

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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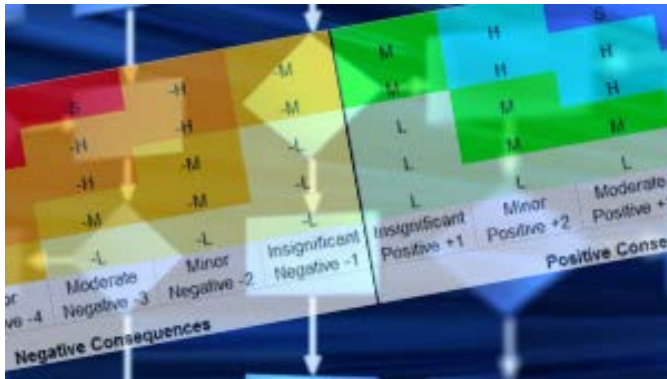
Risks and Opportunities

Historically the word *Risk* has been associated with the negative – ‘what could go wrong.’ The very definition of risk within ISO 31000:2018 Risk Management, as the ‘effect of uncertainty on objectives,’ is inherently negative with uncertainty not generally being associated with positive connotations or outcomes.

However, in the new suite of ISO standards using the Annex SL format, the concept of ‘opportunities’ is now embedded when referring to risk in clause 6.1 ‘Actions to address risks and opportunities.’ It is included within:

- AS/NZS ISO 9001:2016 Quality Management Systems
- AS/NZS ISO 14001:2016 Environmental Management Systems
- ISO 45001:2018 Occupational Health and Safety Management Systems
- AS ISO/IEC 27001:2015 Information security management systems

ISO 31000:2018 adds to the definition of risk with a note, ‘An effect is a deviation from the expected. It can be positive, negative or both, and can address, create or result in opportunities and threats.’



Whilst these standards generally require a formal approach to the identification, assessment and control of risk (with the exception of ISO 9001), the approach to identifying and managing opportunities is generally less formal and, in most cases, only mature organisations use a structured approach when looking at opportunities.

A risk assessment should be a process that assists in identifying and then mitigating, avoiding and managing risks. However, organisations should also be looking at how to benefit from opportunities that arise in a more structured manner. To this end, a standard risk assessment matrix that considers only negative consequences may need to be restructured to include a

review of opportunities and how an organisation may derive benefit from them.

Whilst not applicable to all risks assessments, descriptors of 'positive consequences' or opportunities can be developed relevant to the organisation's operations, and then included so as to be able to formally assess opportunities, thereby assisting prioritisation and decision-making in planning and associated processes.

Typically, the negative consequences are ranked from *Insignificant* to *Catastrophic*, with the 'People Safety' consequence ranging from 'no injuries or first aid (only)' up to the *Catastrophic* outcome of 'fatality / fatalities'. Considering the positive consequences or the opportunity, these could be expressed as *Insignificant* being (for example) 'minimal positive impact on safety initiatives, staff morale and attitudes or safety culture' through to *Significant* (being the positive version of the catastrophic risk) representing 'significant positive improvement in staff morale, health & wellbeing, culture or organisation efficiency'.

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

Looking ahead to 2019

While there are no major legislative overhauls expected in 2019, Safe Work Australia's review of the model WHS laws is due to be finalised by the end of the year, and this will (in all likelihood) have a flow-on effect to the state Legislation.

The aim of the review is to identify areas of the model WHS laws that require further assessment and analysis; considering whether the model WHS laws are operating as intended and are effective in protecting workers and other persons against harm; assessing whether the



consultation, representation and issue resolution provisions are effective; and whether the model WHS Regulations, Codes of Practice and National compliance and enforcement policy adequately support the object of the model WHS Act.

Also, the introduction of ISO 45001 ... and the continued implementation of the requirements of 2018 revision of ISO 31000 ... will keep life interesting.

As detailed in our article on "Risks and Opportunities", the embedment of the concept of opportunity in key international standards should prompt discussion about 'the positives', rather than just thinking about the 'negative risks'.

From a WHS perspective, the coronial inquest into the Dreamworld fatalities will potentially highlight a range of Management-level and system based opportunities that could be applied across most industries. One of these associated opportunities should be to leverage off the heightened profile that Risk Management in general (inclusive of WHS, Quality and Business Continuity disciplines) will have in 2019.

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

Stay Safe over the Silly Season

During the busy lead up to Christmas, both employers and employees should give some extra thought to safety.

PCBUs need to be aware of the safety and risk issues that arise at this time of year. Alcohol at festive season celebrations, increased workload and pressure leading up to Christmas, changes in shifts and short-handed rosters all present risks to safety that need to be managed. Alcohol-fuelled behaviour also presents a reputational risk to the organisation.

PCBUs should be proactive in addressing these issues:

- Plan work functions carefully, setting boundaries and explaining behavioural expectations to workers. Be aware of fatigue and concentration issues the day after.
- Keep an eye on workloads and longer hours, and make sure safety is not compromised in the rush to get to the end of the year. Fatigue management is especially important, and managers should monitor stress levels and be ready with conflict management.
- Ensure good safety induction of temporary / contract workers is carried out.
- Remind workers regularly about the importance of safety so they don't lose sight of this responsibility during the busy period.

Workers should also be mindful of their safety over the holiday break. Many people undertake extra travelling at this time of year so driving safely becomes doubly



important. Be mindful of your health by being moderate in the consumption of alcohol and rich foods. Rather than cramming too many projects into your break, be sure to spend some time relaxing and getting some physical exercise so that you can resume work in the new year with a sense of invigoration rather than exhaustion.

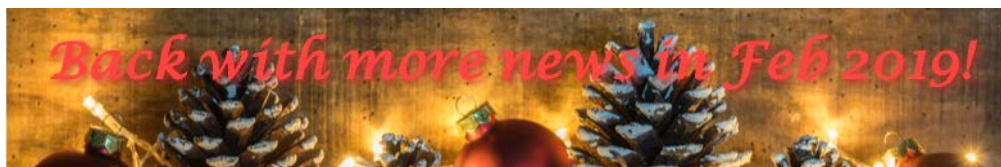
[QRMC](#) hopes all our readers enjoy fun and safe Christmas celebrations with their colleagues, family and friends.

Holiday Wishes

This edition of Insight is the final for 2018. The first edition in the New Year will be issued in February 2019.

QRMC Risk Management Pty Ltd will be closing over the Christmas period, from close of business Friday 21 December, reopening Monday 7 January 2019.

QRMC wishes all our clients, supporters and readers a relaxing, happy and safe holiday season. We look forward to your company in the New Year!



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