



## **Exercise 'IARD'**

# **Risk Assessment & Management Plan**

Prepared by SRCTU  
Version 1

Approved by Exercise Director:  
Senior Sergeant A Bennett

Date:...../...../.....

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## **Exercise IARD Risk Management Plan**

### **1. Introduction**

Tasmania Police is currently developing specific training for general duties members as first responders to active armed offender incidents. This training is being evaluated through ANZCTC Exercise IARD.

Exercise IARD consists of three (3) phases:

#### **1.1. Phase 1:**

To train and practice a general duties policing response to a terrorist incident involving an active armed offender.

Phase 1 will be conducted over one day at a rural property and range at Kempton to explain, demonstrate and practice tactical methods and decision making considerations.

#### **1.2. Phase 2:**

To explain, demonstrate and practice a front line policing response to a terrorist incident involving an active armed offender.

Phase 2 will be conducted over one day at the UTAS Art School to provide an appreciation of tactical methods, considerations and decision making for first response to a terrorist incident involving an active armed offender.

A film company will be engaged to record all the exercise objectives for production of a training video for Tasmania Police IARD training.

#### **1.3. Phase 3:**

To test a general duties policing response to a terrorist incident involving an active armed offender.

Phase 3 will be conducted over one day at Anglesea Barracks to test the tactical methods and decision making of first responders to a terrorist incident involving an active shooter.

This risk assessment identifies all risks associated with each phase of the exercise.

- 1.4. Exercise participants will include sworn front line members of Tasmania Police. Members from the Operational Skills Unit, Professional Development, Operational Skill Instructors and Trainees will also participate in the exercise. Nominated staff from Anglesea Barracks will also participate in Phase 3.
- 1.5. EXCON will consist of members assigned to SRCTU.
- 1.6. As part of the development and conduct of this exercise, a risk review of the exercise venues has been conducted by SRCTU staff inclusive of all relevant site visits.
- 1.7. This review was conducted utilising the ISO 31 000.

## **2. Scope**

The terms of reference for this review were to:

- 2.1. Identify the general risks associated with the conduct of Exercise 'IARD'.
- 2.2. Develop risk treatment plans addressing each risk statement. All exercise staff and participants are expected to consider safety at all times and are deemed to be safety officers.
- 2.3. Individuals are expected to instigate immediate action should they identify any risk to the safety of others or to the further conduct of the exercise.

### 3. Objectives

The objective of this Risk Management plan is to:

- 3.1. Identify the specific risks as they relate to pre-deployment, deployment and post deployment phases.
- 3.2. Develop strategies to mitigate those risks by:
  - reducing the likelihood of those risks occurring;
  - reducing the consequences of those risks should they occur; and
  - provide an efficient and effective framework to identify, prevent and respond to risk.

### 4. Risk Analysis

#### 4.1. Likelihood Matrix

**TABLE 1 - Qualitative Measures of LIKELIHOOD**

A	Almost Certain	It is expected to occur at some time during the exercise
B	Likely	Will probably occur in most circumstances
C	Possible	Might occur at some time
D	Unlikely	Could occur at some time
E	Rare	May occur in exceptional circumstances

#### 4.2. Consequence Matrix

**TABLE 2 - Qualitative Measures of CONSEQUENCE or IMPACT**

1	Insignificant	No injuries, low financial loss Little or no impact on the Exercise
2	Minor	First aid treatment, on-site release, medium financial loss Limited impact on Exercise, issue resolved at a local level
3	Moderate	Medical treatment required, on-site release, high financial loss Some impact on Exercise possibility of venue and/or scheduling changes
4	Major	Extensive/serious injury, off-site release with no detrimental effects, major financial loss Significant impact on Exercise, considerable changes to schedule and some objectives not met
5	Catastrophic	Death, Serious injury with permanent detrimental effect, high financial loss Exercise cancelled

#### 4.3. Risk Matrix

**TABLE 3 – Level of RISK Matrix**

Likelihood	Consequence				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Severe
A (Very Likely)	H	H	E	E	E
B (Likely)	M	H	H	E	E
C (Possible)	L	M	H	E	E
D (Unlikely)	L	L	M	H	E
E (Rare)	L	L	M	H	H

#### Level of Risk Legend

- E:** **Extreme risk** to conduct of exercise, or participant safety; avoidance or urgent action required.
- H:** **High risk** to conduct of exercise or participant safety; avoidance or close management of issues required.
- M:** **Medium risk** to conduct of exercise or participant safety; contingency planning required.
- L:** **Low risk** to conduct of exercise or participant safety; acceptance/monitor, manage by routine procedure.

