

Risk Identification Register

Project / Division Name 201074 CBESS

Manager David Gray

Initial Workshop Date 23/07/2024

Attendees David Gray, Andrew Baxter, Alex Yates, Mick Harrison, Angelo Lee, Mike Bentley, Andy Parker

Risk Identification Register Number	1
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Review Date

31/07/2024

	RRR Increased
	RRR Decreased
	RRR remained the same
	New Risk

Item	Risk Topic	Risk	Accountable	Responsible	Inherent Risk Rating (IRR)	Ref # for RMAP	Mitigating Controls / Actions	Residual Risk Rating (RRR)	Elevated to Corp RIR	Status Following Review Meeting
1	Human Resources & Training	Inability to meet required resource levels based on current market conditions and availability of resources	David Gray	Jodie Grandile	17		Provide manning requirements early to Recruitment Team, Resourcing Strategy, Utilise SCEE Database of employees, Labour Hire, Canvas other SCEE Projects, local recruitment/information sessions	8		★
3	Human Resources & Training	Bullying / harassment/Sexual Harassment resulting in incident	David Gray	Andrew Baxter	18		Bullying and Harassment training, Sexual Harassment training, Policies and procedures, Toolbox discussions, employee education sessions, employee awareness, Cultural Awareness sessions	13		★
4	Human Resources & Training	Poor behaviour in the community (interaction both ways) resulting in incident or reputational damage.	David Gray	Andrew Baxter	17		Awareness of risks, toolbox, approved use of company vehicles, code of conduct, prestart meetings	8		★
5	Human Resources & Training	Incident posted to social media impacting company reputation and breaching contractual requirements	David Gray	Andrew Baxter	13		Induction, Code of conduct training, toolbox topic, training and awareness, HR procedures, disciplinary procedure. Restricted phone and camera use on site.	8		★
6	Human Resources & Training	Loss of current personnel due to wage growth within the market	David Gray	Jodie Grandile	18		Union signed Greenfields agreement, Upskilling and career path program, CPI increases allowed for at tender on long term projects, Client engagement with regards to market conditions, contingency at tender.	8		★
7	HSEQ	Project related fatality resulting in reputational damage and loss of contract.	David Gray	Andrew Baxter	20		Safety Management Plan, Construction Methodology Plan, SCEE Policies and Procedures, Client systems and processes, Client evaluation, Risk Assessments,	11		★
8	HSEQ	Multiple safety incidents causing reputational damage and loss of contract	David Gray	Andrew Baxter	20		Safety Management Plan, Construction Methodology Plan, SCEE Policies and Procedures, Client systems and processes, Client evaluation, Risk Assessments, Family Star Initiative	8		★
10	HSEQ	Contact with Electricity resulting in permanent injury or fatality	David Gray	Andrew Baxter	20		LOTO procedure, Permit to work, Dial Before you dig/Excavation permits, Correct and calibrated test equipment, Safety Management Plan, SCEE Policies and Procedures, Client evaluation, Risk Assessments, Rated PPE,	11		★
11	HSEQ	Fatality caused by vehicle incident due to fatigue because accommodation distance from residential base (start and end of swing), or residential accommodation to site (local workers)	David Gray	Andrew Baxter	20		Fatigue Management Plan, return to local accommodation the afternoon before first shift, shift length managed to allow for return to residential accommodation within shift length guidelines, radius of allowable travel for drive in/out local workers. Provision of bussing to be offered to select locations at start/end of swing subject to level of uptake and feasibility	11		★
12	Project Delivery	Electrical Compliance breaches resulting in fines or loss of Electrical licence	David Gray	Andrew Baxter	20		Electrical Compliance Checklists, Project Nominee's, QMP, Electrical Licence Registers, Competency checks, ITP's and ITR's, Commissioning Plans, Electrician interviews	11		★
13	HSEQ	Failure to close out non-conformances resulting in contractual breach and non-compliance within SCEE systems.	David Gray	Andrew Baxter	13		Stems notification. Follow up audits, Non Conformance elevated as per Non Conformance Procedure.	4		★
19		theft of high value materials resulting in delays or loss of margin	David Gray	Andrew Baxter	13		site fencing, 24 hour security guard, location of high value items within main compound, logistical coordination of deliveries to avoid long periods of onsite storage, CCTV	9		★
20		Delay of supply of key items resulting in schedule delay/ impact to Critical Path	David Gray	Andrew Baxter	13		Early identification and order placement of long lead items, expediting materials, Materials Coordinators, check-in with Suppliers	9		★
21		Inclement weather resulting in schedule delay/ impact to Critical Path	David Gray	Andrew Baxter	13		Onsite commercial resources to notify client within allowed timeframes, Time and cost for delays negotiated at tender, onsite weather monitoring station, Critical Path acceleration strategies	9		★
22		Failure of supplier to deliver critical item within required timeframe, resulting in impact to Critical Path	David Gray	Andrew Baxter	13		Early engagement and verification of capability/capacity to supply, regular communication with supplier to verify delivery timeframe	9		★

