



WORK HEALTH AND SAFETY POLICY AND PROCEDURES

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1. TITLE

Australian National Maritime Museum Work Health and Safety Policy and Procedures

2. INTRODUCTION

The Australian National Maritime Museum (the Museum) places a high priority on providing and maintaining a safe and healthy workplace for all workers. The Museum acknowledges its duty of care towards the health and safety of all its workers.

3. PURPOSE

The Work Health and Safety Policy aims to:

- develop a best practice health and safety culture by providing the framework for a safe and healthy workplace
- lower the rate of potential incidents of injury, illness and death through a robust risk management process to identify and reduce, or eliminate, hazards and risks to health and safety
- reduce the impact of workplace injury and illness by the application of early intervention strategies.

4. SCOPE

As a Commonwealth agency, work health and safety at the Museum is governed by *the Work Health and Safety Act 2011* (the Act), the *Work Health and Safety Regulations 2011*, *Codes of Practice* and other legislative instruments as determined by Comcare. Under the Act, the Museum is a 'Person Conducting a Business or Undertaking' (PCBU) and has the primary duty of care for the health and safety of all workers, including contractors, volunteers and students gaining work experience.

The Act defines health as both physical and psychological. PCBU's must manage the risks to physical and psychological health arising in the workplace as far as reasonably practicable. This responsibility applies to all workers when they are at work on Museum premises and externally, including travelling for work.

5. POLICY STATEMENT

The Museum is committed to ensuring high standards of health and safety in all its workplaces and operations by providing safe systems of work designed to prevent injuries and physical and psychological illnesses.

This will be achieved through the provision of suitable workplace facilities, a rigorous hazard and risk assessment process, having appropriate minimisation or reduction measures in place and a system for consultation with, and training of, all workers. The Museum will also ensure that all incidents are

recorded in RiskWizard, first aid services are available and a program for managing workplace injuries and illnesses in place.

Under the Act, every worker has the right to cease work, or to refuse to carry out work, if they have a reasonable concern that this would expose them to risk. The Museum will respect this right and take whatever action it reasonably and practically can to address the issue as soon as it is raised and will not order workers to place themselves at risk in the workplace. In deciding what can 'reasonably and practically' be done, the Museum will take into account the likelihood and the degree of harm that may occur, the means available to eliminate or reduce it, the associated costs and whether these are disproportionate to the risk.

6. HEALTH AND SAFETY PRACTICES

In order to ensure high standards of health and safety in the workplace, all workers will abide by the following work practices.

6.1 Awareness of psychosocial hazards

Museum management and workers must be aware of potential psychosocial hazards in the workplace and the need to identify reasonably foreseeable hazards and eliminate or minimise the risks so far as is reasonably practicable. Psychosocial hazards:

- arise from or relate to:
 - the design of management of work
 - the working environment
 - workplace interactions or behaviours
- may cause psychological or physical harm (whether or not it may also cause physical harm).

Hazards may arise as the result of job demands or insecurity, low job control, poor support, lack of role clarity, poor organisational change management, poor physical environment, bullying or harassment. Detailed information on the identification, risk assessment and management of psychosocial hazards can be found in the *Work Health and Safety (Managing Psychosocial Hazards at Work) Code of Practice 2024*.

6.2 Drugs and alcohol

The Museum maintains the right to refuse work to any worker or contractor who, in the opinion of management, is in an unfit state to perform their work in a safe manner. Workers should not use illegal drugs while at work nor should they consume alcohol. However, there will be circumstances, such as exhibition openings or partnership events, where workers may consume alcohol. In such cases, it is important that it be consumed responsibly. If, in the opinion of management, a worker is unfit to work safely, they will be sent/taken home.

Workers who are taking prescription medication that may affect their safety at work (e.g. cause drowsiness), are to inform their supervisor of the circumstances so that appropriate duties may be assigned.

Further information is available in *Drugs and Alcohol Procedures*.

6.3 First aid

Recognising the importance of preserving life, reducing harm and promoting recovery, the Museum has in place a first aid system. This aims to provide prompt and suitably qualified first aid assistance through:

- provision of appropriate levels of first aid facilities including first aid kits, and a first aid room
- training and appointment of qualified First Aid Officers
- maintaining a recording and reporting system for all incidents requiring first aid, and
- identification and reporting of health hazards in accordance with the Act.