*(NOTE: All tables below are drawn from ISO 31:000 and adapted for this review)*

4.4. Risk Register – Exercise IARD

Ref	Risk Statement	Risk Analysis			
		Likelihood	Consequence	Risk Level (Unmanaged)	Residual Risk Level
1	<b>Slip, trip, fall (general)</b> - Sprains/strains caused by falls on uneven ground. Minor cuts, abrasions and soft tissue injuries.	Possible	Minor	Medium	Low RL
2	<b>Non specific structural hazards</b> - Injury caused by sharp edges/objects (broken glass, furniture, structures)	Unlikely	Minor	Low	Low TR
3	<b>Manual handling injury</b> - Result of moving equipment/furniture.	Unlikely	Moderate	Medium	Low RL
4	<b>Public Access to site</b> - Unauthorised public access	Possible	Moderate	High	Low RL RC
5	<b>Participant health and welfare</b> - Role Players, Participants, Directing Staff.	Unlikely	Moderate	Medium	Medium RL
6	<b>Vehicle / Road Hazards</b> - Police Accident, Collision, brake down	Unlikely	Moderate	Medium	Medium TR
7	<b>Environment</b> – Hypothermia, sunburn, noise pollution	Unlikely	Moderate	Medium	Low RL RC
8	<b>Media / Community Interaction</b> - Participants or Assessors negatively impacting on local community / media	Possible	Moderate	High	Medium RL
9	<b>Professional Liability</b> – Negligence, public liability, incorrect advice	Unlikely	Major	High	High RL
10	<b>Force on Force Training</b> – Use of simunition, training distractions, role players	Possible	Major	Extreme	High RL RC
11	<b>Live Fire Training</b>	Unlikely	Catastrophic	Extreme	High RL

**4.5. Risk Reduction Key**

**TABLE 4 - RISK REDUCTION KEY**

<b>RISK REDUCTION KEY</b>	
Likelihood of Risk reduced (Risk reduced)	RL
Consequence of Risk reduced (Risk reduced)	RC
Transfer/Share the risk (No change in risk level)	TR
Retain the risk without treatment (No change in risk level)	RR

**4.5 Safety Officers**

The designated chief safety officer for this exercise is:

- Senior Sergeant A Bennett



## 5. Risk Treatment Plans

### Plans

5.1	Slip, Trip, Fall (general)	p10
5.2	Non-Specific Structural Hazards	p11
5.3	Manual Handling Injury	p12
5.4	Public Access To Site	p13
5.5	Participant Health & Welfare	p14
5.6	Vehicle and Road Hazards	p15
5.7	Environment	p16
5.8	Media and Community Interaction	p17
5.9	Professional Liability	p18
5.10	Force on Force Training	p19
5.11	Live Fire Training	p20

### Exclusions – Not applicable to Exercise IARD

Electric Shock

Fire Exposure

Asbestos

**5.1 Slip, Trip, Fall (general)**

Applicable at:	<b>Slip, trip, fall (general)</b>
Phase 1	Sprains/strains
Phase 2	Minor cuts and abrasions
Phase 3	<u>Specific:</u> Uneven ground. Internal and external stairs. Slippery surfaces (wet external areas), loose floor coverings, building materials and freestanding furniture. External garden beds present

**Current Risk**

Risk Assessment	Likelihood – <u>Possible</u>	Consequence – <u>Minor</u>	Result – <u>Medium</u>
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**Treatment/Contingency Strategies**

- Hazard inspections to be conducted prior to commencement of task
- Specific safety briefing at commencement of task
- Safety Officer identified
- Hazardous areas clearly marked and roped off
- Hazards repaired/removed
- First aid equipment on site.
- Transport and driver to be identified in case evacuation required.
- Area to be identified as SAP for Ambulance

**Response Actions**

In the event of any injury – OIC's are to be notified who will in turn notify a member of EXCON preceding any communication with the words **'NO DUFF, NO DUFF, NO DUFF'**. This will alert EXCON staff to an out of exercise incident. Safety Officer to be notified ASAP.

<b>Resource Requirements:</b>	First Aid equipment to be located at the site
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<b>Monitoring/Review Responsibility</b>	Safety Officer.
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**Managed Risk**

Risk Assessment	Likelihood – <u>Unlikely</u>	Consequence – <u>Minor</u>	Result – <u>Low</u>
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## 5.2 Non-Specific Structural Hazards

Applicable to:	<b>Non specific structural hazards</b>
Phase 1 Phase 2 Phase 3	Injury caused by sharp edges/objects (broken glass, internal joinery, structures).

