

3M Transcript for the following interview: Episode 75 Property Risk - Part 1

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Welcome to the 3M Science of Safety podcast presented by 3M Australia and New Zealand Personal Safety Division. This is a podcast that is curious about the signs and systems of all things work, health and safety, that keep workers safe and protect their health. I am Mark Reggers, an occupational hygienist, who likes to ask the questions Why, How, and Please Explain. Whether you are a safety professional, occupational hygienist, or someone with any level of WHS responsibility in the workplace, maybe you are a user of safety equipment or maybe you are a bit of a safety nerd who finds this stuff really interesting, then this is a podcast for you.

(R) Today, we're talking all about property risk with David Hauser. Welcome, David.

(H) Hello.

(R) Hello, great to have you here.

(H) Thank you.

(R) Can you please introduce yourself? Who are you and where are you from?

(H) Yeah, so I'm David Hauser. I am a team manager in Property Risk at Greencap. Greencap is a risk management consultancy firm that deals in a number of different areas relating to risk, specifically in three main areas. We have an environmental division which looks at contaminated land. We have a WHS team who look at

system development, culture and so on. And then the team that I'm in, which is property risk, which look at a number of areas. It's essentially broken into two main silos. One is the hazardous materials or the asbestos side of things, so they're looking at materials that might be hazardous to your health, such as asbestos, lead, PCBs, SMF, ozone depleting substances and so on. And then there's the team that I'm in, which is the property risk team, which I like to summarise it as everything except hazmat or asbestos. We look at a number of different areas, things like fire and emergency management, working at heights and falls, confined spaces, chemicals, traffic management, plant risk. The list goes on, and I think we're going to talk a bit more about that as we go today.

(R) We certainly are. Now, I know when I first came across this term 'property risk', I used to think, 'It's just a building. It's a piece of property. It's not moving. It's not doing anything.' From my occupational hygiene background, I'm thinking about workers and what they're doing. So, what's so risky about property and why is it such a big area?

(H) Property risk entails a number of different things and it's not just about how the building stands. But there's a lot of aspects that go into managing that property and making sure it's running efficiently and effectively and minimising the risk to its occupants. And those occupants may be the tenants, or visitors, or it could be the people working within the building; things like contractors. So, property risk entails, as I said, a number of different areas and we look at anything that relates to the asset, the infrastructure, the workers and how they're managed and how you can minimise the risk relating to the people, but also how you can improve the efficiency and effectiveness of the property.

(R) I like to think about, when I try and visualise this kind of thing, is going to a shopping centre. I don't think about all these particular elements. I'm focused on what I'm there to do; maybe go to the food court or to buy something, let alone the workers working behind the scenes.

(H) It's like back of house. You don't see the back of house until you actually work at the shopping centre and then you see all the exits obstructed by people storing boxes in the paths.

(R) So, when it comes to managing all these areas of risk, and we're going to try and break down some of these from a fairly high level, but who's got the ultimate responsibility to put these things in place to manage that risk and these elements?

(H) There's a number of stakeholders that may be responsible for managing risk within properties. It's often a shared duty, so you have a number of different stakeholders. You might have the owners. You might have the facility managers or the building managers, which may be separate to the owners or it may be part of the ownership group, and there's a bit of a grey area when it comes to who's responsible for what. It's a matter of breaking down the different elements and working out where the different responsibilities lie. The direct responsibility over the general management of property risk within a facility or a property will generally fall on the facility managers. But they might have a limited amount of authority with regard to this, mainly around resources. So, they may rely on the building owners or the people that hold the funds or the ability to release resources, and that may be financial, or it could be human resources, or it could be provision of systems and procedures, to help manage that. So, there's probably a varying level of responsibility and I will go back to the different levels of engagement within that. So, a facility manager, for example, may be engaged to manage the base building areas, and then a tenant may manage their areas and the owner may have leased out certain parts of the building to say for example a car park management company. So, you might have multiple PCBUs or multiple people that have a dual responsibility to managing the health and safety of people within that building.

