PROCEDURE

Risk Management Procedure

The current controlled version of this procedure is located on RSG Network IMS Folder. All other printed copies of this procedure are to be considered uncontrolled and should be validated against the current controlled version on the RSG Network IMS Folder before use.

Document Review Record				
Document No. and Name		WHS-PRO-031 Risk Management Procedure		
Rev No	**Description**	**Prepared by**	**Checked by**	**Date**
0	New	TBG		22.04.13
1	Full revision to suit RSG process	E Wicks	G Wicks	12.06.2014
2	Update Number Structure	L Strappazon	M Delaney	08.06.2016
3	Remove and transfer responsibilities section to QMS-PRO-026 Authority and Responsibilities Procedure	M Richards	L Strappazon	03.11.2016
4	Inclusion of 5.10 Stop Work Procedure	A Forrest	L Strappazon	17.03.2017
5	Review	M Vorpagel	D McNeil	27.09.2019
Electronic approval by: **Name:** David McNeil **Position:** Operations Manager **Date:** 27.09.2019				

TABLE OF CONTENTS

1 PURPOSE

To provide a system for the management of risks and changes associated with Reay Services Group operations that may affect the health and safety of people; the safety of plant and equipment; the environment and the community.

2 SCOPE

This procedure applies to all Reay Services Group Health and Safety, Environment and Quality (HSEQ) risk management activities.

3 DEFINITIONS

Company / the Company: Refers to Reay Services Group and associated entities.

Environmental Aspect: Element of Reay Services Group's activities or services that can interact with the environment.

Environmental Impact: Any change to the environment, whether adverse or beneficial, wholly or partially resulting from Reay Services Group's environmental aspects.

Hazard means a situation or thing that has the potential to harm a person or the environment. Hazards at work may include: noisy machinery, a moving forklift, chemicals, electricity, working at heights, a repetitive job, bullying and violence at the workplace.

JSEA – Job Safety and Environmental Analysis

Risk is the possibility that harm (death, injury or illness, environmental damage) might occur when exposed to a hazard.

Risk control means taking action to eliminate health & safety and environmental risks so far as is reasonably practicable, and if that is not possible, minimising the risks so far as is reasonably practicable. Eliminating a hazard will also eliminate any risks associated with that hazard.

SLAM – Stop, Look, Analyse, Manage

System: Quality, Safety and Environmental Management Systems.

4 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.

5 RISK MANAGEMENT

5.1 Basics

The basic risk management process involves four steps:

- **Identify hazards (aspects)** – find out what could cause harm;
- **Assess risks (impacts) if necessary** – understand the nature of the harm / impact that could be caused by the hazard/aspect, how serious the harm could be and the likelihood of it happening;
- **Control risks** – implement the most effective control measure that is reasonably practicable in the circumstances; and
- **Review control measures** to ensure they are working as planned.

5.2 Consideration

The risk management consideration is deciding what 'reasonably practicable' is to protect people and the environment from harm and requires taking into account and weighing up all relevant matters, including:

- the likelihood of the hazard or risk concerned occurring
- the degree of harm that might result from the hazard or risk
- knowledge about the hazard or risk, and ways of eliminating or minimising the risk
- the availability and suitability of ways to eliminate or minimise the risk, and
- after assessing the extent of the risk and the available ways of eliminating or minimising the risk, the cost associated with available ways of eliminating or minimising the risk, including whether the cost is grossly disproportionate to the risk.

5.3 Consultation

Risk management requires that a consultation process, so far as is reasonably practicable, be undertaken with workers and management that conduct work or engage in work undertakings for the company.

5.3.1 Who is consulted

- Workers/operators carrying out the work who are (or are likely to be) directly affected;
- Work health and safety representatives (where nominated by the workforce);
- Other persons who have a work health, safety or environmental duty in relation to the same matter, so far as is reasonably practicable.
- Managers/ Supervisors (engaging in or providing instructions for the works)
- Contractors who are engaged by the company.

5.3.2 *When consulted*

- When a significant change or event occurs eg. significant business initiatives, new projects or significant change to existing project;
- When changing work practices, procedures or the work environment;
- When purchasing new or used equipment or using new substances / chemicals;
- When planning to improve productivity or reduce costs;
- When new information about workplace risks becomes available;
- When responding to workplace incidents (even if they have caused no injury);
- When responding to concerns raised by workers, health and safety representatives or others at the workplace; and
- When required by the regulations for specific hazards.

For consultation refer to the '*Internal / External Communication and Consultation Procedure*' QMS-PRO-019.

5.3.3 *Considerations for consultation*

Engagement of workers and their Health & Safety Representatives (if applicable) by giving reasonable opportunity to:

- Express their views and taking in to account those views;
- Be engaged at each step;
- Draw on their experience, knowledge;
- Encourage reporting any hazards, environmental aspects and health and safety problems immediately; and
- Engage health and safety committee if in place.

