PROCEDURE

Change Management

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Document Review Record				
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1	Update Numbering Structure	L Strappazon	M Delaney	08.06.2016
2	Remove and transfer responsibilities section to QMS-PRO-026 – Authority and Responsibilities Procedure + position change from Operations Manager to General Manager.	A Forrest	L Strappazon	27.09.2016
3	Review and Align with RSG Processes.	A Forrest	L Strappazon	19.10.2016
4	Review	M Vorpagel	D McNeil	29.08.2019
Electronic approval by: **Name:** David McNeil **Position:** Operations Manager **Date:** 29.08.2019				
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INTRODUCTION

Changes to equipment, major infrastructure or processes may introduce or introduce hazards to safety or the environment or affect the operational efficiency of the site. Historically, across a range of different types of industries there are many examples of how a poorly implemented change has compromised

safety, the environment or business performance and led to major industrial accidents or loss. Conversely, there are many examples where correctly implemented change has significantly increased safety and reduced commissioning times, maintenance and operational costs.

1 PURPOSE

The company recognises the importance of managing change. The following procedure has been developed to assist to manage the impact of change to our operations, and describes the process by which changes to plant equipment and plant controls are reviewed, checked, approved and implemented.

In adopting this approach, the following benefits are anticipated:

- ensuring that all changes or modifications are implemented in a manner that does not present a hazard to or adversely affect safety, health the environment, or business performance
- maintaining and potentially improving the technical integrity of plant, equipment and operations,
- ensuring that all required engineering and technical reviews are completed prior to implementing a modification,
- ensuring that documentation is updated and training conducted, prior to the use of a modification in operations.

2 SCOPE

This management of change requirement will apply whether the nature of change is an urgent response to an operational need, planned modifications/improvements or the result of gradual change over time.

Change management will be controlled in two parts;

1. Specific activities for which change control protocols are mandatory (these are listed on page 4).
2. Activities resulting in change where there is a moderate or higher risk of
    - Seriously affecting the health and safety of persons to the extent that medical treatment will be required;
    - Severely damaging equipment or the environment;
    - Interrupting production for more than one day or significantly affecting quality.

3 MANDATORY CHANGE CONTROL ITEMS

The following areas or systems are mandatory change control items. This Change Management procedure must be applied to all modification or changes associated with:

- Mechanical modifications to fixed or mobile plant or equipment.
- Electrical modifications to fixed or mobile plant or equipment.
- Any modification to or manufacture of Lifting Equipment.
- Any change to Critical risk controls for Extreme Risk Hazard.
- Repair to an existing item of equipment or plant component which represents a departure from the existing engineering practice.

4 DEFINITIONS

For the purpose of this document, the following definitions will apply:

Company / the company: Refers to Reay Services Group.

Change: Change for the purpose of this guideline can be described in the following manner:

- A modification made whether temporary or permanent, to an existing unit of plant, equipment, process and operating system or associated facilities from its current design or state.

Note: It excludes normal repairs or other activities to restore the same functionality.

Competent Person: Is a person who has demonstrated skill and knowledge to:

- Assess the risk associated with the proposed change or;
- Undertake modifications as authorised or;
- Initiate an acceptance check.

Engineer: A person trained/qualified in any branch of the profession of engineering.

5 RESPONSIBILITIES

All Company employees and contractors are responsible for complying with the requirements of this procedure.
Refer to QMS-PRO-026 – Authority and Responsibilities Procedure for further details.

6 PROCEDURE

6.1 Assessment of Change

All changes should undergo an initial assessment of risk in accordance with the Risk Management procedure. The level of risk associated with the change will determine the level of rigor required to assess the change.

- Procedure: Risk Management Procedure (WHS-PRO-031)
- Policy: Work Health and Safety Policy (WHS-POL-001)

6.2 Low Risk Change

For changes that have been determined to be low risk by risk assessment.

1. The person requesting the change is to complete section 1 of the Change Management form (QMS-FRM-033)

2. This low level of change can be signed off by the appropriate Supervisor & must be co-signed by the HSEQ System Administrator.

6.3 Mandatory Change Items and Higher Risk Changes

For all other changes that:

- Involve mandatory change items as listed in Section 3 - Scope, or
- Are assessed with a medium risk or greater

1. The person initiating the change should complete Section 1 of the Change Management form.
2. The appropriate Supervisor and HSEQ System Administrator should review and sign off before the change proceeds to technical review.

6.4 Section 2 Technical Reviews (Mandatory Change Items and Higher Risk Changes)

Before any mandatory or high risk change can be implemented it must be:

- Authorised by the Managing Director or his delegate;
- Undergo an engineering and technical review by appropriate levels of expertise.
- Reviewed by a Health and safety representative.

The intent of these reviews is to determine whether the proposal has adequately considered the impacts associated with the following areas:

- Safety and Health
- Environment,
- Operability, and
- Capital and operating cost.

Table 1 provides some guidance in determining who should review the change.
Table 1 – The following table identifies the mandatory systems to which this guidelines applies together with the personnel who should review the proposed changes prior to approval

System	Examples	General Manager	External Expertise
Mechanical Systems	Hydraulic, pneumatic, pressure vessels, guarding, access ways, walkways and stairways, shutdown systems,	Y	Y
Electrical	Isolations systems	Y	Y
Lifting Equipment	Cranes, work at height equipment, man boxes, chains slings	Y	Y
Working at Height	Fall arrest equipment and anchorage points,	Y	Y
Process systems	Pressure vessels, modifications to piping or process flow, pressure relief devices,	Y	Y
Hazardous substances or materials	Type of chemical, Storage vessels, storage amounts,	Y	
Mobile Equipment	Type and size of equipment	Y	
Critical Plant or Equipment	All identified critical plant or equipment	Y	Y
Emergency Protection systems	Fire protection and suppression systems, emergency response vehicles, fire and rescue equipment, pumps, water storages, emergency shut-offs etc.	Y	
Safety Management Systems	Critical risk controls for Principle Hazard and Fatal Risk Protocol elements	Y	Y
Services	Communication systems, operating diagrams, process flowcharts, installation or movement of services	Y	Y
Organisational Change	All changes to the organizational structure	Y	

The Manager responsible for the works provides the approval for the work to proceed. The change project shall then be assigned to a person for completion.

6.5 Implementation of Change

The General Manager or delegate is responsible for tracking of all aspects of the project via the Change Management form.

Prior to handing over a physical change for normal use, an acceptance check shall be carried out to ensure:

- The changes have been carried out in accordance with the authorised change proposal;
- All actions from the review process, including any studies called for have been satisfactorily completed and all outcomes included; and,
- The physical change has not introduced any unforeseen risks. Where this does occur, appropriate controls must be considered and implemented as part of the project.

6.6 Post Implementation Review

The General Manager shall hold regular Post Implementation review meetings to consider the effectiveness of changes or modifications. The review should identify lessons learned the value that they may provide to other operations.

7 REVIEW

This document shall be reviewed at least every two years or if a requirement for a more frequent review is identified.

8 RECORDS MANAGEMENT

Records arising from change projects should be recorded in the Corrective Preventative Action Register. Records of any changes should be kept for the life of the equipment.

9 REFERENCE DOCUMENTATION

- WHS-PRO-031 Risk Management Procedure
- WHS-POL-001 Safety Policy
- QMS-PRO-026 – Authority and Responsibilities Procedure
- QMS-FRM-033 – Change Management Form

10 PROCESS APPROVAL DIAGRAM