Detailed information on first aid facilities and training is provided in *First Aid Procedures*.

6.4 Use and management of hazardous chemicals and dangerous goods

In the course of its day-to-day work, the Museum brings hazardous chemicals and potentially dangerous goods on-site for use in construction, repairs, conservation and restoration. It also holds objects in the National Maritime Collection and in the Fleet, which may contain hazardous or potentially dangerous materials.

For hazardous chemicals and dangerous goods brought on site and used in daily operations, the Museum is committed to:

- actively seeking to reduce reliance on their usage
- minimising the quantities kept onsite, and
- effectively managing all risks associated with their purchase, transport, handling, storage, use and disposal.

Before new materials are brought onto the site, a risk assessment must be completed, including evaluation of alternative products in accordance with the *Hazardous Chemicals and Dangerous Goods Procedures*.

For Fleet and collection objects, the Fleet & Collections Division maintains a register of those known to, or suspected of, containing hazardous substances or dangerous goods and requires that plans are in place to manage inherent risks. These are detailed in *Procedures for dealing with hazardous substances and dangerous goods in historic materials*.

The Museum hold licences for firearms, prohibited weapons, radioactive materials and prohibited substances and comply with the requirements of those permits.

However, the collection, vessels and other objects on site may hold hazardous or dangerous materials, including live ammunition, that have not as yet been identified. When these objects are discovered, officers must:

- not touch, move or in any way disturb the object
- not use radios or mobile phones near the object if it may contain explosives
- evacuate the immediate area
- immediately notify the Manager Collections and Access and Head of Security, and (if it is related to a vessel) the Fleet Manager, who will decide as to what further steps are to be taken.

6.5 Sun protection

The Museum will endeavour to limit exposure of all workers to solar UV. When working outside for more than 20 minutes, all are required to wear hats, long sleeve shirts and full-length trousers. Broad spectrum SPF 50+ should be applied to all areas of exposed skin, and re-applied every two hours. Where practicable, shade structures and other means of reducing UV exposure will be provided. See *Sun Protection Procedures*.

6.6 Hot work

Hot work is any heat and spark-producing process such as grinding, welding, brazing, thermal or oxygen cutting or heating that can be an ignition source of a fire hazard. The Museum has detailed procedures to control the risks that may arise from such work, including requiring an authorised Hot Work Permit when it takes place outside designated hot work areas. These are outlined in *Hot Work Procedures*.

6.7 Working alone

Working alone hazards arise when working by oneself without close supervision or close contact with colleagues. It is the result of:

- working in isolated areas on-site including engine and plant rooms
- working off-site, and
- working after hours in, for example, offices and laboratories

In these circumstances, a medical emergency or accident may go unnoticed and it is therefore essential that supervisors are advised by workers of their plans to work alone. The Museum has measures in place to assess and manage these risks as detailed in *Working Alone Procedures*.

6.8 Confined spaces

These can be a risk to workers as they are not intended to be areas where people can safely carry out their duties. They can have poor ventilation, fire or electrical hazards, and pose difficulties for rescue. Risk assessments should be undertaken ahead of working in such spaces and supervisors must be satisfied that appropriate control measures are in place before issuing a Confined Space Entry Permit. A template and guidelines are provided in *Confined Space Procedures*.

6.9 Working at heights

The nature of the Museum's building, collections and activities means that there will be a requirement at times to work at heights. Thorough risk assessment of potential dangers and the possibility of falls is therefore essential as are measures to reduce their impact such as fall restraint and fall arrest systems. These are detailed in the *Working at Heights Procedures*.

6.10 Manual handling

Close to 60 per cent of serious injuries in the workplace arise from manual handling, by which is meant any activity requiring the use of force to lift, lower, push, pull, carry or otherwise move, hold or restrain an object. The identification of hazardous manual handling tasks is therefore critical to workplace risk assessment which will consider the following factors:

- task: length of time it is being undertaken and frequency
- individual: skills and training level, posture and position
- load: location, weight, size and distance to be moved

- environment: including stairs needing to be navigated and lack of space
- equipment: available equipment and resources to assist in moving the load.

Measures are in place to reduce or eliminate the risks involved in manual handling as outlined in *Manual Handling Procedures*.