(R) Does legislation go much into this property risk side of things? Does that help guide who is responsible and what their actual legal requirements are?

(H) Yes, there is. Property risk probably touches on quite a lot of different pieces of legislation. The main piece of the legislation that we would normally use is the health and safety legislation. So, in the harmonised states, that being New South Wales, Queensland, ACT, South Australia, Tasmania and Northern Territory they're under the Work Health Safety Regulations and there's variations in those pieces of legislation, but a majority of it's very consistent, hence the word 'harmonisation'. In Victoria, they use the Occupational Health and Safety Regulation and Act and WA have the Occupational Safety and Health Regulation and Act.

(R) I was going to ask, is it the same requirements, but even though they're different words, most would be very similar overall, the responsibilities? As you say, there's minor differences, but obviously, looking after the occupants or the visitors of a building wouldn't change much overall, I'd imagine.

(H) Yeah, I guess the harmonised legislation, which was developed by Safe Work Australia, back in 2011, and implemented in 2011, they essentially wrote the majority of the harmonised legislation off the Victorian code. So yeah, a majority of it is very similar. The Victorian regulator then updated their legislation in 2017. They didn't adopt the harmonised legislation. I'm personally not sure why, but look, it's very similar. There's a slight variation, particularly when it comes to some of the definitions of the different workers. In Victoria, they call them employers and employees. Very similar concept there. WA is an interesting one. So, WA is working off quite an old piece of legislation, so their legislation goes all the way back to the last century, which sounds weird now, So, there's quite a big variation in some of the concepts, but the overall requirement is to manage and minimise risk to occupants, whether they're the workers or visitors or people within the building or whatnot, and I think they all get there in different ways, but they all get there. And I think what we'll talk about today is some of these areas and I'll try to reference where I can.

(R) And that goes back to people operating across different states and territories to be aware of what those differences are to make sure you are meeting those legal requirements.

(H) Yeah, that's exactly right. You get a lot of companies that manage buildings across all the states. And so, they need to have robust systems to be able to cover off on all those different pieces of legislation.

(R) So, let's get into some of these key property risk areas. So, let's start with asbestos and hazardous materials. What do you usually see, or you find that are a challenge sometimes for these workplaces, managing this area of risk?

(H) Yeah, I do understand that we can't spend hours on each of these topics. But when we look at the hazardous materials relating to a property, it's mainly around the asbestos side of things and a little bit with lead paint because these are materials that were used quite commonly back in the '80s and before. And even up until now, there's still products coming into Australia that are sneaking through and are called asbestos-free in the country of production but may not necessarily meet the definition of asbestos-free in Australia, which is zero asbestos.

(R) We actually have done a couple of episodes on asbestos and lead, so I know exactly what you're talking about. It is a topic unto itself, but if you're a building owner, you'd need to be aware where this stuff is.

(H) Yeah, what we look at from a property risk perspective is have they got the systems in place to manage and identify these materials? So, we're looking at things like have you got registers in place, have you got management plans in place? The biggest one that we find is are you providing this information to the correct people, so have you got your asbestos register and management plan available to your contractors, so they can review that to ensure that when they're working on site, they're not accidentally cutting into something, or not accidentally disturbing asbestos. Have you got labelling put up where it's practical, so can you put labelling on your lift brake pads or on your eaves in your property where we

commonly find asbestos materials? So, looking at the system around that, I mean, yes, people can do identification work, and that's one of the steps you need to do. But once you've done that, how are you then providing that information to the appropriate parties?

(R) So, you may have a register, and an asbestos management plan, but if the workers or the contractors don't know about it, you're kind of meeting the requirement, but you're not, because you've got good information but it's not going to the people that need it.

