

APPENDIX **C**

Project Risk Register

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Risk Category	Risk Ref. Number	Potential Issue / Risk (Impact)	Loss Type	Inherent/Existing Controls and/or Management Responses	RCE	Inherent Controls			Proposed Additional Controls and/or Management Actions	Comments / Notes	Responsibility	
						C	L	Rating				
Land Use Conflict	001	Proposed development results in adverse conflict with the surrounding land uses.	CR	Proposed development footprint will be relatively small and the commercial activity associated with the development will be largely confined to this area. Proposed development footprint is zoned IN1 General Industrial. Development design includes internal stock unloading facilities and enclosed livestock holding pens. No on-site rendering of raw animal waste products, with such products to be transported to an off-site rendering facility. Landscape plantings will be undertaken to improve the visual and environmental amenity of the site. Specialist consultants have been engaged to assess air quality, noise, traffic, visual amenity and heritage.	Improving	2	C	2C	II	Ensure relevant mitigation measures and management strategies recommended by the specialist consultants are detailed in EIS and adopted. Ensure that best practice development design, operation and management is implemented. Include a Landscaping Strategy in the EIS and EMP.	SLR, Metziya and various specialist consultants	
Air Quality	002	Proposed development generates unacceptable odour emissions impacting on surrounding sensitive receptors.	CR, EN, LC	Specialist air quality consultancy (SLR) has been engaged to undertake appropriate assessment and reporting, including cumulative impacts. Development design includes internal stock unloading facilities and enclosed stock holding pens. No on-site rendering of raw animal waste products, with such products to be transported to an off-site rendering facility. No on-site stockpiling or disposal of waste materials. Proposed landscape plantings will act to enhance odour dispersion.	Improving	2	D	2D	III	Ensure relevant mitigation measures and management strategies recommended by the specialist consultant are detailed in EIS and adopted. Ensure that best practice development design, operation and management is implemented.	Air quality is a sensitive issue associated with abattoirs. It is inevitable that there may be the <u>intermittent</u> releases of some fugitive odours, however this statement is applicable to many agricultural pursuits. The abattoir industry has come a long way over the past 20 years and operates on the basis of continual environmental improvement driven by environmental legislation and community expectations. Air quality issues are directly related to site operation, with good management practices playing a significant role in reducing the potential for emissions.	SLR and Metziya
	003	Proposed development generates unacceptable particulate matter emissions impacting on surrounding sensitive receptors.	CR, EN, LC	Specialist air quality consultancy (SLR) has been engaged to undertake appropriate assessment and reporting, including cumulative impacts. Development design includes internal stock unloading facilities and enclosed stock holding pens. Proposed landscape plantings will act to enhance dust deposition.	Improving	2	B	2B	II			
Noise	004	Proposed development generates unacceptable noise levels at surrounding sensitive receptors.	CR, EN, LC	Specialist noise consultancy (SLR) has been engaged to undertake appropriate assessment and reporting, including cumulative impacts. Development design includes internal stock unloading facilities, enclosed stock holding pens and enclosed operational areas. Plant and equipment will be regularly inspected and maintained to ensure optimal operating condition. All heavy vehicles accessing the site will use the designated one-way circulation system, which will avoid unnecessary reversing. Abattoir operating hours will be limited to between 5.00 am and 5.00 pm.	Improving	2	B	2B	II	Ensure relevant mitigation measures and management strategies recommended by the specialist consultant are detailed in EIS and adopted. Ensure that best practice development design, operation and management is implemented.	SLR and Metziya	
	005	Traffic movements associated with the development generate unacceptable noise levels at sensitive receptors along the primary transport route/roads.	CR, EN, LC	Specialist noise consultancy (SLR) has been engaged to undertake the appropriate assessment and reporting, including cumulative impacts. With the exception of livestock delivery, all heavy vehicle activities should occur during daylight hours.	Improving	2	C	2C	II			
Traffic and Transport	006	Traffic movements associated with development operation increases impacts and/or safety risks on local traffic and transport routes.	HS, CR, LC	Specialist traffic consultancy (Intersect Traffic) has been engaged to undertake the appropriate assessment and reporting, including cumulative impacts. The new access from Newbridge Road will be located and designed to meet RMS and Council requirements.	Improving	3	C	3C	III	Ensure road works recommended by the specialist consultant are detailed in EIS and adopted. Ensure relevant mitigation measures and management strategies recommended by the specialist consultant are detailed in EIS and adopted.	SLR, Intersect Traffic and Metziya	
Lighting	007	External development lighting negatively impacts upon surrounding sensitive receptors.	CR	Development site is outside of the Blayney residential area and is zoned IN1 General Industrial. A specialist visual consultancy (Green Bean Design) has been engaged to undertake appropriate assessment and reporting. External lighting will only be used safety/security purposes and when loading/unloading outside of daylight hours and during heavy fog. Proposed landscape plantings will act to partially screen/filter any stray light.	Improving	2	A	2A	I	Ensure relevant mitigation measures and management strategies recommended by the specialist consultant are detailed in EIS and adopted.	SLR, Green Bean Design and Metziya	
Flora and Fauna	008	Proposed development will impact upon threatened flora and fauna.	EN	The proposed disturbance footprint is already disturbed and does not appear to support significant flora or fauna.	Satisfactory	3	A	3A	II	Flora and fauna to be addressed in the EIS, including: - a search of DP&E's Bionet Atlas of NSW Wildlife; and - a EPBC Act Protection Matters Search on DoE's website. Ensure appropriate mitigation measures and management strategies are detailed in EIS and adopted as required.	Significant disturbance of the site has occurred as a result of historic clearing and long-term agricultural production, and more recently the development of the Blayney SeaLink Cold Store Complex	SLR and Metziya
Water Resources	009	Proposed development will result in unacceptable impacts to the flow and/or quality of local surface water and/or groundwater resources.	EN	No flood-labile land within the development footprint. Over 400 metres separation to the Belubula River. No on-site stockpiling or disposal of waste products. All operational water will be pre-treated on-site before being piped to Cadia Valley Operations (gold mine) for reuse. An engineered surface water management system will be installed to managed improved flow. Sewage generated by staff amenities will be discharged to Council's sewer system.	Improving	2	B	2B	II	Ensure appropriate mitigation measures and management strategies are detailed in EIS and adopted.	SLR and engineering consultancy	
Aboriginal Heritage	010	Proposed development will impact upon areas/sites of Aboriginal cultural heritage significance.	CR	The proposed disturbance footprint is already disturbed.	Satisfactory	2	A	2A	I	Aboriginal heritage to be addressed in the EIS, including a search of the DP&E's AHIMS database. Ensure appropriate mitigation measures and management strategies are detailed in the EIS and adopted as required.	Significant disturbance of the site has occurred as a result of historic clearing and long-term agricultural production, and more recently the development of the Blayney SeaLink Cold Store Complex	SLR and Metziya
Non-Indigenous Heritage	011	Proposed development will impact upon the heritage listed "Athol" homestead.	CR	Specialist heritage consultancy (OzArk) has been engaged to undertake the appropriate assessment and reporting.	Improving	2	B	2B	II	Ensure appropriate mitigation measures and management strategies are detailed in EIS and adopted.	SLR, OzArk and Metziya	