Risk	Mitigating Controls / Actions
Inability to meet required resource levels based on availability of resources	Provide manning forecast in advance to Recruitment Team, Establish Resourcing Strategy prior to Project Commencement, Utilise Database of SCEE employees past/present, Canvas other SCEE Projects, local recruitment/information sessions/job boards
Bullying / harassment/Sexual Harassment resulting in incident	Mandatory Bullying and Harassment training and Sexual Harassment training for all employees, Policies and procedures, Toolbox discussions, employee education sessions, employee awareness, Cultural Awareness sessions
Poor behaviour in the community (interaction both ways) resulting in incident or reputational damage.	Awareness of risks, toolbox, approved use of company vehicles, code of conduct, prestart meetings, expected standards of behaviour
Incident posted to social media impacting company reputation and breaching contractual requirements	Induction, Code of conduct training, toolbox topic, training and awareness, HR procedures, disciplinary procedure. Restricted phone and camera use on site.
Loss of current personnel due to wage growth within the market	In term Project Specific Union Greenfields Agreement, Upskilling and career path program, Yearly CPI increases, Long-term Project work (job security)

This risk criteria matrix, consequence and likelihood are to be used in conjunction with the Corporate Risk

Consequence		
	Health & Safety	Environment
Catastrophic	Fatality. Multiple fatalities. Serious safety breach leads to loss of multiple key employees or fatality	Severe damage to environmental / heritage damage
Major	Multiple LTIs, permanent disabling injury.	Significant environmental / heritage damage. Costly clean up
Moderate	Serious injury, Lost Time Injury (LTI)	Moderate effects on environment / heritage area. External assistance required for clean-up / remediation
Minor	Medical treatment injury, restricted work injury	Minor short term damage to environmental / heritage area
Negligible	Minor injury at site, first aid treatment	Limited damage to area of no or low significance. Internal clean up

Likelihood		
	Rare	Unlikely
Historical	Unheard of in the industry	Has occurred once or twice in the industry
Frequency (Continuous Operation)	Once every 10 years or more within SCEE	Once every 2 to 10 years within SCEE
Probability (single activity)	Rare	Unlikely to occur

Risk Matrix		
	Rare	Unlikely
Catastrophic	11	16
Major	7	12
Moderate	4	8
Minor	2	5
Negligible	1	3

Legend	
Operational	Corporate

<p style="text-align: center;">Low</p> <p style="text-align: center;">1 – 3</p>	<p>Acceptable with adequate controls.</p>	<p>Project/Functional Manager is responsible</p>
<p style="text-align: center;">Medium</p> <p style="text-align: center;">4 – 10</p>	<p>Acceptable with adequate controls. Confirm that controls implemented have reduced risk to as low as reasonably practicable. Supervisor sign off on JHA required for tasks with residual risk that remains at this level.</p>	<p>Acceptable with *adequate controls. Responsibility of Operations /Divisional /Functional Manager.</p>
<p style="text-align: center;">High</p> <p style="text-align: center;">11 – 19</p>	<p>Acceptable only if controls have been reduced as low as reasonably practicable. Site manager approval of controls for residual risks that remain at this level.</p>	<p>Only acceptable with #excellent controls.</p> <p>All treatment actions to be explored within 1 – 3 months.</p> <p>Responsibility of COO/CEO/MD.</p>