5.4 Hazard (Aspect) Identification

The identification of hazards (aspects) in the workplace shall take into account:

a. The situation / events / combination of circumstances that has the potential to give rise to injury, illness or environmental harm;

b. Nature of the potential injury/illness/environmental aspect relevant to the activity or service;

c. Past injuries, environmental impacts, incidents & illnesses.

The identification process shall also include consideration of:

i) The way work is organised, managed, carried out & any changes that occur in this;

ii) Design of the workplace, work processes, materials, plant and equipment;

iii) Fabrication, installation, commissioning, handling and disposal of materials, workplaces, plant and equipment

iv) Purchasing of goods and services;

v) Engagement of contractors (including labour hire); and

vi) Inspection, maintenance, testing repair and replacement of plant and equipment.

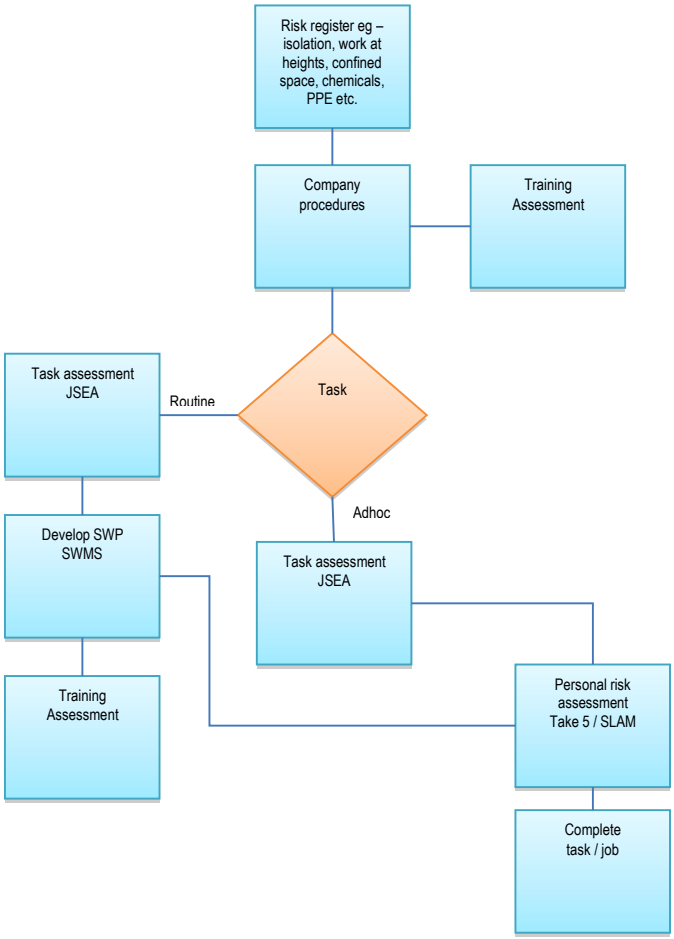
5.5 Hazard/Risk Assessment and Control

All risks shall be assessed and have controls assigned based on the risk scores identified. A risk matrix tool has been developed as a quick reference risk ranking tool. Refer to the company '*Risk Matrix*'

Where risks have been identified as requiring controls; these risks shall be controlled based on the hierarchy of control (where practicable). Elimination being the first control method considered.

5.6 Company Process

5.6.1 Flow Chart



5.6.2 Risk Register (High Level Risk Assessment)

The Risk Register is a risk assessment of all the risk associated with the company's operations. The risk assessment process identifies the hazards and the current controls in place for those hazards. After which a risk ranking is completed for each hazard; and proposed controls (where the risk is deemed unacceptable) are for effective management of the risk. Additional controls shall be included in the HSEQ Hazards and Risks Register (Aspects & Impacts) QMS-REG-031.

Senior Management must review the complete risk register, acknowledging they understand and accept and if required, assign more applicable actions to reduce the risk. Senior Management is also responsible for unacceptable risks identified and the effective implementation of actions to control these.

NB. All hazards assessed with a risk score of **Extreme** shall be identified as *unacceptable* and additional controls shall be required.

Steps for developing the risk register:

- Management involvement;
- Assign risk facilitator/s;
- Worker involvement;
- Complete the Risk Register for the business;
- Identify hazards with a risk score of Extreme and assign the responsibility to the appropriate manager;
- Identify additional actions/controls where required & monitor via the Corrective & Preventative Action Register;
- Review Register by team members;
- Senior Manager reviews the Risk Register and gives approval;
- Implement the Actions identified.

The Risk Register is broken down into:

1. Risk Registers
2. Unacceptable Hazards e.g. significant environmental impacts or fatality (Identified with Extreme Risk Scores)
3. Additional Controls/Actions to be Implemented
4. Review

Part 1

The Risk Register is the process of identifying the following in a systematic way, a risk assessment:

- Initiating Event / Hazard / Energy;
- Possible outcomes;
- Current controls;
- Ranking (risk assessing);
- Proposed additional controls and who is responsible
- Reviewed by Senior Management.