### Current Risk

Risk Assessment		Likelihood <u>Unlikely</u>	-		Consequence – <u>Minor</u>		Result – <u>Low</u>
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### Treatment/Contingency Strategies

- As per slip/trip/fall controls
- Sharp edges clearly marked and/or addressed by Safety Officer in briefing to participants.
- Inspection by EXCON and Safety Officer prior to use
- Briefing as to hazards

### Response Actions

In the event of any injury – OIC's are to be notified who will in turn notify a member of EXCON preceding any communication with the words '**NO DUFF, NO DUFF, NO DUFF**'. This will alert EXCON staff to an out of exercise incident. Safety Officer to be notified ASAP.

<b>Resource</b>	First Aid equipment to be located at the site
<b>Requirements:</b>	

<b>Monitoring/Review Responsibility</b>	Safety Officer.
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### Managed Risk

Risk Assessment		Likelihood <u>Unlikely</u>	-		Consequence – <u>Minor</u>		Result – <u>Low</u>
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### 5.3 Manual Handling Injury

Applicable to:	<b>Manual handling injury</b> Result of moving equipment/furniture.
Phase 1	
Phase 2	
Phase 3	

#### Current Risk

Risk Assessment		Likelihood <u>Unlikely</u>	-		Consequence <u>Moderate</u>	-		Result - <u>Medium</u>
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#### Treatment/Contingency Strategies

- Inspection by EXCON and Safety Officer prior to use
- Briefing as to hazards
- Appointment of Safety Officer
- Provide instruction regarding the lifting of heavy items
- No unauthorized / inappropriate handling of role players
- Deploy appropriate human resources to lifting tasks
- Provide PPE as necessary i.e. gloves

#### Response Actions

In the event of any injury – OIC’s are to be notified who will in turn notify a member of EXCON preceding any communication with the words **‘NO DUFF, NO DUFF, NO DUFF’**. This will alert EXCON staff to an out of exercise incident. Safety Officer to be notified ASAP.

<b>Resource Requirements:</b>	First Aid equipment to be located at the site
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<b>Monitoring/Review Responsibility</b>	<b>Safety Officer.</b>
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#### Managed Risk

Risk Assessment		Likelihood <u>Unlikely</u>	-		Consequence - <u>Minor</u>		Result - <u>Low</u>
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**Accepted:**

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**Date:**

**5.4 Public Access To Site**

Applicable to:	<b>Public Access to site</b>
Phase 2 Phase 3	Unauthorised or unaccompanied access to exercise areas.

**Current Risk**

Risk Assessment	<u>Possible</u>	<u>Moderate</u>	Result – <u>High</u>
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**Treatment/Contingency Strategies**

- Inspection by EXCON and Safety Officer prior to use
- All participants including EXCON are to wear appropriate identification/ tabards
- EXCON to erect appropriate signage and barriers denoting police exercise underway
- Property owner to notify EXCON staff of external parties on location at the time of the activity.
- Public informed prior to and during exercise
- RDS advised of exercise in order that information can be passed to persons concerned
- Access/egress points controlled by EXCON
- On site communication strategy for EXCON staff identified
- Affected neighbours/businesses and site employees and visitors notified of police exercise prior to and during exercise

**Response Actions**

In the event of any injury – OIC’s are to be notified who will in turn notify a member of EXCON preceding any communication with the words **‘NO DUFF, NO DUFF, NO DUFF’**. This will alert EXCON staff to an out of exercise incident. Safety Officer to be notified ASAP.

<b>Resource Requirements:</b>	Signs, bunting, tape Letter drop providing notification of exercise
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<b>Monitoring/Review Responsibility</b>	<b>Safety Officer.</b>
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**Managed Risk**

Risk Assessment	<u>Unlikely</u>	<u>Minor</u>	Result – <u>Low</u>
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**Accepted:**

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### 5.5 Participant Health & Welfare

Applicable to:	<b>Participant health &amp; welfare</b>
Phase 1	Role Players
Phase 2	Exercise personnel
Phase 3	Directing Staff

#### Current Risk

Risk Assessment	Likelihood – <u>Unlikely</u>	Consequence – <u>Moderate</u>	Result – <u>Medium</u>
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#### Treatment/Contingency Strategies

- Hazard inspections to be conducted prior to commencement of task
- Specific safety briefing at commencement of task
- First aid equipment on site
- Safety Officer identified
- No unauthorized / inappropriate handling of role players
- Role players briefed to their exercise requirements
- Single point of contact for role players
- Adequate access to food, water and toilet facilities

#### Response Actions

In the event of any injury – OIC's are to be notified who will in turn notify a member of EXCON preceding any communication with the words '**NO DUFF, NO DUFF, NO DUFF**'. This will alert EXCON staff to an out of exercise incident. Safety Officer to be notified ASAP.