(H) That's right. It sounds silly, but we do commonly find that when we go to site, we say, "Show us your asbestos register and management plan," and they'll pull it up on their computer. We say, "Okay, can you show us this in your induction?" and they either don't have an induction or induction portal, the induction process doesn't have any references to that. So, whilst they can't force a contractor to read the register, as long as they're referencing it and telling them, "Look, you need to review this as part of doing work," then they're doing what's reasonable from their side of things. And I think that's the main point and I'm sure you've spoken about this before in other podcasts about this reasonably practicable idea or requirement. And it's just doing what's reasonable and a lot of the asbestos management processes, particularly before you get into removals, is around that administrative process, having the documentation available and providing it to the right people.

(R) Is that similar with hazardous materials? So, you mentioned asbestos registers, but having hazardous materials, so it's not just asbestos but where is your lead containing paint, where is lead dust, as you say, SMF, synthetic mineral fibres? Would you treat that the same? Not just asbestos but a register and communicating that information?

(H) When it comes to legislation, the Regulation, the WHS Regulations only say you need to have an asbestos register. However, best practice, or what I would say probably 80 to 90% of building owners that engage Greencap to do work, would

get them to do hazardous materials. So, that's inclusive of things like lead paint, lead dust, SMF (synthetic mineral fibres), PCBs which is polychlorinated biphenyls and even including things like ODSs or ozone depleting substances which are your refrigerant gases and other things like that, trying to identify these materials that potentially could be harmful to workers. And look, the list goes on. The common hazardous materials assessment would be inclusive of those four or five items.

(R) Hazardous chemicals; are you likely to find lots of hazardous chemicals in a building or property in your experience?

(H) Hazardous chemicals is an interesting one because this is where there's some variation in the legislation. So, under the harmonised states, the hazardous chemical legislation is very consistent. And back in 2011 when a majority of the states adopted the harmonised legislation, a lot of them then implemented the GHS or the globally harmonised system for classification and labelling of chemicals. And the GHS is an international document developed by the United Nations to try to harmonise how chemicals are classified, so what class they are; are they corrosive, are they flammable and so on, and how they should be labelled.

(R) A consistent warning and hazard labels and kind those things. I want to do a podcast episode and we will in the future, but we haven't got there quite yet because there is a lot to the GHS.

(H) There is and funnily enough, just like in Australia, the harmonisation of this globally harmonised system didn't happen, some parts of the world took it on, some parts didn't, and so there's some variation within the different states. Victoria for example don't have a hazardous chemical or dangerous goods chapter within the Regulation. They actually reference a separate piece of regulations that's the Dangerous Goods Handling and Storage Regs. But again, very similar. Even though there might be different terminology, and might be a separate piece of legislation, it's very similar in terms of their requirement. Now, in terms of chemicals we'll find on site, interestingly, the hazardous part is a key part of it

because if you want to read black and white under the legislation, you should only be managing hazardous chemicals, and so anything that's not deemed hazardous or dangerous is essentially exempt in some respects from these hazardous chemicals.

(R) They still fall under general risk management of course, treat it and handle it correctly, but not specific under that classification.

(H) Yeah, and the most common one I would use an explanation to explain to a facility manager is a bottle of soap. So, you might have a 20-litre bulk container of soap. That soap is not hazardous. We put it on our skin. We wash our hands with it and that sort of thing. But if that soap spilt on the ground, it's not a chemical hazard, but it's a slip hazard. So, they are still requirements around managing the risk relating to that. So, whilst a lot of chemicals nowadays, particularly cleaning chemicals have now moved away from being hazardous to being just a chemical. But there are still hazardous chemicals on site; your water treatment chemicals for cooling towers. A lot of those are corrosive and so therefore would be hazardous. Methylated spirits, petrol's and diesels; they all have hazardous elements to them. And then there's other chemicals that get brought into site, and sometimes there might be a specific process that needs to be done on site. I mentioned water treatment, or it could be that a lab's there or they could have a particular piece of plant that requires a very specific type of chemical and that might be hazardous. So, there are still hazardous chemicals quite consistently across properties and whether it's a 50-storey commercial or a one-storey retail or whatever it is.