6.11 Electrical safety

Working with electricity and electrical appliances can pose risks of shocks, electrocutions and fires. The identification, assessment and control of electrical hazards is therefore essential to ensuring workplace health and safety. All equipment used in the Museum must be inspected, tested and tagged. Guidelines as to the frequency of this work, and measures to reduce electrical hazards are provided in *Electrical Safety Procedures*.

6.12 Noise Management

Hazardous noise can damage hearing, create stress and reduce the ability to hear instructions, thereby posing a threat to workplace safety. Detailed guidelines as to the identification of hazardous noise, measurement of noise levels and steps required to reduce the resultant risks are provided in *Noise Management Procedures*.

7. WORKPLACE HEALTH AND SAFETY GUIDELINES

7.1 Legislative compliance

The management of work health and safety is governed by the *Work Health and Safety Act 2011* and *Work Health and Safety Regulations 2011*, as well as specific codes of practice. The Museum's Manager, Security & Safety will ensure that management and workers are kept informed of changes to these requirements through a regular process of review and communication.

Where a worker undertakes activities that require a licence, competency certificate, registration or other forms of compliance, it is their responsibility to ensure they remain up-to-date with these requirements.

7.2 Consultation

The *Work Health and Safety Act* requires the Museum to have a formal consultation process to ensure that all workers are kept up to date with legislative requirements and are able to contribute to the identification and amelioration of hazards and risks. Workers should also be consulted about the adequacy of staff facilities and proposed workplace changes.

Consultation with workers is facilitated through:

- **Health and Safety Representatives (HSRs)** – liaise with the Manager, Security & Safety and the Human Resources team on any health and safety issues in their area that are likely to affect workers. Appointed for three years, to fully participate HSRs must complete Work Cover's Health and Safety Representative Training.
- **Work Health and Safety Committee (WHSC)** – provides a forum for consultation with at least 50 per cent of members being workers, and the remainder either management or their representatives. It monitors the effectiveness of the Policy and provides advice to the executive. The WHSC takes a strategic role when reviewing work health and safety matters and procedures in order to keep a consistent approach across the Agency.

- **Joint Consultative Committee** -- provides a mechanism by which staff can, through nominated representatives, raise issues or concerns and bring suggestions to management. It is an opportunity to take a different route to problem solving in the instance that a line manager or working group has not been able to find a resolution, or if there is no nominated owner of the area or task that needs addressing.

Under the Act, HSRs have powers to promote health and safety and their powers include:

- inspecting the workplace if there has been a recent incident or dangerous occurrence, where there is an immediate and/or potential threat of an incident or dangerous occurrence, or after giving the Museum reasonable notice of the inspection
- requesting Comcare to conduct an investigation in the workplace and/or accompanying an inspector during the investigation, and
- once accredited training has been completed,
 - Initiating emergency stop-work procedures
 - Issuing provisional improvement notices

Details as to the procedures for appointing HSRs and the WHSC are provided in the *WHS Consultation Procedures*. To ensure that museum workers are aware of their representatives, HSRs must keep their intranet profile up-to-date to include mention of this role.

7.3 Risk management

Work Health and Safety are everyone's responsibility. In addition to reporting incidents, all workers are encouraged to report any hazards they identify in undertaking their duties. These should be recorded in the Safety Incidents and Hazards Register, which also allows for the recording of the risk ranking, assessment controls used and periodic review of control measures.

A formal risk management process will be triggered when there are:

- changes in the work environment, procedures or practices
- workers travelling, including interstate and overseas
- remote or lone-working
- public events organised by the Museum, onsite and offsite
- installation and movement of National Maritime Collection objects and exhibitions
- high risk activities including:
 - work at heights
 - hot work
 - electrical work
 - working on or in confined spaces
 - construction work
 - any work involving a high risk license, such as operation of forklifts, elevated work platforms, erection of scaffolding
 - storage, handling and disposal of high risk chemicals
- commissioning, and decommissioning, of new plant, equipment and facilities
- management of contractors
- management of leases
- procurement or leasing of plant, substances or animals
- facility emergency management arrangements, and
- maintenance and inspection of plant and equipment.

The table provides a brief overview of the four steps to be taken. Further information is available in the *Work Health and Safety Risk Management Policy*, including a risk matrix. This provides guidance as to the level of resources to be applied to any hazards. All workers must be aware that in instances where health and safety risks cannot be adequately controlled, or the situation does not meet legal requirements, then the activity must cease immediately.