<b>Resource Requirements:</b>	First Aid equipment to be located at the site Food and water
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<b>Monitoring/Review Responsibility</b>	Safety Officer.
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#### Managed Risk

Risk Assessment	Likelihood – <u>Rare</u>	Consequence – <u>Moderate</u>	Result – <u>Medium</u>
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**Accepted:**

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**Date:**

### 5.6 Vehicle and Road Hazards

Applicable to:	<b>Vehicle / Road Hazards</b>
Phase 1 Phase 2 Phase 3	Vehicles involved in collision, vehicles involved in accident whilst performing vehicle approaches.

#### Current Risk

Risk Assessment	Likelihood – <u>Unlikely</u>	Consequence – <u>Moderate</u>	Result – <u>Medium</u>
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#### Treatment/Contingency Strategies

- Check site and route prior to the conduct of activity for vehicle/road hazards
- Any identified hazards to be marked and included in any safety brief
- Speed limits to be adhered to as designated by EXCON
- All vehicles to be checked by drivers (FOPOWER) prior to being used in any activity
- All vehicle, whilst traveling to the Exercise venue are to obey all road rules.
- Licenced drivers only to drive vehicles (appropriate permits)
- Driver fatigue to be identified – rest if applicable

#### Response Actions

In the event of any injury – OIC's are to be notified who will in turn notify a member of EXCON preceding any communication with the words '**NO DUFF, NO DUFF, NO DUFF**'. This will alert EXCON staff to an out of exercise incident. Safety Officer to be notified ASAP.

<b>Resource Requirements:</b>	Nil
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<b>Monitoring/Review Responsibility</b>	Safety Officer.
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#### Managed Risk

Risk Assessment	Likelihood – <u>Unlikely</u>	Consequence – <u>Moderate</u>	Result – <u>Medium</u>
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**Accepted:**

**(Inspector)**

**Date:**

**5.7 Environment**

Applicable to:	<b>Environment</b>
Phase 1 Phase 2 Phase 3	Inclement weather, hypothermia, sunburn, noise pollution

**Current Risk**

Risk Assessment		Likelihood – <u>Unlikely</u>		Consequence – <u>Moderate</u>		Result – <u>Medium</u>
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**Treatment/Contingency Strategies**

- Safety Officer to identify safety issues due to climactic conditions
- Weather forecast to be obtained prior to activity
- Noise from exercise activities to be monitored
- Sunscreens and wearing of any UV resistant departmental issued uniform
- Provide numerous fluid intake opportunities
- Identify warm/dry/shaded areas for relieve
- Monitor staff for affects or reactions to environmental factors

**Response Actions**

In the event of any injury – OIC’s are to be notified who will in turn notify a member of EXCON preceding any communication with the words **‘NO DUFF, NO DUFF, NO DUFF’**. This will alert EXCON staff to an out of exercise incident. Safety Officer to be notified ASAP.

<b>Resource Requirements:</b>	Sunscreen Water
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<b>Monitoring/Review Responsibility</b>	Safety Officer.
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**Managed Risk**

Risk Assessment		Likelihood – <u>Rare</u>		Consequence – <u>Minor</u>		Result – <u>Low</u>
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**Accepted:**

**(Inspector)**

**Date:**



### 5.8 Media and Community Interaction

Applicable to:  Phase 2 Phase 3	<b>Media and Community Interaction</b> Participants, Exercise Control Activity negatively impacting on local community / media.
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#### Current Risk

Risk Assessment		Likelihood – <u>Possible</u>		Consequence – <u>Moderate</u>		Result – <u>High</u>
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#### Treatment/Contingency Strategies

- Activity taking place within designated and cordoned areas.
- Appropriate briefing to be given to participants and EXCON regarding any interaction with the public.
- No media/community comment to be made by any participant / EXCON member unless specifically authorised by the Exercise Director.
- All relevant agencies relevant media liaison advised.
- Adequate signage provided to exercise venues.
- Appropriate notification made to affected persons.

#### Response Actions

In the event of any injury – OIC's are to be notified who will in turn notify a member of EXCON preceding any communication with the words '**NO DUFF, NO DUFF, NO DUFF**'. This will alert EXCON staff to an out of exercise incident. Safety Officer to be notified ASAP.