(R) What about storage of these chemicals? I know sometimes you can't store certain chemicals with other ones. What are some common things you have come across that are people aren't aware of?

(H) When it comes to the storage of chemicals, there's a few things that general properties need to be mindful of. So, you need to provide spill containment, you need to provide something that's going to contain spills, and we're not talking about a spill kit, because that's a reactive approach to managing it. Spill kits are used once

something's spilt and you want to stop it spilling. So, either making sure that the containers are in good condition, but also putting the containers in some sort of bunding or some sort of spill containment.

(R) A tub or something like that?

(H) Yeah, and one of the things that I always recommend is don't go to the \$2 shop and buy a plastic crate. I would recommend you go and get a proper spill containment. It's strong and it will last a lot longer. If you drop a container in one of those ... a 20-litre tub of soap is quite heavy ... you drop it into a \$2 crate, and you'll break the bottom.

But then, you talk about separation and segregation. So, there's different classes of chemicals under the GHS. There's nine classes. General rule of thumb is anything that's not the same class should be stored separately. However, in some instances, and I'm thinking class eight corrosive chemicals, some of those chemicals, even though they may be the same class, shouldn't be stored together. So, it's important that people are looking at the chemicals, understanding the risks, and that's where the labelling comes in. And then, also reading the safety data sheets. They have information about the chemicals, and they'll have specific information about the management of those chemicals and the storage of those chemicals, and the compatibility of them

(R) Much like the hazardous materials, should workplaces have registers of all these chemicals because I can only think of multistorey buildings. They're going to have hundreds of different chemicals. Should be keeping them in a register to manage and track that side of things?

(H) Yes, actually, under the legislation, you're required to have a register.

(R) Even better. Tells you what you need to do.

(H) Exactly right. It tells you what to do. It says some things need to be in a register and what we would commonly find in the register is obviously the name of

the chemical. We would have the class, the data sheet information, so more around the age or when the data sheet was last reviewed, because data sheets have a five-year review date. So, every five years, they must be re-reviewed. So, it helps a facility manager understand when they need to go and get the new data sheet for that chemical. We would also include things like storage requirements specific to that chemical. Most chemicals will say you need to store them in a cool, dry, well-ventilated area. But there might be storage away from ignition sources or foodstuffs and that sort of thing. And what we're commonly putting into registers nowadays is the first aid requirements, so what to do if you do get the chemicals in your eye or you do ingest it or inhale it, and what PPE you should be wearing to mitigate the risk with handling that chemical.

(R) I know I've visited many workplaces in my time. You may see placarding on certain buildings and entrances. So, what guides when a placard should be on a building or facility and when does it go up to maybe having a manifest and a book out the front for emergency services?

(H) Placarding and manifest requirements are dictated by the quantity of chemical you store, and we're talking significant quantities; bulk storage of chemicals in most situations. So, with placarding and manifests, I would refer you to, in the harmonised legislation, to look at schedule 11, which is the schedule that determines the quantities. And then schedule 12 and 13 give you more information around the placarding and manifest requirements, what you need to do. The most common one would be diesel. Some commercial properties will have generators and those generators are connected to a bulk storage tank. With diesel, the placard and manifest quantities is 10,000 litres for a placard and 100,000 litres for manifest. So, we're talking lots and lots of diesel. 10,000 litres is fairly common. You do get that quite often in buildings that have generators and backup systems like that because they want to be able to run their systems for an extended period of time. So, once you hit placard quantity, you must now install some additional signage and the idea here is to warn emergency services that there is a significant