STEP	DESCRIPTION	METHODS
1. Identify hazards	Actively find out what could cause harm	Observation and discussion, task analysis, audits and inspections, review of incident and hazard reports, risk registers, safety alerts, WHS legislation, Codes of Practice and other publications
2. Assess the risk	Understand the nature of the harm that could be caused, how serious it could be and the likelihood of it occurring	Assign a risk level based on the matrix. Some complex risks may require subject matter expertise and research to properly assess
3. Control the risk	Implement the most effective control to reduce the risk to as low as reasonably practicable	Consider all options to control the risks with reference to the hierarchy of controls
4. Monitor and review controls	Take action to ensure that the risk management process is followed, is effective and risk controls are working as planned	Observation and discussion, audits and inspections, reviews of incidents and hazard report

Managing projects and contractors

Workers responsible for managing external providers are responsible for ensuring that they comply with the WHS legislation and that any project risks are assessed, controlled and monitored.

7.4 Injury prevention and management

Training

Induction must include training in safe work practices and workers' responsibilities under the Act. Where specific work practices require additional training, the Human Resources team will consult with that work area to ensure appropriate measures are in place. Museum workers will be required to undertake regular refresher training which will be organised by Human Resources.

Workstation assessment

Periodic assessments help to decrease the risk of injury through incorrect workstation setup. They include teaching workers the correct ergonomic placement and setup of equipment and safe work practices in an office environment. Where workers have a pre-existing injury or other complication, they may be eligible for a specialist workstation assessment.

Workplace inspections

Their frequency is determined by the level of risk. The *WHS Inspection Procedures* provides information on the inspection team, worker involvement, and the conduct and reporting of the

inspection. It includes advice on frequency in accord with the perceived level of risk of some museum workspaces as outlined in the table.

RISK	WORKPLACE	FREQUENCY
High/medium	- Fleet and surrounding areas - Workshop	At least every six months
Low	- Wharf 7 – administration offices - General office spaces in other areas	At least every 12 months. More frequently when and where required.

For all other Museum workplaces, supervisors should determine the frequency of inspections.

7.5 Incident reporting and outcomes

All hazards or risks should be reported on RiskWizard. It is a statutory requirement that Comcare be immediately advised of 'notifiable incidents'. A notifiable incident is one involving the death, serious injury or illness of a person or a dangerous incident. The Manager, Security & Safety is the officer responsible for notifying Comcare. The Deputy Director and Assistant Director Corporate Services should be advised as soon as practicable.

In the case of notifiable incidents, there must be no delay between the Manager Security & Safety being made aware of it and the notification to Comcare, either by phone or email. All deaths must be notified by phone (within two hours) and followed up in writing. In other instances, if the notification is by phone, Comcare requires advice in writing within 48 hours.

At the Museum, an incident may arise that can be classified as a marine incident, in which case it must be reported to the Maritime Safety Authority. Examples of notifiable marine incidents are given in the *WHS Incident and Corrective Actions Procedures*. If it is a 'notifiable incident' Comcare must also be advised. In all cases, the responsible officer must ensure that the scene of the incident is preserved as much as possible.

Investigations will be conducted on all incidents and hazards to:

- determine how they occurred
- review safe work practices and other factors
- identify necessary actions to ensure safety, and
- create a formal record of events and subsequent actions.

The scope and complexity of the investigation will be in proportion to the type and seriousness of the incident. The *Incident and Corrective Actions Procedures* outline the approach to the investigation, consultation, and reporting.

The report will be submitted to the Director who will decide on future actions. These will depend on the severity of the incident and its circumstances by could include:

- providing additional information to workers to raise awareness of specific health and safety matters
- providing training or coaching
- providing counselling support
- reviewing relevant policies

- addressing organisational issues that may have contributed to the incident
- providing verbal or written warnings to a worker if their behaviour contributed to the incident.

8. ROLES AND RESPONSIBILITIES

At the Australian National Maritime Museum, all workers have a mutual responsibility to ensure the health and safety of all persons in the workplace.

