

Insight aims to provide useful information, links and tips in the areas of Risk Management, Occupational Health and Safety, Business Continuity Management, and other areas relating to management systems and corporate governance.

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Optimising Management Review

All management system standards include some form of requirement for a Management Review. The requirement is generally framed as; ‘Top management shall review the organisation’s management system at planned intervals to ensure its continuing suitability, adequacy and effectiveness.’

In many cases, *Top Management* is misinterpreted within organisations as the team or committee immediately responsible for the maintenance or review of the system, be it health and safety, environment, or quality. However, ISO 9001 defines *Top Management* as the group of people who direct and control the organisation at the highest level and who have ‘the power to delegate authority and provide resources within the organisation.’

It would follow that a management review cannot be undertaken by a committee that only comprises middle management. One would expect to see the level of management that is considered the ‘highest level’ and who make decisions for the whole of the organisation (or at least the part of the organisation covered in the scope of the management system).

After ensuring that the correct positions are represented in the Management Review, the next issue is what should be discussed? Again, the standards provide



direction in this area. *AS/NZS 4804:2001 Occupational health and safety management systems - General guidelines on principles, systems and supporting techniques* providing useful guidance on what to include. In general, an effective management review should look at the system as a whole and not just what is occurring at the time. An agenda should include:

- An assessment of the Management System effectiveness, continuing suitability, and adequacy;
- Review of the respective Policy or associated policies;
- Review of performance indicators and trends;
- Findings of the audits and inspections;
- Changes in relevant legislation and the effect on the management system;
- Changes in organisational operations or structure;
- Lessons learnt from incidents and / or non conformances;



- Feedback from employees, customers, providers or members of the public; and
- Training.

Whilst many organisations hold a planned management review (generally annually) it is possible, and permissible, to incorporate the review into regular senior management meetings to build on the principle that the management system should be integrated into line management activities. This could include ensuring that the elements listed above are included in regular management meetings, though not all elements need be included in all meetings. For example, the policy need only be looked at annually and performance indicators quarterly. Changes in legislation need only be discussed if there are any relevant changes at the time of the meeting.

It is imperative that a record of management review meetings is retained, not only for certification purposes but to record discussions and ensure actions are tracked and communicated throughout the organisation.

A management review should never be held simply to meet the requirements of a standard, it should be a part of good governance, where top management considers and examines the management system as a whole as part of managing the business to ensure it is operating effectively.

Please [contact QRCM](#) for more assistance to optimise your management review processes.

ISO 31000:2018 Risk Management – what’s different?

The international standard ISO 31000 *Risk Management—Guidelines* was first released in 2009, and in Australia the standard soon replaced the local AS 4360. Over the past few years ISO 31000 has

undergone its first review, and the revised standard was released in February 2018.

The focus of the review was to make the standard clearer, simpler and shorter.

At the end of the day, the core requirements of the standard remain much the same. Primarily, the changes in the 2018 version are:

- The principles of risk management are summarised without loss of any key messages;
- An emphasis is placed on the purpose of the risk management framework being to integrate risk management into all organisational activities and functions, including governance and decision-making;
- Responsibility is given to top management and oversight bodies to ensure this integration occurs and to demonstrate leadership and commitment;
- Integration of risk management across all decisions and activities means the process is iterative and draws on new knowledge and experiences as they arise;
- Recognition is given to the fact that there can be many applications of risk management processes across an organisation, customised to the context where they are applied; and
- Recognition is also given to the fact that human nature and organisational culture are variable, and that these variabilities need to be considered throughout the risk management process.



One of the immediate effects on organisational processes of the new focus of integration is that risk management should no longer be done on a periodic basis (e.g. quarterly, annually) but rather every time a business decision is made or a key business process or activity is undertaken.

Please [contact QRMC](#) for assistance to update your risk management processes.

Proactive Plant Safety

Beginning in April 2018 Workplace Health and Safety Queensland will be auditing organisations in the manufacturing industry as part of an effort to reduce injuries from plant. Issues to be focussed on will include machine guarding, isolation, lockout and tagout, plant risk management, and safe use of plant and systems of work.

This campaign by WHSQ is a timely reminder of the importance of plant safety for fixed or mobile plant in all organisations.



Risks to workers from plant items are as widely varied, for example:

- Mechanical issue – ensuring identification of ineffective machine guarding, deformities or damage or evidence of oil or fluid leakage that may compromise operation;
- Electrical issue – ensuring the supply is not impacted by other plant or equipment and identifying any damage caused to power supply flexi cables or conduit; and
- Interfacing issues – ensuring sufficient space is available to other plant (whether that be fixed or mobile plant) without negatively impacting on other operations.

Arguably the two most common points of failure relate to ineffective isolation and lock out processes (to ensure that plant is safe for maintenance, cleaning, etc.) and an over-reliance on PPE. When items of plant are covered in signage it's often an indication that the various mechanical and electrical controls have been ignored or poorly designed.

In the context of the wide variety of risks that plant poses, it's critical that both managers and workers are familiar with the process of undertaking a risk assessment, so as to be competent to identify the risks associated with the specific item(s) and context of the task at hand. This process is laid out in the *Managing Risks of Plant in the Workplace Code of Practice* 2013 that will soon be mandatory in Queensland.

It's also important to ensure that a regular and robust inspection process is in place for fixed and mobile plant items, so that the micro issues (breakages, maintenance failures etc.) don't escalate into more significant ones.

Please [contact QRMC](#) for plant safety risk assessments, risk assessment training or plant risk management process development.

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