

#	External / Internal Issue	Nature of Risk / Opportunity	Risk / Opportunity	Interested Parties	Consequence	Likeli-hood	Risk level pre-action	Risk Status pre-action	Mitigating risk / Enhancing Opportunity	Relevant Process	KPI	Objective	Conse-quence	Likeli-hood	Risk level post-action	Risk Status post-action	Direct Reponsibility	Monitoring Responsibility
1	External - legal	Failure to communicate and consult on WHS and environmental risks and safety of workers and others (visitor, public). Company will not remain compliant with WHS and other legal requirements – incident, injury.	Risk	Regulator, general community, business owners and workers	Major	Likely	16	High	Ensure that communication and consultation occurs at site on relevant Site Specific Hazards and Risks. Ensure that Site specific Project QSE Plans and SWMS are used in site inductions and Toolbox Talks and meeting records retained.	2.4 Participation and Consultation	IMSO 1a) HSE Communication NC	IMSO 2b Toolbox Talk Register (On Time%)	Major	Unlikely	8	Low	WHS Manager	Site Engineer
2	External - legal	Changes to standard and legal requirements are not known.	Risk	HSE Regulator	Major	Likely	16	High	Amend standard and legal audit checklists in line with standard/ legal changes.	3.3 OHS, Environmental and Other Legal Risks and Compliance Obligations	IMSO 1b) Knowledge of standard/legal requirements NC	IMSO 4 Internal Audit Schedule (On time %)	Major	Unlikely	8	Low	WHS Manager	Project Manager
3	External - legal	Failure to prepare project documentation and Project QSE Plans.	Risk	Business owners, clients and workers	Major	Likely	16	High	Develop compliant Project QSE Plans. Make them available at site and communicate to workers.	3.4 Operational Risk Management	IMSO 1d) Availability of project QSE documentation	IMSO 1 Nonconformities raised (#)	Major	Possible	12	Moderate	WHS Manager	Project Manager
4	External - legal	Failure to identify or obtain information about nonconformities and site specific hazards and risks. Failure to raise a non-conformity or hazard report.	Risk	Business owners and clients	Major	Likely	16	High	Add entry to Non-Conformance Register and develop and record controls as required.	3.4 Operational Risk Management	IMSO 1e) Nonconformity / Hazard / risk identification NC	IMSO 1 Nonconformities raised (#)	Major	Unlikely	8	Low	Project Manager	WHS Manager
5	External - legal	Failure to identify generic non-site specific risk. Failure to raise a non-conformity, add/amend Hazard and Risk Register and SWMS.	Risk	Business owners and workers	Major	Likely	16	High	Add entry to Non-Conformance Register, update Hazards and Risk Register and update SWMS as required on advice from Site Manager.	3.4 Operational Risk Management	IMSO 1f) Review and update of SWMS template NC	IMSO 1 Nonconformities raised (#)	Major	Unlikely	8	Low	Project Manager	WHS Manager
6	Internal - values	Failure to check suitability of SWMS.	Risk	Business owners and workers	Major	Likely	16	High	Regularly and at least once per year check suitability of SWMS to ensure that existing controls sufficient and appropriate.	3.4 Operational Risk Management	IMSO 1f) Review and update of SWMS template NC	IMSO 1 Nonconformities raised (#)	Major	Unlikely	8	Low	Project Manager	WHS Manager
7	External - legal	Failure to plan site safety in an emergency. Fire, other emergency, injury.	Risk	Business owners, workers and general community	Catastro-philic	Possible	15	High	Prepare Emergency Procedures as part of Project QSE Plan in consultation with Site Manager, Director, Project Manager.	3.4 Operational Risk Management	IMSO 1h) Safety Planning NC	IMSO 1 Nonconformities raised (#)	Catastrophic	Unlikely	10	Moderate	WHS Manager	Project Manager
8	External - legal	Failure to ensure office safety in an emergency. Office fire, other emergency, injury.	Risk	Business owners, workers and general community	Major	Likely	16	High	Ensure office emergency procedures are in place and emergency drills conducted.	3.4 Operational Risk Management	IMSO 1h) Safety Planning NC	IMSO 1 Nonconformities raised (#)	Major	Unlikely	8	Low	WHS Manager	Project Manager
