

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

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## BCM Buy-In

Like all management strategies and systems, business continuity management (BCM) and plans (BCPs) are only as good as their implementation. And being properly implemented relies entirely on the buy-in of the responsible organisational personnel, especially top management.

In the absence of management support, the necessary resources and operational prioritisation may not be available to embed the BCM program, and then the best BCP in the world won't succeed in protecting the organisation.

If the impetus towards developing or improving business continuity management has not originated from top management, the BCM champion needs to concentrate their early efforts towards providing information and recruiting management support. Methods include:

- Documenting and communicating organisational benefits.
- Demonstrating the link between organisational objectives, risk management, and business continuity management.

- Clarifying how the BCM program dovetails with existing strategies and systems, without reinventing the wheel or creating unnecessary work.



It is also important to recognise and manage the real concerns or objections that may arise:

- Be understanding of people’s reluctance, sympathetically explore their objections and then develop solutions or compromises after consulting with all stakeholders.
- Highlight the beneficial outcomes for the objector, as a counterbalance to real objections, such as the additional workload involved in developing and testing a BCP.
- Provide information and direct assistance, rather than just expecting others to pick up and run with it.

Be flexible in your approach. There is rarely only one pathway to any given goal, and if an adjustment to the intended approach will alleviate the concerns of objectors while still broadly achieving the goal, go with the flow rather than allowing the perfect to be the enemy of the good.

Don’t forget to show your appreciation and give praise for agreements reached and work done. People who know you appreciate their efforts are more likely to continue to cooperate and assist with the development of the BCM program.

Please [contact QRMC](#) for more information.

## Chain of Responsibility Update

As of October 1<sup>st</sup> 2018, the much-anticipated changes to the Heavy Vehicle National Law and Chain of Responsibility (CoR) rules took effect. While the overarching principle that all parties in the chain are responsible for ensuring safety remains in place, the legislative changes reflect the structure of the current WHS Legislation.



These adjustments include:

- **The standard of legal duty** – the new approach removes the deemed liability for all parties and replaces it with a duty to take “*all reasonably practicable steps to ensure the safety of their transport activities*”.
- **Executive liability** – the new standard requires Executives to exercise “due diligence” to ensure that their business complies with all duties under the CoR (similar to the requirements under the WHS Act).
- **Increased penalties** – aligning with the existing WHS laws and in order to ensure that businesses give greater attention to CoR, the penalties have been raised.

This suite of changes are forward-looking, allowing organisations to look out the windscreen instead of driving while looking at the incidents in the rear-view mirror.

Overall, there is a closer alignment with WHS management systems. The changed standards bring them into line with the WHS requirements, and this



means that existing management systems can be adapted to integrate CoR management. But while the national regulator is advocating the integration of HV CoR within current Management System processes, it is important to note that the alignment with WHS is *not a complete alignment*.

The Heavy Vehicle CoR requirements impose a greater responsibility on your organisation for the conduct of other parties within your supply chain, and a greater responsibility on you for the conduct of persons 'off-site'. Also importantly, under CoR, you can be held responsible for the conduct of any party in your Supply Chain.

CoR responsibility is not site-based, nor is it employee/contractor-based: it is supply chain-based, and its matrix of responsibilities overlap and interweave with other personnel who operate external to your organisational structure – highlighting the need to document the requirements and expectations within contracts and service agreements.

[Contact QRMC](#) for assistance with making your management systems and contracts CoR-compliant.

## SNG Date Claimer – Friday 30 November 2018

The next Safety Networking Group meeting has been scheduled for 30 November 2018 (in the a.m.), venue to be advised.



Details of the program will be sent to Group members prior to the meeting. Any requests or recommendations for presentations are welcome. Send to David Muchow, Convenor Safety Networking Group ([david@qrmc.com.au](mailto:david@qrmc.com.au))

### ABOUT THE SNG:

*In 2005 QRMC founded the Safety Networking Group for senior safety professionals in SE Qld. QRMC continues to coordinate and arrange for speakers to present at quarterly meetings and discuss information on contemporary WHS issues. Group members also share information from their workplaces or industries, which other members frequently find interesting and useful.*

*More information on the [Safety Networking Group](#) can be found on our website. Senior safety professionals contemplating attending meetings in Brisbane can [contact QRMC](#).*

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