










SAFE WORK METHOD STATEMENT – Infection Control

Activity	INFECTION CONTROL		
SWMS No	6		
Issue Date	17 DECEMBER 2020		
Version No	7		
Authorised by	HSEQ MANAGER		
Contract			
Site			
State Manager			
Contract Manager			
Site Supervisor			
Relevant workers consulted in the development approval & communication of this SWMS.			All persons involved in this activity must have read and understood this SWMS prior to commencing this work activity.
Name	Signature	Date	<ol style="list-style-type: none"> 1. Team talks will be undertaken to identify, control and communicate additional site hazards. 2. Work must cease immediately if incident or near miss occurs. SWMS must be reviewed in consultation with relevant persons. 3. SWMS must be made available for inspection or review. SWMS will be kept until job is complete or for 2 years. 4. Where there are other parties working adjacent to Menzies work area, and our work activity could impact their health and safety, they will be consulted to ensure that they are not exposed to the worksite hazards. 5. Control measures for hazards on site are implemented as per The Risk Management Procedure (MMS-PRO-037). 6. Contract Managers, HSEQ Officers and Senior Management will monitor hazard controls and the quality of the work performed by conducting HSEQ Audit and QSIR Inspections as per the Site Inspection, Audit and Testing Procedure (MMS-PRO-038). 7. The effectiveness of hazard controls is reviewed as per the Management Review Procedure (MMS-PRO-022). 8. Control measures are to be implemented with staff by training in this SWMS and through site supervision and consultation. 9. All electrical and petrol-powered assets are to be listed on the asset register. The Contract Manager is responsible for ensuring that all equipment is maintained correctly and serviced to the manufacturer's standard. 10. Contract Managers are to ensure that all staff undergo compliance training and re-induction annually. <p>Always check the intranet / GoMenzies (www.gomenzies.com.au) using your employee log in details for copies of current company documentation including the procedures, legislation, manufacturer's manuals and other references listed above.</p>
Con Anagnostou	<i>Con Anagnostou</i>	15/12/2020	
Sahan Palihakkara	<i>Sahan Palihakkara</i>	15/12/2020	
Siddique Fisher	<i>Siddique Fisher</i>	15/12/2020	
Rukshan Kulatunga	<i>Rukshan Kulatunga</i>	16/12/2020	



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Control Responsibilities of staff for this SWMS		Legislative and other references		
<p>Listed beside each safe work instruction / control measure is the person responsible for its implementation. Abbreviations for each staff member are listed below:</p> <ul style="list-style-type: none"> • Menzies Senior Management (Mgr) • Contract Manager (CM) • Site Supervisor (SS) • Cleaner (Clr) 		<p>Work, Health and Safety Act (2011) – NSW, ACT, QLD & NT ONLY Work, Health and Safety Act (2012) – SA & TAS ONLY Occupational Health and Safety Act (2004) – VIC ONLY Occupational Safety and Health Act (1984) – WA ONLY Work Health and Safety Regulation (2011) – QLD, TAS & SA ONLY Occupational Health and Safety Regulations (2017) – VIC ONLY Occupational Health and Safety Regulation (1996) – WA ONLY Work Health and Safety Regulation (2017) – NSW, NT, ONLY Work Health and Safety Regulation (2011) – ACT ONLY National Code of Practice for How to Manage Work, Health and Safety Risks (2011) SWA National Code of Practice for Hazardous Manual Task (2016) SWA National Code of Practice for Managing Risks of Hazardous Chemicals in the workplace (2012) SWA National Code of Practice for Labelling of Work Place Hazardous Chemicals (2015) SWA Slips, Trips and Falls Fact Sheet (2012)</p>		
Licences, Certification or Training	PPE symbols used in this SWMS	Cleaning Tools, Equipment & Consumables	Pre Start Inspection / Checks	Work Permit?
<p>Menzies:</p> <ul style="list-style-type: none"> – Company induction. – Chemical safety training. – Manual handling training. – Infection control training. – Client site specific induction. <p>Client:</p> <ul style="list-style-type: none"> – Contractor induction. – Site specific induction. 	 Enclosed, non-slip shoes.  Safety Glasses  Protective Gloves  Protective clothing  Face Mask  Hi-vis vest <p>The task specific PPE requirements are listed under each job step.</p> <p>Please also observe site specific PPE Requirements.</p>	<ul style="list-style-type: none"> – Yellow bucket, yellow micro fibre cloth, yellow mops (flat, string) long handle dust pan & broom, vacuum (wet & dry, fitted with HEPA filter), scissor trolley. – APPROVED chemicals (also dependent on client authorisation): <i>Neutral detergent, bleach, sanitiser, vinegar, absorbent granules, measuring cup, pump-up pressure spray bottle.</i> – CLEANING IN PROGRESS floor sign. – SUPPLIES: Paper towel, absorbent wipe, sharps kit, biohazard bags. – <i>Note: all applicable tools/equipment (i.e. Buckets, mops, cleaning cloths) must be colour coded yellow and after use should be placed in a yellow bag (which can be laundered at specialised laundry facilities, washed at a high temperature).</i> 	<ul style="list-style-type: none"> – Tools & equipment are CLEAN. – Tools & equipment are DEFECT FREE. – ELECTRICAL equipment has been TESTED & TAGGED less than 6 months ago. – CHEMICAL containers are clearly LABELLED and securely capped. – Multiple warning SIGNS are available. – Personal Protective Equipment (PPE) – Residual Current Device (RCD) tested. <p>Any items that DO NOT pass inspection MUST be removed from service, TAGGED OUT, and reported to your Manager. Any equipment that has a lockout (key) or immobilisation switch should be left in a safe state with the key removed (or otherwise immobilised) as per the manufacturer's instructions and never left in a condition where it could be operated by an unauthorised person.</p>	<p>Nil</p>