<p style="text-align: center;">Extreme</p> <p style="text-align: center;">20 – 25</p>	<p>Risk needs to be reduced to a level as low as reasonably practicable. Project Manager and HSE Manager consultation is required for any tasks which have residual risk assessed at this level, divisional GM or higher approval required.</p>	<p>Only acceptable with #excellent controls.</p> <p>All treatment actions to be explored within 1 month. Responsibility of the Board.</p>
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**adequate controls = only what a reasonable person would be expected to do in the circumstances*

excellent controls = more than what a reasonable person would be expected to do in the circumstances

procedure SCEE-BS-RM-PRO-0001 and Operational Risk Management procedure SCEE-BS-RM-PRO-0002 ar

Sequence		
Legal & Regulatory	Financial / Commercial	Reputation
Imprisonment of officers, loss of Electrical Contractors Licence	Not meeting market set expectations by >30%	Permanent loss of strategic client, Systemic brand damage
Major ASX breach, loss of Electrical Contractors Licence, major breach of legal and/or regulatory requirements	Not meeting market set expectations by 10%-30%	Major brand damage
Moderate breach of legal and/or regulatory requirements	Not meeting market set expectations by 5%-10%	Moderate brand damage
Minor breach of legal and/or regulatory requirements	Not meeting market set expectations by <5%	Minor brand damage
Minor breach of legal and/or regulatory requirements	N/A	Negligible brand damage

Frequency		
Possible	Likely	Almost Certain
Has occurred many times in the industry but not in the company	Has occurred once or twice in the company	Has occurred frequently in the company
Once every 1-2 years within SCEE	Once every year within SCEE	More than once each year within SCEE
May occur	Will probably occur	Will occur

Risk Matrix		
Possible	Likely	Almost Certain
20	23	25
17	21	24
13	18	22
9	14	19
6	10	15

and subsidiary work instructions as listed in the procedures.



Risk Identification Register - Actions

Project / Division Name RTIO/SINO/BODDINGTON
Manager Dave Gray
Review Date: 16/10/2023

Risk Identification Register Number	1
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Review Date 16/10/2023

RIR Item No	Action	Responsible	Due Date



Risk Identification Register

Project / Division Name 201074 CBESS

Manager David Gray

Initial Workshop Date 23/07/2024

Risk Identification Register Number	1
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Review Date 0/01/1900

Item	Risk Topic	Risk	Accountable	Responsible	Inherent Risk Rating (IRR)	Ref # for RMAP	Mitigating Controls / Actions	Residual Risk Rating (RRR)	Elevated to Corp RIR	Updated During Review Meeting
OPCOM04	Commercial									
OPCOM05	Commercial									
OPFIN01	Financial									
OPFIN02	Financial									
OPHR01	Human Resources & Training									
OPHR02	Human Resources & Training									
OPHR03	Human Resources & Training									
OPHR04	Human Resources & Training									
OPHR05	Human Resources & Training									
OPHR06	Human Resources & Training									
OPHR07	Human Resources & Training									
OPHSEQ03	HSEQ									
OPHSEQ05	HSEQ									
OPHSEQ07	HSEQ									
OPHSEQ09	HSEQ									
OPPD02	Project Delivery									
OPPD03	Project Delivery									
OPPD04	Project Delivery									
OPSYS01	Systems & Assets									

OPTEN0	Tendering									
OPCOM06	Commercial									
OPPD05	Project Delivery									
OPSYS02	Systems & Assets									
OPFIN04	Financial									