9	Internal - performance of the organization	Plant and equipment not available due to not calibrated or maintained.	Risk	Business owners, clients and workers	Major	Likely	16	High	Ensure that plant and equipment, including large plant, fire extinguishers, electrical equipment etc are maintained/calibrated and available	4.1 Resources	IMSO 1i) Resources planning failure	IMSO 3 Equipment Calibration/Service in Calibration and Maintenance Register (On time %)	Major	Unlikely	8	Low	Project Manager	Managing Director
10	Internal - performance of the organization	During allocation of project team members, work not forecast or planned correctly causing staff over-allocation.	Risk	Business owners, clients and workers	Major	Likely	16	High	Ensure project tasks are allocated and scheduled with sufficient time. Schedule future work taking into account forecast work in project review meetings.	4.1 Resources	IMSO 1i) Resources planning failure	IMSO 1 Nonconformities raised (#)	Major	Unlikely	8	Low	Project Manager	Managing Director
11	Internal - knowledge	Inadequate employee competence, experience and training causing employees to fail to follow correct process/procedure.	Risk	Business owners, clients and workers	Major	Likely	16	High	Determine the qualifications, competence and experience, necessary for employees to carry out activities for the company. Determine training needs. Conduct training.	4.2 Competence	IMSO 1k) Competence and training NC	IMSO 2a Training Register and Skills Matrix (On time %)	Major	Unlikely	8	Low	WHS Manager	Project Manager
12	Internal - values	Effectiveness of training not assessed.	Risk	Business owners, clients and workers	Major	Likely	16	High	Assess effectiveness of training. Review at management meeting.	4.2 Competence	IMSO 1k) Competence and training NC	IMSO 2a Training Register and Skills Matrix (On time %)	Major	Unlikely	8	Low	WHS Manager	Project Manager
13	External - legal	Training records not maintained.	Risk	Business owners, clients and workers	Major	Likely	16	High	Ensure that training records are maintained in personnel files, Skills Matrix up to date and Toolbox records maintained (by WHS Coordinator).	4.2 Competence	IMSO 1l) Record control NC	IMSO 2b Toolbox Talk Register (On Time%)	Major	Unlikely	8	Low	WHS Manager	HR Manager
14	Internal - values	Integrity and version control of IMS documentation not maintained. Incorrect, outdated documents available at points of use.	Risk	Business owners, clients and workers	Major	Possible	12	Modera-te	Maintain IMS and documentation integrity . Ensure that only current versions of documentation are available at point-of-use.	4.5 Documented Information	IMSO 1m) Document control NC	IMSO 1 Nonconformities raised (#)	Major	Unlikely	8	Low	WHS Manager	HR Manager

15	Internal - values	Records not created/retained - loss of documented information.	Risk	Business owners, clients and workers	Major	Possible	12	Moderate	Ensure personnel have been trained in this procedure, use correct documents and store records. Maintain integrity of record controls. Ensure document disposal as required.	4.6 Record Control	IMSO 1m) Document control NC	IMSO 1 Nonconformities raised (#)	Major	Unlikely	8	Low	WHS Manager	HR Manager
16	External - competitive	Bid will not meet client/tender requirements due to failure to clarify client brief, failure to review project specifications, plans, not correctly estimated.	Risk	Business owners and clients	Major	Likely	16	High	Determine project requirements from client tender and clarify with client if required. Maintain integrity of project documentation.	5.2 Requirements for Products and Services	IMSO 1p) Client communication NC	IMSO 1 Nonconformities raised (#)	Major	Unlikely	8	Low	Project Manager	Managing Director
17	Internal - knowledge	Grow Plant Hire Division.	Opportunity	Business owners, clients and general community					Promote new division. Obtain more equipment that can be hired. Ensure that appropriate documentation and systems in place to ensure safety and smooth operation.	5.2 Requirements for Products and Services							Office Manager	Managing Director