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Job Steps / Tasks	Potential Hazards	Inherent Risk	Safe Work Instructions / Controls Measures	By Who	Residual Risk
1 Arranging access to the client site, specific areas to be cleaned, and amenities. PPE for this job step: 	<ul style="list-style-type: none"> – Moving vehicles or mobile plant – Social Isolation – Assault – Seasonal heat, cold, rain, snow or wind – Poor or defective lighting – Slip and trips hazards – Inadequate wash and drinking facilities – Biological related illness or infection (e.g. Viruses – COVID-19, etc) 	C3 Medium	<p>1.1 All workers to complete site-specific inductions and workplace orientation prior to commencing work for the first time on site.</p> <p>1.1 Do not attend work if you are unwell or experiencing any symptoms such as fever, cough, or sore throat. Stay at home and get tested if you have any symptoms of coronavirus (COVID-19), even if mild. As required:</p> <ul style="list-style-type: none"> • Keep your distance – stay 1.5 metres away from people where you can • Wear a face mask if and when required by state government health agencies (unless a lawful exception applies) <p>Practise good personal hygiene – wash your hands regularly and when needed, cough and sneeze into your elbow or a tissue (dispose in bin after use)</p> <p>1.2 Follow client site specific procedures and safety rules including any traffic management arrangements in place. Wear a hi-vis vest to be more visible to operators of vehicles or plant.</p> <p>1.3 Park vehicles and use well-lit walkways when on the premises.</p> <p>1.4 Do not confront potential trespassers or hostile people, find a safe place, lock the doors & windows, and report to security or police.</p> <p>1.5 Report any hazards or other issues immediately to your manager and record concerns in the site Communications Book.</p> <p>1.6 Keep cleaning tools, equipment and consumables in designated storerooms on the client site.</p>	All All All SS, Clr	B2 Low
2 Transport & storage of cleaning equipment, tools and consumables required for performing work. PPE for this job step: 	<ul style="list-style-type: none"> – Manual handling – Weather conditions – Slip and trip hazards – Poor or defective lighting – Hazardous chemicals – Fire 	D3 Medium	<p>2.1 Use trollies to cart your cleaning equipment on sealed surfaces around the work site.</p> <p>2.2 Do not expose electrical equipment to moisture or wet weather.</p> <p>2.3 Avoid working in inclement weather, ensure that your footwear has an appropriate level of grip for the surface you are working on and keep a clear view of your path of travel as you move to avoid trips and falls.</p> <p>2.4 Use ramps and lifts to move between building levels.</p> <p>2.5 Store cleaning supplies in functional locations on the client site to minimise the need for carry items up & down stairs.</p>	Clr Clr Clr SS, Clr	B3 Low