quantity of a chemical on site. It doesn't necessarily specify what, but it just warns them that there's a chemical on site. And then, internally within the building, it warns them of the class or type of chemical. So, you would normally see the red and white Hazchem sign installed at the entry of the property, well, that's one requirement no matter what chemical you have, if you're over placard. And then, there's specific placards that are required on different types of storage, so tanks versus packages versus chemical stores and that sort of thing, you'll see the diamonds. You may even see information around the name of the chemical or the type of chemical, the UN number which is a specific number explaining that international code for that chemical, and even some information around emergency services contacts. And the idea is that if there an incident in the building and emergency services turn up, they see the red and white Hazchem placard. They know there might be a significant quantity of chemical. They could speak to the warden. They can speak to the FM and work out what it is, and then they can head into the building. And if they see where the chemical storage is, they'll see the additional placarding. Manifest is the next step. So, manifest for diesel, for example, is 100,000 litres. So, we're talking three or four big tanks of fuel and so on.

(R) Significant quantities.

(H) So, significant quantities. With a manifest, as you said, it's essentially a register on steroids that has all the chemicals that exceed placard and manifest quantities. So, interestingly enough, you don't need to have this manifest when you hit placard, but as soon as you hit manifest quantities, you then need to start putting all the placard quantity stuff, even though you may not be over manifest quantity. And it has information around emergency contacts for the building. It'll have site plans showing locations of power shutoff and drains and so on, and obviously the storage locations of the chemical. It'll have information around the types of chemicals being stored. And that needs to be notified to the regulator, so in each of your states, the regulator will have a requirement to notify. But the idea there is

that that goes into a database and so if there is an incident in the building, as the fire brigade or emergency services are heading to the building, that information will come up on their screens, and they can review that prior to getting to the building.

(R) So, it depends on the building and how much chemicals you may have. It may be making sure you've got enough tubs and storage tubs, all the way up to maybe you need manifest plans. But a lot of the things we're going to talk about today depends on your specific situation and that level of risk varies depending on the area. But once again, a very detailed response, and we're only touching on a couple of those key elements. So, let's keep moving on. Cooling towers and warm water systems. We love our HVAC systems, so we want to keep as cool in the summer and warm in the winter. So, what is the risky part of HVAC systems and cooling towers?

(H) Cooling towers are an interesting one, but also water systems. Whether they're warm-water or cold-water systems, we still try to look at these systems just to see where's the risk. With Cooling towers and warm water systems, the risk there is that the temperature that the water sits in within these systems, is generally favourable to the growth of bacteria. The legionella bacteria is the big one that grows within these systems. The temperature range that these systems sit in is perfect for that. So, the risk is obviously around legionella. But cooling towers are also a fairly big piece of plant, so there's also risks around the plant maintenance and other risks relating to plant, which we'll touch on shortly when we talk about plant.

(R) So, what are you looking for in managing cooling tower risks and that legionella? Is it a systems thing? Is it a process of having monthly checks of the water to see what the bacteria levels are?

(H) Yeah, there's probably a combination of both systems and physical maintenance. So, interestingly, in New South Wales in 2018, New South Wales Health implemented a new legislation around the management of warm water

systems, specifically cooling towers, because there was a spate of legionella outbreaks. In most states, they manage the cooling tower systems and water systems like that under AS3666, which is an Australian Standard for HVAC and water systems. And that essentially dictates the timeframes for maintenance and servicing. So, what we commonly find, and not just in New South Wales but across the country, is that cooling towers are normally serviced on a monthly basis. They're normally cleaned on a quarterly basis. However, the Standard does give the allowance to do six-monthly, but to be perfectly honest, I don't think I've ever seen a cooling tower that's been done six-monthly. It's always quarterly. And also, water sampling and testing of the water, so having a laboratory coming out and taking a sample of the water, and then bringing it back to their lab and essentially, letting that sample grow over a period of about ten days. And that will give indications of whether legionella bacteria is in that water. What they do as part of the maintenance process is use chemicals to manage that water, much like you do with your swimming pool at home. You'll pour in chlorine to make your pool go from green to blue. They don't necessarily care whether it's green, blue or white, the water. But they want to make sure the bugs aren't in there. So, they'll put a biocide, a chemical that's going to kill bugs in the water. They'll also use chemicals to manage corrosion. So, a lot of the pipework that's related to cooling systems and water systems are copper and coppers can corrode. And the corroded metal is essentially great for the bugs to feed on and grow. So, there's that physical side of things. And in a lot of states, there's requirements around documentation. So, in New South Wales and Victoria and in ACT in some respects, there's a requirement to have a risk management plan and these risk management plans essentially look at some key areas of management of the cooling towers and allow an independent person or somebody that may not necessarily be looking at the towers all the time, to look at the risk relating to this and identify where some controls can be put in place to minimise that risk and essentially class the tower into low, medium or high, the risk of those towers.