18	Internal - knowledge	In-source plant maintenance to employee (mechanic). Make plant maintenance a service offered to customers.	Opportunity	Business owners, clients and general community					Promote new service. Ensure that appropriate documentation and systems in place to ensure safety and smooth operation.	5.2 Requirements for Products and Services							Office Manager	Managing Director
19	Internal - knowledge	Grow Property Development Division.	Opportunity	Business owners and workers					Identify suitable property development opportunities from point of view of development / resale.	5.2 Requirements for Products and Services							Office Manager	Managing Director
20	Internal - values	Offer opportunities for involvement of future potential workers e.g. work experience students,	Opportunity	Business owners and general community					Raise company profile by making offers within the general community for work experience students through contacts in the general community e.g. schools	5.2 Requirements for Products and Services							Office Manager	Managing Director
21	Internal - values	Charity work in the general community well known to O'Neill Civil e.g. school communities	Opportunity	Business owners and general community					Raise company profile and increase company work opportunities by attending to requests from suitable well known community organisations e.g. schools. Cultivate contacts in the community	5.2 Requirements for Products and Services							Office Manager	Managing Director
22	External - technological	Design requirements not sufficiently consulted upon or confirmed with all stakeholders.	Risk	Business owners and clients	Major	Likely	16	High	Request information from and liaise with client, engineers and consultants to ensure that the process meets all client design requirements and legal requirements.	5.3 Construction Design Management	IMSO 1q) Design NC	IMSO 1 Nonconformities raised (#)	Major	Unlikely	8	Low	Project Manager	Managing Director
23	Internal - performance of the organization	Tenders not correct prior to submission to client due to failure to assess subcontractor quotations.	Risk	Business owners	Major	Possible	12	Moderate	Check subcontractor quotations and integrity of tenders prior to submission to client (with Managing Director).	5.4 Externally Provided Products and Services	IMSO 1n) Quotation and tendering NC	IMSO 1 Nonconformities raised (#)	Major	Unlikely	8	Low	Project Manager	Managing Director
24	External - competitive	O'Neill's request for quotations from subcontractors not fully detailed.	Risk	Business owners	Major	Likely	16	High	Ensure sub-contracts include work stages, ITP's and safety.	5.4 Externally provided Products and Services	IMSO 1r) Subcontractor NC	IMSO 1 Nonconformities raised (#)	Major	Unlikely	8	Low	Project Manager	Managing Director
25	External - competitive	Subcontractors' project quotations not compared and assessed.	Risk	Business owners	Major	Likely	16	High	Verify that subcontractors competitive quotations received and compared.	5.4 Externally provided Products and Services	IMSO 1r) Subcontractor NC	IMSO 1 Nonconformities raised (#)	Major	Unlikely	8	Low	Project Manager	Managing Director
26	Internal - values	Failure to ensure that subcontractors are qualified (service quality, WHS documentation insurances).	Risk	Business owners, clients and workers	Major	Likely	16	High	Ensure that subcontractors are pre-qualified and assessed annually.	5.4 Externally provided Products and Services	IMSO 1r) Subcontractor NC	IMSO 6b Supplier Subcontractor Register (On time %)	Major	Unlikely	8	Low	WHS Manager	Project Manager
27	Internal - values	Failure to purchase correct materials, hire equipment as required.	Risk	Business owners and clients	Major	Likely	16	High	Ensure accuracy of communication (email) as per materials in specification. Maintain good business communication and relationships with suppliers.	5.4 Externally provided Products and Services	IMSO 1s) Purchasing and delivery NC	IMSO 1 Nonconformities raised (#)	Major	Unlikely	8	Low	Site Supervisor	WHS Manager