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Visual Amenity	012	Proposed development adversely impacts upon the visual amenity of the local area, including Athol Gardens.	CR	Proposed development footprint will be relatively small and the commercial activity associated with the development will be largely confined to this area. The development site is zoned IN1 General Industrial. A specialist visual consultancy (Green Bean Design) has been engaged to undertake the appropriate assessment and reporting. Proposed landscape plantings will improve the visual and environmental amenity of the development site.	Improving	2	C	2C	II	Ensure relevant mitigation measures and management strategies recommended by the specialist consultant are detailed in EIS and adopted. Include a Landscaping Strategy in the EIS and EMP.	The visual amenity of the development site has been significantly modified by historic clearing and long-term agricultural activities, and the more recent development of the Blayney SeaLink Cold Store Facility.	SLR, Green Bean Design and Metziya
Greenhouse Gas	013	Proposed development leads to unacceptable additional greenhouse gas emissions.	EN, CR	A specialist consultancy (SLR) has been engaged to undertake a GHG assessment.	Satisfactory	2	B	2B	II	Ensure appropriate energy saving actions, mitigation measures and management strategies are detailed in EIS and adopted.		SLR and Metziya
Waste Management	014	Inappropriate storage and/or disposal of waste materials generated by the abattoir operation results in environmental risks and/or impacts to surrounding populace (e.g. odour).	EN, CR	Appropriate systems will be implemented to ensure all waste streams are effectively managed and disposed of off-site. No on-site stockpiling or disposal of waste materials. Development operation will be subject to the conditions imposed by the EPL administered by the EPA.	Improving	2	B	2B	II	Ensure appropriate waste management systems and mitigation measures are detailed in EIS and adopted.		SLR and Metziya
Chemicals	015	Inappropriate storage and use of chemicals, or inappropriate management and disposal of chemical containers, results in environmental risk or incident.	EN, HS	A chemical supply company will provide a chemical delivery and container pickup service direct to the development site. All operational areas will be sealed and drained to the on-site wastewater treatment system. Appropriate bunded areas or specifically-purchased chemical sheds will be installed for chemical storage. A specialist consultancy (SLR) has been engaged to undertake a preliminary hazard and risk screening assessment.	Improving	2	B	2B	II	Ensure appropriate chemical management systems and mitigation measures are detailed in EIS and adopted. Prepare a Pollution Incident Response Management Plan as part of the EMP.		SLR and Metziya
Socio-Economic	N/A	The potential for adverse socio-economic impact as a result of the proposed development is considered minimal. A specialist consultancy (SGS Economics & Planning) has been engaged to undertake the appropriate assessment and reporting. The proposal presents the opportunity for significant and sustained economic activity within the Blayney LGA and local region.										