(R) A lot of cooling towers are actually on the roof. Now, not all are. We're going to lead into working at heights. What are the working at heights considerations? Buildings are tall. People are going to get on the outside of buildings, on top of buildings. How do you look at trying to manage that from a systems point of view and everything that goes along with it?

(H) Yeah, even towers that aren't on the roof, there is still a need to access the tops of the towers. Towers are two or three metres high they're designed to use water to flow down the internal parts of the tower to cool the water down as it flows down. So, they obviously need to have some form of height to do that. So, there does need to be access to the top parts of these towers because the way the towers work is they have generally a big fan at the top that is drawing the heat out and spitting it out into the atmosphere, hence the reason why legionella can potentially be aerosol-ed out into the atmosphere. And so, access to these areas needs to be managed, and that's probably one of the most common issues we identify with cooling towers at the moment, is a lot of these buildings have good systems in place for maintenance and water testing and so on, but the access to the towers is an issue where they need access to the top part, or whether they need access to the side panels, or even just access to the base and if it's up on plinths and it might be a metre and a half off the ground already, somebody who is not two and a half metres tall can't necessarily open the tower up to have a look in to see how it's going. So, the access is a big one that has been identified as a high risk, particularly as I said, on roof areas and that sort of thing. You've also got the risk where you can potentially fall off the tower and maybe potentially fall off the side of the building as well.

(R) Talking about the side of the building, people need to get over to the side of the building. How should workplaces be managing that kind of access and control point of view? I guess, from a heights ... away from the cooling tower heights point of view ... but just working at heights and getting up on top of buildings and where are the anchor points and static lines and those things?

(H) Falls or working at heights is a very high-risk task and it's considered something that needs to be managed very specifically now. There's not a huge amount of legislation for falls or for working at heights. There's only a very small part of it, because essentially, the legislation relies on the systems that a building has in place ... I'm not talking about the physical system; I'm more talking about the procedural systems ... to manage these risks. Now, heights, depending on which state you're in, and I know it sounds silly because a height is a height no matter where, but different states have different definitions of what a fall is. So, under the harmonised legislation, which is a majority of Australia, a person conducting a business or undertaking, or the manager of the building, needs to manage risks relating to falls from one level to another, where there could be an injury or risk to the occupant or the person falling or somebody else. And in some of the other states, so Victoria and WA, they have some specific heights around what would be considered a fall hazard. But to me, I don't really care what height it is, because if you can fall and hurt yourself, then you need to manage the risk. And so, when it comes to systems that buildings will put in place to manage that, there's procedural items, but there's also systems such as walkways, guardrails, platforms, ladders and whatnot. But then, there's also your fall arrest or rope access systems, so your anchor points, your static lines, your rail systems and so on. And each of these types of systems have their own requirements. So, under the legislation, they essentially have their own hierarchy of control, so the number one thing is to eliminate the task, don't work at height at all, which doesn't always happen. So, if you can't eliminate the task or work from a solid ground, so a solid platform, so things like scaffolding or something where you're not actually putting yourself at risk. Then you look at putting in systems like preventative systems, so can you prevent somebody from falling, hence guardrails or using an elevated work platform or something that's been designed to prevent people from falling. If you can't do that, then you can use rope access systems, so abseil systems and so on, where you're saying, "Okay, look, we know that you can get to a point where you might be close to a fall, but we're actually restricting the ability for you to fall." And