28	Internal - values	Failure to purchase materials included in final product that are safe and environmentally sound.	Risk	Business owners, clients and workers	Major	Likely	16	High	Verify with suppliers that products to be purchased are safe and environmentally sound.	5.4 Externally provided Products and Services	IMSO 1s) Purchasing and delivery NC	IMSO 1 Nonconformities raised (#)	Major	Unlikely	8	Low	Site Engineer	Project Manager
29	External - legal	Hire equipment is not documented / maintained / calibrated as required.	Risk	Business owners, clients and workers	Major	Likely	16	High	Ensure hired equipment has correct records e.g. maintenance / registrations / calibrations.	5.4 Externally Provided Products and Services	IMSO 1s) Purchasing and delivery NC	IMSO 1 Nonconformities raised (#)	Major	Possible	12	Moderate	Site Supervisor	WHS Manager
30	External - competitive	Failure to ensure that raw materials are checked on delivery.	Risk	Business owners and clients	Major	Possible	12	Moderate	Check received goods are correct and sign delivery acceptance. Double check DD against invoice and purchase order.	5.4 Externally Provided Products and Services	IMSO 1s) Purchasing and delivery NC	IMSO 1 Nonconformities raised (#)	Major	Unlikely	8	Low	Site Engineer	Project Manager

31	Internal - values	Project customer or other complaints not recorded or dealt with.	Risk	Business owners and clients	Major	Likely	16	High	Review and deal with all complaints in the Non-Conformance Register. Ensure investigations of all complaints are completed and complaints resolved.	5.7 Control of Non-Conforming Outputs	IMSO 1t) Complaint process NC	IMSO 1 Nonconformities raised (#)	Major	Unlikely	8	Low	Office Manager	Managing Director
32	Internal - values	Not all non-conformities etc closed out as required.	Risk	Business owners and clients	Major	Likely	16	High	Send nonconformity notices to workers (employees and subcontractors) requesting correction or corrective action as required.	5.7 Control of Non-Conforming Outputs	IMSO 1u) Correction and Corrective/Preventive Action NC	IMSO 5 Nonconformities resolution (On time %)	Major	Unlikely	8	Low	Project Manager	WHS Manager
33	External - legal	Incidents not reported to Regulator (e.g. SafeWork NSW) or investigated. Regulator prosecution.	Risk	Regulator, Business owners and workers	Major	Likely	16	High	Ensure that all serious injuries are recorded, root cause determined and report provided to Regulator.	5.8 Emergency Preparedness and Response	IMSO 1g) Incident injury process NC	IMSO 1 Nonconformities raised (#)	Major	Possible	12	Moderate	WHS Manager	Managing Director
34	External - legal	Check of standard and legal requirements not made.	Risk	Regulator, Business owners, clients and workers	Major	Likely	16	High	Conduct standard / legal audit.	6.1 Monitoring, measurement, analysis and evaluation	IMSO 1c) Standard/legal compliance check NC	IMSO 4 Internal Audit Schedule (On time %)	Major	Unlikely	8	Low	Internal Auditor	WHS Manager
35	External - competitive	Payments to subcontractors made prematurely without verification of ITP's and satisfactory work completion. Work not completed correctly/on-time.	Risk	Business owners and clients	Major	Likely	16	High	Ensure subcontractors are monitored for completion of work stages, before progress payments made.	6.1 Monitoring, measurement, analysis and evaluation	IMSO 1r) Subcontractor NC	IMSO 1 Nonconformities raised (#)	Major	Unlikely	8	Low	Project Manager	Office Manager
36	External - competitive	Customer Satisfaction not surveyed. Company may not be aware that customers are not happy with products/service.	Risk	Business owners and clients	Major	Possible	12	Modera te	Ensure that customer satisfaction surveys are conducted during and at the end of projects, maximum once per six months.	6.1 Monitoring, measurement, analysis and evaluation	IMSO 1v) Customer satisfaction process NC	IMSO 7 Client Satisfaction Survey (Result %)	Major	Unlikely	8	Low	Office Manager	Managing Director