RATING	FINANCIAL IMPACT (\$AUD)	HEALTH & SAFETY	ENVIRONMENT	COMMUNITY / REPUTATION	LEGAL & COMPLIANCE	MANAGEMENT IMPACT
5	>\$1M+ loss or gain	<ul style="list-style-type: none"> - Multiple fatalities; or - Significant irreversible effects to 10's of people 	<p>Category 5</p> <p>An incident that has caused disastrous environmental impact with long term effect requiring major remediation</p>	<ul style="list-style-type: none"> - Prominent negative international media coverage over several days - Significant negative impact on share price for months 	<ul style="list-style-type: none"> - Major litigation or prosecution with damages of \$10M+ plus significant costs - Custodial sentence for company executive - Prolonged closure of operations by authorities 	<ul style="list-style-type: none"> - Disaster with long term significant impact on the business that requires senior executives to spend considerable time to handle for several months - Full implementation of business-wide crisis management plan
4	\$250K - \$1M loss or gain	<ul style="list-style-type: none"> - Single fatality; and/or - Sever irreversible disability to one or more persons 	<p>Category 4</p> <p>An incident that has caused serious environmental impact with medium term effect requiring significant remediation</p>	<ul style="list-style-type: none"> - National media coverage over several days - Significant negative impact on share price for weeks - Community / NGO legal actions - Impact on local economy 	<ul style="list-style-type: none"> - Major litigation costing \$1M+ - Investigation by regulatory body resulting in long term interruption to operations - Possibility of custodial sentence 	<ul style="list-style-type: none"> - Critical event or disaster with significant impact on a business unit that requires considerable senior management time to handle over several months - Full implementation of a business unit crisis management plan
3	\$50K - \$250K loss or gain	<ul style="list-style-type: none"> - Extensive injuries or irreversible disability or impairment to one or more persons 	<p>Category 3</p> <p>An incident that has caused moderate reversible environment impact with short term effect requiring moderate remediation</p>	<ul style="list-style-type: none"> - Local media coverage over several days - Negative impact on local economy - Persistent community complaints 	<ul style="list-style-type: none"> - Major breach of regulation with punitive fine - Significant litigation involving many weeks of senior management time 	<ul style="list-style-type: none"> - Major event that requires the implementation of crisis contingency plans at a site level - Will require the involvement of business level managers and will take up the time of site managers for several weeks
2	\$5k - \$50K loss or gain	<ul style="list-style-type: none"> - Medium term largely reversible disability to one or more persons - Significant medical treatment, disabling or lost time injury <2 weeks 	<p>Category 2</p> <p>An incident that has caused minor reversible environmental impact requiring minor remediation</p>	<ul style="list-style-type: none"> - Local media coverage - Complaint to site and/or regulator 	<ul style="list-style-type: none"> - Breach of regulation with investigation or report to authority with prosecution and/or moderate fine possible 	<ul style="list-style-type: none"> - Significant event that can be managed with careful attention – will take some site-level management time over several days - Local operation emergency and crisis response plan implemented
1	<\$5k loss or gain	<ul style="list-style-type: none"> - First aid treatment or minor medical treatment 	<p>Category 1</p> <p>An incident that has caused negligible reversible environmental impact requiring very minor or no remediation</p>	<ul style="list-style-type: none"> - No media coverage - No community complaints 	<ul style="list-style-type: none"> - Minor legal issues, non-compliances and breaches of regulation 	<ul style="list-style-type: none"> - Local operation of contingency plan - Will require some local management attention over several days