then there's fall arrest systems. So, fall arrest systems are, as it says, they're there to arrest your fall. So, if you do fall, it's essentially designed to stop you going splat on the ground. So, there's different hierarchies. There's a different hierarchy of control and there's different processes required. So, as soon as you start using a fall arrest system, you need to start getting additional safety systems in place. You need to have rescue plans and procedures to help rescue that person. You need to make sure that systems are being maintained correctly. You need to make sure that the people that are using these systems are trained in the use of those systems, and also the rescue plan. And that's probably the main thing, is that when people use fall arrest systems, you want to make sure you've got the rescue plans in place, because heaven forbid somebody does fall, you need to be able to rescue them fairly quickly so that they're not put at risk of other issues.

(R) Well, David, there's actually quite a few more actual areas I do want to talk to you about, so maybe what we might do is actually park it there for today's chat and we'll continue in other episodes. But to just sum up what we've spoken about today, about property risk from a high-level point of view and maybe some of the elements, what would be some key takeaway points you want to leave with our listeners when thinking about property risk in their area?

(H) There are many types of risks relating to property. But the main point is that it never stops. Once you put a control in place or once you've identified a risk and controlled it, you need to make sure that you're continually reviewing and ensuring that the risk hasn't changed or you haven't brought in another risk from the controls that you've already put in place. So, there's always changes to properties. People are renovating and refurbishing and installing new plant and upgrading and so on, and all these are bringing in additional risks that need to be identified and then controlled. So, that's probably one of the main points. The other point which we haven't touched on so much; there is a real need to consult about how you're managing the risk within a property. So, whether that's consulting with contractors, tenants, other occupants of the building, it's important that

consultation process is conducted because it's a requirement under the legislation, but it's also a way of getting other people's ideas and views on what you're doing, and making sure that you're covering all your bases, essentially.

(R) So, for those that want to try and find a bit more information today before we have our next chat next week, where would you direct people to find more information, because it is pretty broad, and anything would be helpful?

(H) The first point of call is the regulators. So, your regulator in each of your states would provide information. So, the regulators also have copies of all the codes of practice that have practical information around the main areas and a lot of the areas that we've talked about today and potentially in the future. Then also, you've got your industry bodies, so a lot of your facility management industry bodies. You might have your construction industry bodies and so on. So, they will also have a lot of guidance materials and material out there to provide advice around mitigating risk within properties. And then, the next step is if you need further information or some very specific information, then maybe going to a consultancy like Greencap and we can essentially understand and get a feeling of what you're looking for and provide further advice on whatever topic it is, or whatever area it is and whether it's development of a register or just providing advice around how to manage something. There's some really good information out there for that.

(R) We'll make a lot of those links available on our blog post the regulators, and as well as Greencap's website. And if people did want to get in contact with yourself or Greencap, what would be the best way to do that?

(H) The Greencap website. That has the contact details for all our offices throughout Australia. There is also a link to the Greencap risk reviews, which have information on specific topics. We spoke about cooling towers and warm water systems, so there's a new risk review around that. That was produced just recently. So, they're the pieces of information you get from the website and can contact us directly.

(R) Well, thank you so much for coming in, Dave. I'm going to get you back again because there is quite a few more areas I want to talk about. So, thanks once again.

(H) No worries. Thank you.

(R) Well, thanks for listening everyone. You can get in contact with the show by sending an email to scienceofsafetyanz@mmm.com. If you've got any questions, topic suggestions or would like some assistance in your workplace around PPE, 3M are certainly here to help. You can also visit our website, 3m.com.au/sospodcast for further resources on property risk, as well as all the other episodes and information we have covered previously. Be sure to subscribe and share through Apple Podcasts, Spotify, Google Podcasts or wherever you get this podcast from. And as Alfred A Montapert said, "Expect problems and eat them for breakfast." Thanks for listening and have a safe day.