<b>Resource Requirements:</b>	Signage
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<b>Monitoring/Review Responsibility</b>	Safety Officer.
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#### Managed Risk

Risk Assessment		Likelihood – <u>Unlikely</u>		Consequence – <u>Moderate</u>		Result – <u>Medium</u>
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**Accepted:**

**(Inspector)**

**Date:**

### 5.9 Professional Liability

Applicable to:	<b>Professional Liability</b> Negligence, public liability, incorrect advice
Phase 1	
Phase 2	
Phase 3	

#### Current Risk

Risk Assessment		Likelihood – <u>Unlikely</u>	–	Consequence – <u>Major</u>		Result – <u>High</u>
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#### Treatment/Contingency Strategies

- Exercise venues approved for use by relevant stakeholders
- Indemnity provided where required
- Reconnaissance has been conducted of venue to mitigate damage, injury or incident out of the control of Exercise Control.
- Risk Assessment Completed

#### Response Actions

OIC's are to be notified of incidents who will in turn notify a member of the EXCON. Any communication should be preceded with the words '**NO DUFF, NO DUFF, NO DUFF**'. This will alert EXCON staff to an out of exercise incident.

<b>Resource Requirements:</b>	Nil
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<b>Monitoring/Review Responsibility</b>	Safety Officer.
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#### Managed Risk

Risk Assessment		Likelihood – <u>Rare</u>	–	Consequence – <u>Major</u>		Result – <u>High</u>
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**Accepted:**

**(Inspector)**

**Date:**

**5.10 Force on Force Training**

Applicable to: Phase 1	<b>Force on Force Training</b> Use of role player Use of simunition Use of training distractions
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**Current Risk**

Risk Assessment	Likelihood <u>Possible</u>	-	Consequence - <u>Major</u>	Result - <u>Extreme</u>
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**Treatment/Contingency Strategies**

- Role players briefed / supervised to activities
- Role players given safety briefing for use of simunition
- Role players briefed to dangers of distraction devices
- Hearing / protective equipment issued
- Role players briefed / trained to safe distances, no duff incidents.
- Role player specific clothing issued
- Safety officer designated for exercise
- Safety briefing / inspections conducted by safety officer
- Simunition SOPs complied with
- Specific safety briefing at commencement of task
- Hazardous areas clearly marked and roped off
- Hazards repaired/removed
- Hazard inspections to be conducted prior to commencement of task
- First aid equipment on site
- Transport and driver to be identified in case evacuation required.
- Area to be identified as SAP for Ambulance

**Response Actions**

In the event of any injury – OIC's are to be notified who will in turn notify a member of EXCON preceding any communication with the words '**NO DUFF, NO DUFF, NO DUFF**'. This will alert EXCON staff to an out of exercise incident. Safety Officer to be notified ASAP.

<b>Resource Requirements:</b>	First Aid equipment to be located at the site Safety equipment
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<b>Monitoring/Review Responsibility</b>	Safety Officer.
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**Managed Risk**

Risk Assessment	Likelihood - <u>Unlikely</u>	Consequence - <u>Minor</u>	Result - <u>High</u>
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**Accepted:**

**(Inspector)**

**Date:**

**5.11 Live Fire Training**

Applicable to:  Phase 1	<b>Live Fire Training</b> Use of live ammunition
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**Current Risk**

Risk Assessment	Likelihood - <u>Unlikely</u>	Consequence - <u>Catastrophic</u>	Result - <u>Extreme</u>
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**Treatment/Contingency Strategies**

- Hearing / protective equipment issued
- Safety officer designated for exercise
- Safety briefing / inspections conducted by safety officer
- Specific safety and range briefing at commencement of task
- Arcs of fire identified
- Outdoor range flags in situ
- Property owner notified
- Range register completed
- First aid equipment on site, inclusive of oxy-viva and AED
- All participants currently validated in use of firearms
- Transport and driver to be identified in case evacuation required.
- Area to be identified as SAP for Ambulance

**Response Actions**

In the event of any injury – OIC's are to be notified who will in turn notify a member of EXCON preceding any communication with the words '**NO DUFF, NO DUFF, NO DUFF**'. This will alert EXCON staff to an out of exercise incident. Safety Officer to be notified ASAP.

<b>Resource Requirements:</b>	First Aid equipment to be located at the site Safety equipment Evacuation vehicle available and driver nominated
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<b>Monitoring/Review Responsibility</b>	Safety Officer.
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**Managed Risk**

Risk Assessment	Likelihood - <u>Rare</u>	Consequence - <u>Catastrophic</u>	Result - <u>High</u>
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**Accepted:**

**(Inspector)**

**Date:**