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			2.6 Always store & handle chemicals as directed on the label. 2.7 Team lift any heavy items such as carpet cleaning equipment.	Clr Clr	
3 Erect warning signs & barricades, and assess the work area for soiling and potential hazards before commencing cleaning.  PPE for this job step:	<ul style="list-style-type: none"> – Assault – Sharps and infectious substances. – Electricity. – Slips and trips hazards – Hazardous chemicals 	D3 Medium	3.1 Fit relevant Personal Protection Equipment (PPE) such as gloves, safety glasses, face mask and shoe covers when making an assessment of a work area where biological hazards are suspected. 3.2 Ensure sufficient warnings sign are on display i.e. <i>one for each pedestrian entry point to the work area – either end of a corridor, at top and bottom of a stair well or escalator, goods lift etc.</i> 3.3 Immediately flush eyes or mouth clean if there is any exposure to chemicals or debris. If you are injured by sharps or a suspected infection substance or it enters your blood stream, seek immediate medical care. 3.4 Report any hazards or building maintenance issues to your supervisor, ensuring that it is also recorded in the communications book.	Clr Clr Clr SS, Clr	B3 Low
4 Cleaning up bodily fluid, blood and excrement. PPE for this job step: 	<ul style="list-style-type: none"> – Sharps and infectious substances – Hazardous chemicals – Hazardous manual tasks – Cross Contamination – Slips and trip hazards – Resource depletion (water) 	D3 Medium	4.1 Fit necessary PPE, ensure absorbent granules and dust pan are taken to area requiring cleaning. 4.2 Remove any solid matter using paper towel or dust pan, place in a bio-hazard bag. 4.3 Sprinkle on absorption granules to absorb liquid waste, leaving for time specified by the manufacturer. Use dust pan and broom to sweep up absorption granules and empty into garbage bag. 4.4 Wash the area with detergent to remove any remaining traces of matter. Dry area with paper towel. 4.5 If there is a person present who affects your safety, retreat to a safe place and call for help. 4.6 Spray the area with sanitiser, allow at least 10 minutes to pass before wipe or patting dry the disinfectant from the area using paper towel. DO NOT leave damp floor unattended – Dry mop. 4.7 Place all disposable PPE and waste in a biohazard bag, sealing the bag carefully, dispose of in general waste.	Clr Clr Clr Clr Clr Clr Clr	B3 Low

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Job Steps / Tasks	Potential Hazards	Inherent Risk	Safe Work Instructions / Controls Measures	By Who	Residual Risk
			4.8 All cleaning equipment used must be washed with detergent and warm water, rinsed in hot water and dried.	Clr	
5 Cleaning a facility that is experiencing (or suspecting) a viral outbreak (e.g. Gastro, influenza, , etc) outbreak. PPE for this job step: 	<ul style="list-style-type: none"> – Sharps and infectious substances – Hazardous chemicals – Hazardous manual tasks – Cross contamination – Slips and trip hazards – Resource depletion (water) 	D3 Medium	4.8 All cleaning equipment used must be washed with detergent and warm water, rinsed in hot water and dried. 5.1 Speak to Facility Manager to confirm overall health of facility, nature of the infection, cleaning plan, and infection control procedures to be followed i.e. <i>facility lock down, waste management</i> . If the nature of cleaning involves deep clean, refer to SWMS6L2 – Level 2 or refer SWMS6L3 – Level 3 (COVID-19 positive environment) as applicable. 5.2 Fit protective shoe covers, gloves and surgical mask when making assessment of the work area. Fit protective coveralls prior to commencing cleaning procedures. 5.3 Each facility room is to be washed from top to bottom, first using a detergent to remove soils and dust, then sanitised using a hospital grade disinfectant. Flat mops are used to clean ceilings and walls, string mops are used for floors, paper towel are used for non-fabric furnishings, micro fibre cloths used for soft furnishings. 5.4 Ensure cleaning equipment has been washed clean in warm water and detergent, then rinsed with hot water, to prevent cross contamination. 5.5 Hand hygiene procedure must be strictly adhered to. 5.6 Infectious solids are to be biohazard bagged and disposed of as directed by the facility manager.	Clr SS Clr Clr Clr SS, Clr	B3 Low
6 Cleaning Mould PPE for this job step: 	<ul style="list-style-type: none"> – Infectious and fungal substances – Hazardous chemicals – Hazardous manual tasks – Cross Contamination – Slips and trip hazards – Resource Depletion (water) 	D3 Medium	6.1 Before starting, ensure that gloves, side-shielded safety glasses and face/dust mask are correctly fitted. 6.2 Place signage or barricading to prevent others from entering your worksite. 6.3 Using a HEPA filter fitted vacuum cleaner, vacuum all areas to remove surface mould. 6.4 Using a solution of vinegar and water at a ratio of 80ml vinegar to 20ml of water, spray the mould liberally and allow to soak for 1 hour. 6.5 Respray area with vinegar solution and agitate with a scrubbing brush, then wipe that area with a microfibre cloth.	Clr Clr Clr Clr Clr	B3 Low