Part 2
Additional Control/Actions are correlated from the risk register (part 1). These items are included and monitored in the *Corrective and Preventative Action Register* QMS-REG-002 detailing who is responsible, date due and when completed for effective controls of the identified risks.

Part 3
The risk register should be regularly reviewed, and at a minimum of annually during HSEQ Management Review.

Reviews shall be required:

- When the control measure is not effective in controlling the risk;
- Before a change to the workplace that may give rise to a new health and safety risk;
- If a new risk or hazard is identified;
- If the results of consultation indicate that a review is required
- If a health and safety representative requests a review.

5.7 Task Assessment (JSEA)

The Task Assessment is a Job Safety Environment Analysis (JSEA) of all the risk associated for task specific work completed on the job.

The task assessment is used for two types of tasks / jobs:

1. *Routine* tasks that require the development of an SWP or Operating Instruction.
2. *Ad-hoc* tasks JSEA used when non-routine tasks / new / changes to SWP or SWMS that cannot be controlled by the Personnel Risk Assessment Process (eg. Take 5, SLAM).

A JSEA should be developed with the workers and supervisors that will be completing the task / job. At least one person completing the JSEA should have at least been trained in how to develop and complete a JSEA.

The task assessment (JSEA) process identifies the:

- Job steps;
- Hazards/Aspects;
- Current controls;
- Risk Ranking with controls in place;
- Further recommended controls;
- Risk Ranking with further recommended controls in place;

The supervisor must review the completed JSEA to ensure the risks are controlled and signs off prior to commencement of the task / job. The supervisor is responsible for ensuring the JSEA actions are completed in a timely manner.

The worker must follow the process detailed below when applying the JSEA risk assessment.

Non-Routine JSEA

Work crews must sign on to the JSEA and ensure: it covers the hazards / risk for the task / job; and that they understand and accept the JSEA. The JSEA should be followed and available on the job while the work is being completed. When completed the JSEA must be returned to the office for filing.

If any changes occur while completing the task the team must stop and review the controls put in place to make sure that they cover the changes that have taken place.

Routine JSEA

If a JSEA has been completed for is a routine task then a procedure known as Standard Work Procedure (SWP) or Operating Instruction (OI) should be developed as an established method of completing a routine task in a safe, efficient manner.

The SWP should reflect the JSEA and include:

- Major steps of the task;
- Hazards;
- Controls to be used (e.g. barriers, permit systems, PPE, competency); and
- Reference materials (e.g. operator manuals);

Any changes to a routine task will result in the review of the JSEA and subsequent procedures. Work method statements must be easy to understand, signed and dated.

5.8 Personal Risk Assessment

A personal risk assessment must be completed by each individual undertaking any job. Reay Services Group's Personal Risk Assessment system is SLAM (however other tools such as Take 5, etc. may be used). These are designed as workplace and task assessment tools which provokes the initial interaction with risk assessing. It provokes thought as to what we are about to do, taking into account all factors including task, work area, environment, interactions with other workers and/or plant and equipment.

If at any time the hazards cannot be controlled by the Personal Risk Assessment, the team must move to a Job Safety Analysis (JSEA) with the Supervisor.

5.9 Retaining Records

Records of Risk Management processes shall be maintained in accord with the *Control of Records Procedure* QMS-PRO-004.

5.10 Stop Work Procedure

RSG specifically gives every worker the right to decline to perform an assigned task because of a reasonable belief the task poses an imminent risk of death or serious physical harm to the worker. Further, the worker has the right to stop work when the worker discovers employee, user, or subcontractor exposure to imminently dangerous conditions or serious hazards.

If a worker chooses to stop work they need to advise their supervisor as soon as possible, The Supervisor will then follow RSG's Issue Resolution Process.

In the event of a significant incident, or a hazard that may result in a significant incident, of an Extreme risk classification or higher, RSG personnel understand they are required to stop all work in a safe and timely manner.

5.11 Permit to Work

Work permits, where required are used to plan, coordinate, authorise and control work that is considered hazardous and non-routine.

Permits are required when conducting the following works on site:

- Hot Work (Welding, cutting, grinding) – Refer to - WHS-PRO-016 Hot Work Procedure
- Working in confined space – Refer to WHS-PRO-015 - Confined Space procedure
- Working at Height (Above 1.8m) – Refer to WHS-PRO-008 - Working at Heights Procedure
- Excavation – Refer to WHS-PRO-030 – Excavation Procedure

Permits will be issued and authorised by RSG staff unless nominated by the client.

6 REFERENCE DOCUMENTATION

ISO 31000 – Risk Management – Principles and Guidelines
Work Safe Australia: How to Manage Work Health and Safety Risk – Code Practice
WHS-POL-001 Health and Safety Policy
ENV-POL-001 Environmental Policy
WHS-DOC-006 Risk Matrix
QMS-REG-001 Corrective Action Register
QMS-REG-004 – Risk Register
JSEA and SLAMs tools