The Person Conducting a Business or Undertaking (PCBU), by which is meant Councillors, the Director and the Senior Executive, in accordance with the *Work Health and Safety Act 2011* is accountable for compliance with its laws and regulations that seek to ensure the health and safety of all workers

Executives as *officers* under the Act have a duty to be proactive and to continuously ensure that the museum complies with its legislative obligations. There is a personal positive duty for senior executives to exercise proactive due diligence in relation to health and safety issues. The more influential a senior executive's role at the museum, the greater his or her duty under the Act.

To exercise due diligence, executives must:

- take reasonable steps to acquire and maintain knowledge of work health and safety matters
- gain an understanding of the hazards and risks associated with the nature of operations
- ensure that appropriate resources are available to enable hazards and risks to be identified and eliminated or minimised
- ensure that processes for notification of any incidents, hazards and risks are complied with in a timely manner
- ensure compliance with the policies and procedures that enable to museum to meet its legislative obligations.

The Deputy Director and Chief Financial Officer are responsible for the review of the Museum's *Work Health and Safety Policy and Procedures*. They must also ensure that workers are familiar with this Policy and Procedures, and that appropriate training and information is provided. Where an accident or illness has occurred as a result of a workplace hazard, s/he must develop a suitable injury management and return to work program.

The Manager Building & Facilities monitors compliance with the *Policy and Procedures*, and from time to time will review and recommend updates in line with changes in legislation. The Manager must also investigate any relevant matters brought to his/her attention and participate in regular workplace inspections, safety self-assessments and accident investigations. In the event of a reportable incident, the Manager is responsible for advising Comcare and for accompanying its inspectors as an observer.

Supervisors are responsible for:

- providing health and safety leadership
- engaging with workers in an open. Honest and meaningful way to ensure they understand what safety standards are expected of them

- encourage feedback and communication between work areas, supervisors and the executive regarding health and safety matters
- ensuring that the Safety & Security team is made aware of issues or concerns, especially where hazards or flaws in operational procedure have been identified
- ensuring that all tasks undertaken have the appropriate work permits and/or risk assessments and where necessary that Safe Work Statements have been prepared, and
- taking all reasonable steps to ensure contractor health and safety compliance whilst working onsite

Officers must take reasonable care for their own health and safety and ensure that their acts do not affect the health and safety of others. They must document all potential hazards, and any injuries or incidents, in RiskWizard. Officers must also follow safe work procedures, instructions and rules, including using safety equipment and personal protective equipment as required.

First Aid Officers are responsible for maintaining the currency of their qualifications and ensuring that the Museum's first aid kits are appropriately equipped and that these are regularly audited (including where applicable the Defibrillator Annual Audit). In the event of an incident, they are responsible for providing first aid and maintaining the register of assistance given.

Fire Wardens must provide direction to workers during an emergency evacuation and convene the subsequent debriefing meeting. They must also ensure that all floor wardens are suitably trained, that formal checks of fire alarms are regularly undertaken and signage, floor plans, evacuation routes and assembly points are kept up-to-date.

9. DEFINITIONS

Alcohol – any beverage with an alcoholic content which can temporarily impair an individual's physical or mental capacity

Codes of practice – legislative instruments that include a set of guidelines and regulations on a specific function or element of a workplace. Codes of Practice are admissible as evidence of information that someone should have known about a particular hazard.

Consultation -- sharing of relevant information and providing reasonable opportunities to contribute to the decision-making processes on health and safety matters.

Dangerous incident -- defined in section 37 of the *Work Health and Safety Act 2011*

Dangerous goods – a hazardous substance as defined by the Dangerous Goods Act.

Due diligence -- the standard required of officers in meeting their duty under the Act

First aid – the immediate initial attention given to a worker suffering from an injury or illness.

First aid officer – a worker who has undertaken a nationally accredited competency in first aid and has been appointed to the role for which s/he receives an allowance

Hazard – has the potential to cause harm. This can include substances, plant, work processes and/or other aspects of the work environment.

Designated hazardous chemical – chemicals which are classified under the AC or GHS systems that pose a risk to health via exposure methods such as ingestion, absorption or inhalation.

Health – physical and psychological wellbeing

Notifiable incident – death, serious injury or illness of a person or a dangerous incident

Officers – senior executives (Director, Deputy Director and Assistant Directors) who make, or participate in making, decisions that affect the whole, or a substantial part, of the Agency

Person Conducting Business Undertaking (PCBU) is a person or duty holder such as a company or partnership that operates a business. At the Museum this is the Council, Director and Executive.

