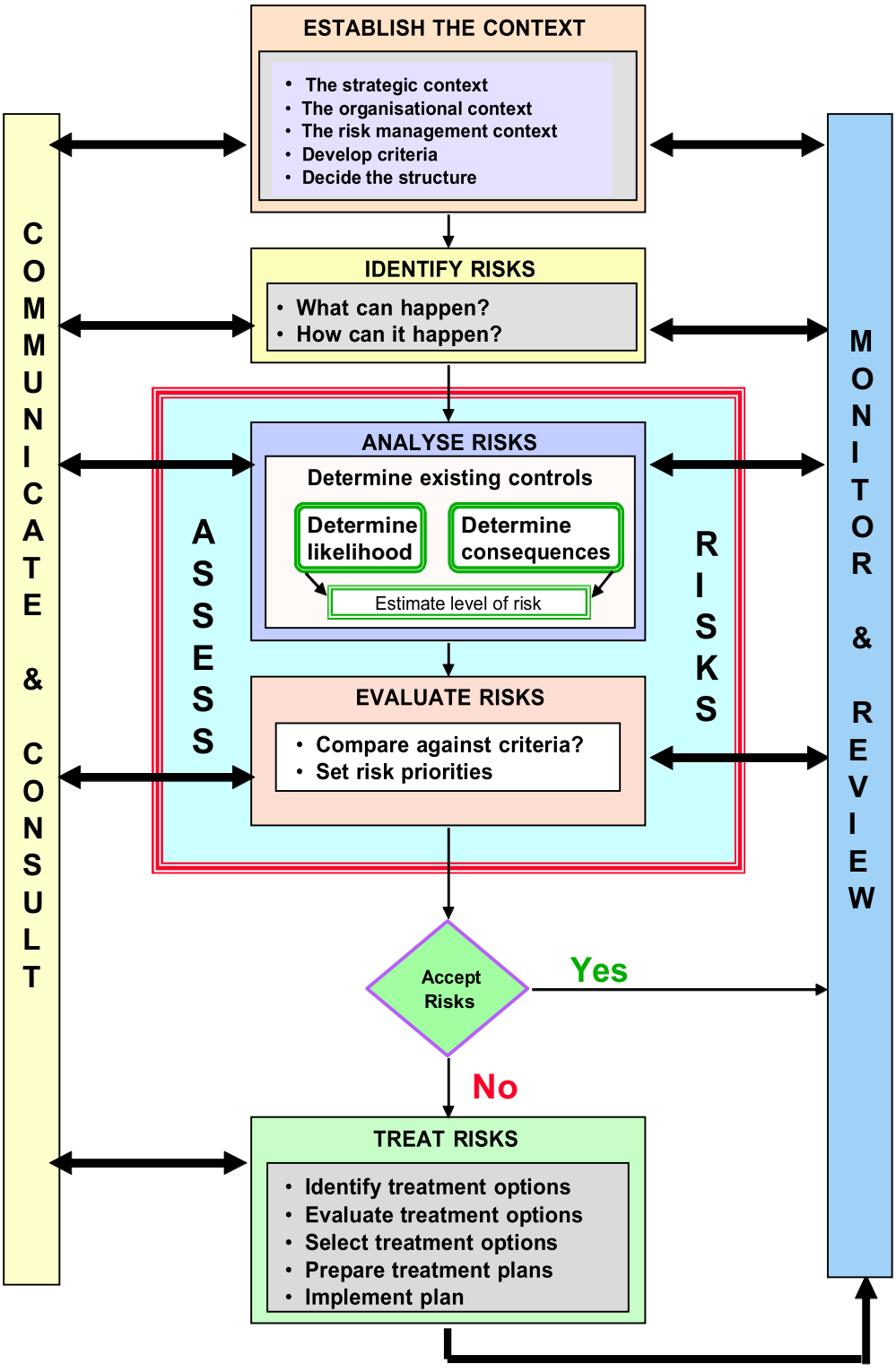
If the risk is unable to be managed locally it is to be escalated to the committee so that it can be assessed, decisions made and the risk added to the Risk Register as necessary.

The Risk Register provides a list of risk items that have been identified as capable of jeopardising or compromising the ability of Tropical Fruits, to meet its core business activity. Examples of risks include failure of equipment or lack of equipment for service needs, loss of services due to fire, or other risks that may result in a serious breach of Tropical Fruits statutory obligations.

An effective combination of all components of the workplace, including, individuals, committees, patrons and those with outside, independent views provides the best chance that risks in the environment will be identified and dealt with before they lead to an adverse incident. The responsibility for ensuring that this system works rests with everyone.

Appendix 1 - Risk Assessment Process

The risk management process is defined by the 'Standard' as the systematic application of policies, procedures and practices to the tasks of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risk.



Appendix 2 - Risk Management Tools

When classifying risks it is essential there is consistency in classification. Tropical Fruits has implemented a risk analysis and classification tool, which involves a 4-step process and can be used for analysing a wide range of risk areas.