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Job Steps / Tasks	Potential Hazards	Inherent Risk	Safe Work Instructions / Controls Measures	By Who	Residual Risk
			6.6 If appropriate, leaving the vinegar solution sprayed onto the surface will inhibit future mould growth.	Clr	
			6.7 Remove vacuum cleaner attachments and rinse in vinegar solution to prevent mould spores being spread.	Clr	
7 Handling and disposal of sharps PPE for this job step: 	<ul style="list-style-type: none"> – Sharps and infectious substances – Hazardous chemicals – Hazardous manual tasks – Cross Contamination – Slips and trip hazards 	D3 Medium	7.1 Before you start, put on your protective gloves. 7.2 Carry sharps container and tongs to the area where the sharp has been located. NOTE: At no time should you attempt to re-cap a needle even if the cap is left with it. 7.3 Open the lid of the sharps container as per the manufacturer's instructions and look inside to make sure that there is sufficient room to dispose of the sharp. 7.4 Place the sharps container on the ground next to the sharp. 7.5 Using the tongs, pick up the sharp with the needle pointing towards the ground and drop it into the sharps container, ensuring that the sharp has dropped completely into the container. 7.6 Any other sharps related material left with the sharp can also be dropped into the container using the tongs (i.e. wipes or caps). NOTE: If the sharp does not drop into the container, you can pick the container up with the tongs and tap the base on the ground to make it fall through. 7.7 Close the lid of the sharps container.	Clr Clr Clr Clr Clr Clr	B3 Low
8 Hand Hygiene PPE for this job step: 	<ul style="list-style-type: none"> – Germs, microbes and infectious material – Cross contamination 	C2 Low	8.1 Always take the time for hand hygiene to prevent the spread of illness and infection. Wash your hands regularly (for at least 20 seconds) using soap and water, or use a hand sanitiser. 8.2 Wash your hands thoroughly every time: <ul style="list-style-type: none"> • When you arrive at work. • After blowing your nose, coughing, or sneezing. • After going to the bathroom. • Before eating and after eating. • Before fitting and after removing your gloves. • Every time you use sanitiser to disinfect an area. • When you have finished work. 	All All	B2 Low

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HOUSEKEEPING & EQUIPMENT CARE

Re-usable cloths - depending on site and requirements:

Method 1: If access to washing machine or facilities

1. Separate different coloured cleaning cloths (e.g. Blue, red, green) to avoid cross-contamination.
2. Wash heavily soiled cloths in a washing machine (regular cycle) and detergent using the warmest possible setting. Lightly soiled cloths can be washed in cold water (or on the gentle cycle). If necessary, pre-soak heavily soiled or dirty cloths in a bucket with detergent first.
3. Hang cloths to dry, or tumble dry with no heat.