Prohibited drug – refers to drugs prohibited under the Drug Misuse and Trafficking Act 1985 such as amphetamines, cannabis, heroin, methadone and LSD

Reasonably practicable – deciding what is reasonably practicable means considering and weighing up all relevant matters, including:

- the likelihood of the hazard or risk occurring
- the degree of harm that may result
- knowledge about the hazard or risk
- ways of eliminating or minimising the hazard and risks, and
- the availability and suitability of these means

The greater the risk, the more that is required to be done to eliminate or minimise it.

Reckless conduct – person who, without reasonable excuse, engages in conduct that exposes an individual to whom that duty is owed to a risk of death, serious injury or illness

Risk – the likelihood that death, injury or illness might result because of a hazard. The degree of risk is based on likelihood and consequence

Low risk – activity with no credible risk of serious injury, illness or death

Medium risk – where any risks associated with the activity are not adequately managed, the consequence could be minor injury or illness

High risk – where the risks associated with the activity are not adequately controlled, there is potential for serious harm such as death or hospitalisation

Residual risk -- the level of risk after consideration of existing controls

Risk Management – the identification, assessment and prioritisation of risks followed by coordinated and economical application of resources to minimise, monitor and control the probability and/or impact of unforeseen events.

RiskWizard is the Museum's online incident reporting system

Serious illness – as defined in section 36 of the Act

Serious injury – as defined in section 36 of the Act

SPF (Sun Protection Factor) -- a measure of how well the application protects the skin from sunburn

Working at heights – working in a place or undertaking an activity where the worker could fall from a height of two metres or more

Worker includes all employees of the Museum (whether ongoing or non-ongoing full-time and part-time or casual) and all persons performing work at the direction of, in connection with, or on behalf of the Museum (including contractors, subcontractors, volunteers, temporary staff and consultants).

Workplace is the Museum workplace or any other location where Museum workers are working for or representing the Museum.

10. RELEVANT LEGISLATION, POLICIES AND PLANS

10.1 Commonwealth

Work Health and Safety Act 2011, [Federal Register of Legislation - Work Health and Safety Act 2011](#).

Work Health and Safety Regulations 2011, [Federal Register of Legislation - Work Health and Safety Regulations 2011](#).

Work Health and Safety (Confined Spaces) Code of Practice 2015

Work Health and Safety (Consultation, Co-operation and Co-ordination) Code of Practice 2015

Work Health and Safety (First Aid in the Workplace) Code of Practice 2015

Work Health and Safety (Hazardous Manual Tasks) Code of Practice 2015

Work Health and Safety (How to Manage Work Health and Safety Risks) Code of Practice 2015

Work Health and Safety (Managing Noise and Preventing Hearing Loss at Work) Code of Practice 2015

Work Health and Safety (Managing Psychosocial Hazards at Work) Code of Practice 2024

Work Health and Safety (Managing the Risk of Falls at Workplaces) Code of Practice 2015

Work Health and Safety (Managing the Work Environment and Facilities) Code of Practice 2015

Work Health and Safety (Welding Processes) Code of Practice 2015

10.2 Australian National Maritime Museum

Risk Management Policy & Framework

Safety Management Systems for Vessels

Work Health and Safety Confined Spaces Procedures

Work Health and Safety Consultation Procedures

Work Health and Safety Electrical Safety Procedures

Work Health and Safety First Aid Procedures

Work Health and Safety Hazardous Chemicals and Dangerous Goods Procedures

Work Health and Safety Hot Work Procedures

Work Health and Safety Incident and Corrective Actions Procedures

Work Health and Safety Induction Procedures

Work Health and Safety Legislative Compliance Guidelines

Work Health and Safety Manual Handling Procedures

Work Health and Safety Noise Management Procedures

Work Health and Safety Risk Management Policy

Work Health and Safety Sun Protection Procedures

Work Health and Safety Working Alone Procedures

Work Health and Safety Working at Heights Procedures

Work Health and Safety Working in Heat Procedures

11. POLICY APPROVAL AND REVIEW

This document was approved by ERG on 9 October 2025.

The document will be reviewed in three years. Where there are changes to statutory or other compliance obligations that necessitate a review outside of this biennial cycle, a review will occur as soon as is practicable after those changes take effect.