It is also important to note the distinction between risk management (prevention of events) and incident reporting (learning from incidents). The tools provided can be used for both, however the reporting levels may differ.

Step 1 - Ranking of Probability (or likelihood)

Probability Categories	Definition
Frequent	Is expected to occur again either immediately or within a short period of time (likely to occur most weeks or months)
Likely	Will probably occur in most circumstances (several times a year)
Possible	Probably will recur, might occur at some time (may happen every 1 to 2 years)
Unlikely	Possibly will recur – could occur at some time in 2 to 5 years
Rare	Unlikely to recur – may occur only in exceptional circumstances (may happen every 5 to 30 years)

Step 2 - Ranking of consequence (or severity)

Note: The definition column will alter depending on the type of risk being assessed. For example, the severity of WHS risks might be assessed against the level of injury incurred, whereas financial risks may be assessed in terms of financial loss incurred. The following table will assist with risk description:

	SERIOUS	MAJOR	MODERATE	MINOR	MINIMUM
ORGANISATIONAL CONSEQUENCES	**Staff:** Death of staff member related to work incident or suicide, or hospitalisation of **3** or more staff.	**Staff:** Permanent injury to staff member, hospitalisation of **2** staff, or lost time or restricted duty or illness for **2** or more staff pending or actual WorkCover prosecution, or threatened or actual physical or verbal assault of staff requiring external or police intervention.	**Staff:** Medical expens lost time or restricted duties or injury / illness for 1 or more staff.	**Staff:** First aid treatment only with no lost time or restricted duties.	**Staff:** No injury or review required.
	Patron: Death of patron or hospitalisation of 3 or more patrons.	**Patron:** Hospitalisation of up to 2 patrons related to the incident / injury.	**Patron:** Medical expenses incurred or treatment of up to **2** patrons not requiring hospitalisation.	**patron:** Evaluation and treatment with no expenses.	**Patron:** No treatment required or refused treatment.
	Events or Services: Complete cancellation or loss of service or output.	**Events or Services:** cancellation or loss of service to users.	**Events or Services:** Disruption to users due to internal problems.	**Events or Services:** Reduced efficiency or service disruption	**Events or Services:** No loss of service.
	Financial: **Loss of assets** replacement value due to damage, fire etc > $100K, **loss of cash/investments/assets** due to fraud, overpayment or theft >$50K or **WorkCover claims** > $50K.	**Loss of assets** replacement value due to damage, fire etc $50K - 100K, **loss of cash/investments/assets** due to fraud, overpayment or theft $5K - $50K or **WorkCover claims** $5K - $50K.	**Loss of assets** replacement value due to damage, fire etc $2K to $100K **or loss of cash/investments /assets** due to fraud,overpayment or theft to $5K.	**Loss of assets** replacement value due to damage, fire etc to $2K.	No financial loss.
	Environmental: Toxic release off-site with detrimental effect. Fire requiring evacuation.	**Environmental:** Off-site release with no detrimental effects or fire that grows larger than an incipient stage.	**Environmental:** Off-site release contained with outside assistance or fire incipient stage or less.	**Environmental:** Off-site release contained without outside assistance.	**Environmental:** Nuisance releases.

Step 3 – Determining the Risk Factor – The SAC Matrix
The risk factor is determined by quantifying the relationship between likelihood (probability) and consequence (severity) of risk. The greater the consequence and likelihood, the lower the number, eg frequent likelihood and serious consequence will equal a risk factor of one.

	Consequence				
Likelihood	**Serious**	**Major**	**Moderate**	**Minor**	**Minimum**
Frequent	1	1	2	3	3
Likely	1	1	2	3	4
Possible	1	2	2	3	4
Unlikely	1	2	3	4	4
Rare	2	3	3	4	4

Every incident assessed against the Severity Assessment Code should be scored separately for both their actual and potential consequence or outcome

Step 4 - Determining the classification and action
Once the frequency and the severity of each risk is determined, the following matrix can be used to determine the classification of that risk and the consequent level of action by management required. Please refer to the table below.

Numerical Level	Action Required
1	**Extreme** risk - immediate action required – Incident Report from all SAC 1 incidents must be forwarded to committee within 24 hours.
2	**High** risk - need to notify staff or Production Manager. Detailed investigation required. Ongoing monitoring of trended aggregated incident data may also identify and prioritise issues regarding a practice improvement project.
3	Medium risk – management responsibility must be specified – Aggregate data then undertake a practice improvement project. Exception – all financial loss must be reported to committee.
4	Low risk – manage by routine procedures – aggregate data then undertake practice improvement project

4. Performance Measures

Incidents and/or adverse events reported on Risk data base.

5. Definitions

Nil.

6. References and links

(AS/NZS31000; 2009) Australian and New Zealand Standards
WH&S Act 2011 and Codes of Practice
http://www.legislation.nsw.gov.au/maintop/view/inforce/act+10+2011+cd+0+N
https://www.safework.nsw.gov.au/resource-library/list-of-all-codes-of-practice