LIKELIHOOD CRITERIA

CATEGORY	CRITERIA
E	<ul style="list-style-type: none"> - 99% probability; or - Impact is occurring now; or - Could occur within “days to weeks”
D	<ul style="list-style-type: none"> - >50% and <99% probability; or - Balance of probability will occur; or - Could occur within “weeks to months”
C	<ul style="list-style-type: none"> - >20% and <50% probability; or - May occur shortly but a distinct probability it won’t; or - Could occur in “years to decades”
B	<ul style="list-style-type: none"> - >1% and <20% probability; or - May occur but not anticipated; or - Could occur in “years to decades”
A	<ul style="list-style-type: none"> - <1% probability; or - Occurrence requires exceptional circumstances; or - Exceptionally unlikely, even in the long term future; or - Only occur as a “100 year event”

RISK MATRIX

LIKELIHOOD RATING	E	II	III	IV	V	V
	D	II	III	IV	IV	V
	C	I	II	III	IV	IV
	B	I	II	III	III	IV
	A	I	I	II	III	III
		1	2	3	4	5
CONSEQUENCE RATING						

RISK CONTROL EFFECTIVENESS (RCE)

RCE	GUIDE
Satisfactory	Nothing more to be done except review and monitor the existing controls. Controls are well designed for the risk, are largely preventative and address the root causes and Management believes that they are effective and reliable at all times. Reactive controls only support preventative controls
Improving	Most controls are designed correctly and are in place and effective. Some more work to be done to improve operating effectiveness or Management has doubts about operational effectiveness and reliability.
Poor	While the design of controls may be largely correct in that they treat most of the root causes of the risk, they are not currently very effective. There may be an over-reliance on reactive controls or some of the controls do not seem correctly designed in that they do not treat root causes, those that are correctly designed are operating effectively.
Very Poor	Significant control gaps. Either controls do not treat root causes or they do not operate at all effectively. Controls if they exist are just reactive.
None	Virtually no credible control. Management has no confidence that any degree of control is being achieved due to poor control design and/or very limited operational effectiveness.