Method 2: Hand-wash

1. Shake cloths out (into a garbage bag or outdoors) after use to remove excess dirt.
2. Put dirty cloths into a clean bucket filled with cool or warm water, with a small amount of detergent and let them soak for a few minutes.
3. Agitate (stir/mix) the water by hand for 1-2 minutes to release dirt. Swirl the cloths around in the bucket of water to loosen dust and other grime they have collected. Hand scrub any heavily stained areas.
4. Rinse the cloths thoroughly under running water.
5. Wring out excess water.
6. Hang cloths to air dry on hooks or wherever appropriate.

Method 3: Disposable cloths

Change-over as required, discard into general waste bins once used.

Note: different coloured cloths should not be washed together, due to potential risk of cross-contamination.

Buckets - Rinsed out and waste water must only be emptied into the designated drain. Wipe buckets and rinse them with warm/hot (NOT boiling) water to clean and remove soil. Store upside down on drain or sink in your cleaners' room.

Scourers and scrubbing brushes - Wash scourers and scrubbing brushes in detergent and warm water, then place them in a position where they can dry evenly.

Mops - Wash the mop head in hot water and rinse. Some mop heads may also be laundered in a washing machine (laundry mops). Hang mop to dry. Do not leave mops in buckets. Note: In Health & Aged Care facilities mops are laundered after use.

Spray bottles - Wipe spray bottles with a cloth and detergent to remove soil marks, and then rinse with cold water. Change cleaning solutions daily. Do NOT use old cleaning solutions, they may contain harmful bacteria.

Dust Mops - Use the vacuum cleaner to clean your dust mop.

Floor Scrubbers - To be emptied at the end of each shift.

Floor Pads - Wash pads in detergent and hot water, rinse pads then place them in a position where they can dry evenly.

Dress the area - Return all items moved during cleaning back to their original positions.

Rubbish trolleys - Clean out trolleys and place neatly in storage area ready for next use.

PERSONAL PROTECTIVE EQUIPMENT (PPE) – DONNING AND DOFFING (PUTTING ON AND REMOVING)

DONNING (PUTTING ON)

1. Hand hygiene procedures – clean all surfaces of hands before putting on PPE.
2. If wearing disposable coveralls: Fully cover torso from neck to knees, arms to end of wrists, and wrap around the back. Fasten (i.e. Tie) using straps, if applicable.
3. Surgical/dust/face mask – secure ties in middle of head and neck, fit nose band to your nose and pull on bottom down to completely cover chin.
4. Eye protection – place safety glasses / goggles or face shield over face and eyes and adjust to fit

DOFFING (REMOVING / TAKING OFF)

1. If wearing disposable shoe coverings / booties, remove these first as they will be the most contaminated.
2. Gloves - the outside of gloves may be contaminated. Grasp outside of glove (palm area) with opposite gloved hand and peel off. Hold removed glove in gloved hand. Slide fingers of un-gloved hand under other glove at wrist and peel off over first glove. Dispose of in general waste bin.
3. Hand hygiene procedures – clean all surfaces of hands.
4. Remove disposable coveralls (if worn): unfasten ties, roll coveralls outwards, pull away from neck & shoulder, touching inside of coveralls only, turn coveralls inside out, fold or roll into a bundle & dispose.
5. Hand hygiene procedures – clean all surfaces of hands.

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<p>5. If disposable shoe coverings / booties are required, make sure you have closed, puncture and fluid resistant shoes and put on coverings / booties.</p> <p>6. Gloves – put on and ensure correct size to prevent rips or tears. Replace gloves as required throughout shift (e.g. When damaged, dirty, risk of cross-contamination, etc).</p> <p>Note: avoid touching your eye protection or surgical/dust/face mask once it has been fitted. Also avoid touching your face, mouth and eyes.</p>	<p>6. Safety glasses / goggles or face shield - do not touch the front of the eye wear. To remove, handle by head band or ear piece and gently pull off. Return to cleaner's room for cleaning (if reusable) or in regular waste bin (if disposable).</p> <p>7. Hand hygiene procedures – clean all surfaces of hands.</p> <p>8. Surgical/dust/face mask - grasp ties or elastics at back and remove without touching the front. If re-usable fabric face, keep clean and launder as required. For disposable face masks, dispose of in general waste bins.</p> <p>9. Hand hygiene procedures – clean all surfaces of hands.</p> <p>Note: disposable PPE should be disposed of as general or clinical waste, as applicable.</p>
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EMERGENCY PREPAREDNESS AND RESPONSE:

STATE EMERGENCY SERVICES – Call 000 (landline) Call 112 (mobile phones)

All workers must complete a site-specific induction and fully understand the arrangement for responding to foreseeable emergency situations, specifically covering:

- ✓ How to raise the alarm, where to obtain an emergency contacts list, how to notify the emergency services from land lines and mobile phones.
- ✓ Know areas where communication issues are present (i.e. Black spots) which prevent clear access to telephone services / connectivity Identities of the emergency response personnel (Wardens, First Aid), locations of first aid rooms, first aid supplies, WIP phones, fire-fighting and spill response equipment.
- ✓ Site specific evacuation plan, evacuation routes & assemble areas, evacuation alarms & signals, and re-entry procedures.
- ✓ Location of our chemical register and safety data sheets.

ELECTRIC SHOCK:

- 1) If you suspect you have received an ELECTRIC SHOCK, stop work immediately. Turn off the power to the machine at the power point.
- 2) CALL AN AMBULANCE OR PROCEED DIRECTLY TO YOUR NEAREST EMERGENCY DEPARTMENT IF CLOSE BY.
- 3) Notify your team leader and manager by phone on route to the hospital.

NEEDLE STICK:

- 1) If you suspect you have received a NEEDLE STICK INJURY, stop work immediately. Wash the affected area with warm soapy water, dry and circle with a pen.
- 2) If the offending needle stick can be easily identified, place into an empty sharps container using your sharps kit.
- 3) PROCEED DIRECTLY TO YOUR NEAREST EMERGENCY DEPARTMENT. Notify your team leader and manager by phone on route to the hospital.

CHEMICAL SPLASH:

- 1) If you have been had CHEMICAL SPLASHED IN EYES, stop work immediately. Flush eyes with an emergency eye wash kit, saline or running water for at least 15 minutes.
- 2) CALL AN AMBULANCE OR PROCEED DIRECTLY TO YOUR NEAREST EMERGENCY DEPARTMENT IF CLOSE BY, should an emergency response be warranted.
- 3) Notify your team leader and manager by phone as soon as practicable.

ASBESTOS:

- 1) If you suspect asbestos has been disturbed or removed during building maintenance work, stop work, report the hazard following local emergency procedures.
- 2) If you find asbestos containing material at a facility i.e. *Vermiculite (popcorn ceiling)* that has fallen onto the floor, stop work, report the hazard following local emergency procedures.

FIRE:

- 1) If you notice smoke or a fire, remember RESCUE any people in danger. Raise the ALARM by phoning 000. CLOSE doors & windows. EXTINGUISH the fire if safe to do so.
- 2) If your vacuum catches fire EXTINGUISH with a Dry Chemical extinguisher by PULLING the pin, AIM at the fire, PRESS the trigger, SWEEP the base of the fire.
- 3) ALWAYS follow the instructions of your FIRE WARDEN, Prepare to EVACUATE, Leave the LIGHTS ON, and proceed to the ASSEMBLY area, and NOTIFY YOUR MANAGER.

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SERVICE STANDARDS:

- ☑ **If you are sick** – Report to your supervisor well before you should start work. Do NOT attend the work site if you are unwell or experiencing cold or flu-like symptoms.
- ☑ **Be honest** - With the client, the public, fellow staff and management
- ☑ **Be polite at all times** – Being polite will improve your health and relationships at work.
- ☑ **Be on time** - Our clients depend you starting work on time and finishing on time.
- ☑ **Dress appropriately** - It is important that you always look clean, tidy and in uniform.
- ☑ **Quality service** - Take pride in your work and always meet or exceed expectations.
- ☑ **Report problems** - Property maintenance or damage issues, defective or missing equipment, and injuries immediately.
- ☑ **Security is important** - Always follow site access and security procedures
- ☑ **Confidentiality** - Any client information that you see or hear must be kept to yourself
- ☑ **Respect everyone** – Treat your co-workers, our client, and the public with respect.
- ☑ **Work safely** - Always work in a way that keep you and everyone safe & healthy.
- ☑ **Be prepared for emergencies** - Familiarise yourself with the facilities emergency procedures, alarms & assembly points
- ☑ **Protect the environment** - Only use the amount of water needed, turn off lights and electrical equipment when not in use, follow waste and equipment maintenance procedures.

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RISK RATING MATRIX



	CONSEQUENCE				
Safety	Minor injury or first aid treatment	Injury requiring treatment by medical practitioner and/or lost time from workplace	Major injury / hospitalization	Single death and/or multiple major injuries	Multiple deaths
Environment	No environmental damage or only negligible environmental damage, managed within budgets	Minor environmental damage requiring minimal resources to rectify. Rectification occurs from within existing budget (< \$150k)	Short term environmental damage (< 1 year) requiring some resources to rectify. May also involve infringement notice/s issued to the company - i.e. < \$1M to correct	Extensive environmental damage (medium term, 1-5 years) and fines between \$1M - \$5M against the company. Major resources to rectify	Catastrophic environmental damage (long term, 5 years or longer) and fines > \$5M against the company. Significant resources to rectify
Reputation	External reputation not affected - local mention only, quickly forgotten. Freedom to operate unaffected. Self-improvement review required	Minimal impact on external reputation, internal scrutiny to prevent escalation. Short term local media concern, some impact on local level activities	Persistent state and or national concern. Scrutiny required by external agencies. Long term 'brand' impact	Persistent intense national public, political and media scrutiny. Long term 'brand' impact. Major operations severely restricted. Loss of several and or major customers	External reputation irrevocably destroyed or damaged - governmental inquiry or sustained adverse national media. 'Brand' significantly affects organizational abilities
Financial	\$0 - \$0.1M	\$0.1M to \$0.25M	\$0.25M - \$1M	\$1M - \$2.5M	\$2.5M +
Legal/Compliance	Legal: threat or litigation requiring minor compensation. Contractual: No effect on contract performance	Legal: single minor litigation. Contractual: Meeting with customer and or advice of breach	Legal: single moderate litigation or several minor litigations. Contractual: Default notice of contract issued	Legal: single major litigation or several moderate litigations. Contractual: Termination of contract	Legal: numerous major law suits & prohibition of operations Contractual: Termination of contract and associated legal matters to address
Operational	Insignificant impact on quality of services, minimal impact on non-core operations. The impact can be dealt with by routine operations	Some impact on organizational capability in terms of delays, minor impact on the quality of services but able to be dealt with at operational level	Impact on the organization resulting in reduced performance, such as targets that are not met. Organisations existence is not threatened, but could be subject to significant review	Considerable impact on quality of services, breakdown of key activities leading to reduction in performance (e.g. service delays, client dissatisfaction, etc)	Prolonged unavailability of critical skills/people for a period of 4 weeks or more. Critical failure[s] preventing core activities from being performed. Survival of the project/activity/organization is threatened

LIKELIHOOD ↑	Chance		1	2	3	4	5
	E	Almost Certain	Insignificant	Minor	Moderate	Major	Catastrophic
Is expected to occur in most circumstances	E	Almost Certain	LOW	MEDIUM	HIGH	VERY HIGH	VERY HIGH
Will probably occur in most circumstances	D	Likely	LOW	LOW	MEDIUM	HIGH	VERY HIGH
Might occur at some time	C	Possible	VERY LOW	LOW	MEDIUM	MEDIUM	HIGH
Unlikely to occur in most circumstances	B	Unlikely	VERY LOW	LOW	LOW	LOW	MEDIUM
May occur only in exceptional circumstances	A	Rare	VERY LOW	VERY LOW	VERY LOW	LOW	LOW

Very High (VH)	Immediate action required by Exec Management with detailed planning, allocation of resources and regular monitoring
High (H)	Senior Management attention required (Regional Managers)
Medium (M)	Management responsibility must be specified (Ops Mgrs and or Senior CM's)
Low (L)	Monitor and manage by routine procedures (CM's)
Very Low (VL)	Managed by routine procedures (CM's)