

Thermal Aerial Control Program May 2022

TACTICAL PLAN

DATE:

TIME:

Briefing conducted by _____

To be prepared for each day's operations.

<p>SITUATION</p> <p>Overview of Operation</p> <p>Current /expected Weather</p>	<p>Overview of Operation:</p> <ul style="list-style-type: none"> • Day 8 of the operation – current situation 63 deer 32 pigs • Aim for 1 x 2 - 3hr thermal run • Target area – filling the Gaps <ul style="list-style-type: none"> ○ AM –Ginini Flats Namadgi Range <p>Current /expected Weather:</p> <ul style="list-style-type: none"> • Partly cloudy. High (80%) chance of showers, most likely in the evening. Winds north-westerly 23-23km/h in the morning then light in the late evening. Overnight temperatures falling to between 5 and 8. Daytime temperatures 13-18
<p>MISSION</p> <p>Objectives</p>	<ul style="list-style-type: none"> • To ensure health and safety to all involved by identifying hazards and mitigating risks • Operate strictly in accordance with operational plan – strict adherence to approved operating areas and protocols • To aerially cull all deer and pigs in specified control area • Identify any horses on Bimberi and note nearest populations. • To ensure all reporting requirements are met, including relevant data <p>Operational Area</p> <p style="color: red;">See Maps</p> <p>Strategies and Tactics:</p> <p>AM</p> <p style="padding-left: 20px;">Ginini Wetlands, Snowy Flats and surrounds, Namadgi Range area (P4)</p> <p>PM</p> <p>Bimberi and surrounds</p> <p>Constraints:</p> <p>Buffers and Boundaries, walking tracks and Mt Franklin Rd., Ginini air services tower,</p> <ul style="list-style-type: none"> • Weather – light rain/wind • Public within Operation Area – Unauthorised persons within the operations area. Shooting to cease until area is clear. Check fire protocols – Head to back up area

	<p>which is Namadgi Range (P4).</p> <p>Access to the Operations Area:</p> <ul style="list-style-type: none"> • For ground crews, access via Cotter Hut Road or Mt Franklin fire trail <p>Timing:</p> <ul style="list-style-type: none"> • Track closures and warnings in place • Operations commence at – 06:15 • Operations cease when conditions are not suitable for thermal camera or helicopter to operate
<p>ADMINISTRATION</p> <p>Logistics of Operation Key support locations/roles</p>	<ul style="list-style-type: none"> • All immediate neighbours contacted have been contacted prior to operations commencing (if appropriate) • AFP, Agency rep to be informed prior to operations • GPX data and all stats – download at end of each run
<p>COMMAND/COMMS</p> <p>Incident Management Structure</p> <p>Communications Plan Strategic Telephone Numbers</p>	<p>Incident Management Structure:</p> <p>OIC – Call sign Command Dept OIC Flight Following FB 296</p> <p>Communications Plan:</p> <p>Flight Following coms – Whats App group Hel Ops Flight following - Trac plus – (tablet) OIC/PIC - ESA 7 Ground Crew – PCS Rural 9 PCS Ops 4 Gudgenby Homestead Number – [REDACTED] [REDACTED] Pilot – [REDACTED] Flight Follower – Heli surveys [REDACTED]</p>

<p>SAFETY</p> <p>Known/Anticipated Hazards</p> <p>Safety equipment/PPE</p> <p>Welfare</p>	<p>Known/Anticipated Hazards: Mt Franklin Area and Mount Ginini Area – public access risk and air services tower on Ginini. ICON Water staff after 10am at Dam wall. AAWT is a higher risk due to potential lack of communication for walkers, who may get to the border without knowing about closure.</p> <p>Flying into NSW</p> <p>Fatigue</p> <p>Aerial baiting NSW – around Cotter Source 10-11am</p> <p>Safety equipment/PPE:</p> <ul style="list-style-type: none"> • First Aid kit is located in vehicles • Hearing protection is required by all shooters • Gloves, warm gear • Firearm use – Shooter – only essential items in helicopter • Pre-flight checks <p>Staff Welfare:</p> <p>Breaks - Aircrew</p>
<p>QUESTIONS</p>	
<p>Checklist</p> <p>Tactical briefing conducted <input type="checkbox"/></p> <p>Job Safety Analysis reviewed and discussed <input type="checkbox"/></p> <p>Emergency Response Procedure reviewed and discussed <input type="checkbox"/></p> <p>Map and copy of tactical plan distributed to participants <input type="checkbox"/></p>	

Flight Plan – Aircraft & Personnel

Job Number:	Day 1-9	Program name:	Thermal Aerial Control
Date of Activity	8 th May 2022	Officer in charge Name & call sign	Contact Phone

Helicopter Details

Aircraft Type	AS350 BA Squirrel	Colour / Distinguishing features	Registration & call sign
PIC Name	PIC Phone no.	Company & Phone no.	HeliSurveys /
Aircrew - Name & Phone	Aircrew - Name & Phone	N/A	
Staging Location Lat Long	Gudgenby Homestead – NNP 35.743004810° S 148.985414836° E Piney Creek 149.010551, -35.289605	Fuel Location Lat Long	Gudgenby Homestead – NNP 35.743004810° S 148.985414836° E

FFO Details

Call sign & Name	Helisurveys – WhatsApp group, 'HS Ops	TRN Channels	Primary: ESA7 / Secondary: PCS Rural OPS	Phone:
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PCS Personnel details

Name / Abbreviation	Call sign	Role / Qualifications	Contact	Emergency contact
		OIC, FAO, WSAA		
		OIC, FAO, WSAA		
		OIC, FAO, WSAA		

Roles/Qualifications: OIC – Officer in charge, FAO – First aid officer, RAFA – Remote Area first aid, FAA – First aid application, HIT – Helicopter insertion techniques (Winch and Hover), WSAA – Work safe around aircraft

Date:	Job Number:	Program name:	Mission specific Equipment - approximate weight Dangerous goods in red – Notify pilot			
Leg no	Est dep time & Duration*	Origin <i>Inc Lat Long</i>	Destination/s <i>Inc Lat Long</i>	Passengers	Task	
1	45 min	Gudgenby Homestead	<i>Western Namadgi</i>		Area Reconnaissance	

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Flight Plan – Communications

Date:	1-9	Job Number:	Namadgi South and North	Program name:	Thermal Aerial Control
Air to FFO (Command channel)	Primary coms	Whatapp Group HS Ops	Secondary coms	Phonecall	
OIC to Crew / Crew to Crew	Primary coms	TRN ESA7	Secondary coms	PCS Rural Ops 9 or Ops 4	
FFO to PCS Duty officer	Primary coms	Phone	Secondary coms		
EMERGENCY – Priority 1 or 2	Primary coms	000	Secondary coms	TRN - RFSOPS1	

*Note some areas of Namadgi Nation Park have little to no mobile phone reception

Special flight requirements

TracPlus to be followed by OIC at all times. OIC to call Heli-surveys FFO regarding any aircraft issues. See procedures and contact list in attachments

Reviewed By:

_____ / / Aviation coordinator (ABM or Higher)

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Reviewer’s comments, if required

Approvals:

_____ / / Program / Area Manager

_____ / / OIC Operations Manager

 Heli Surveys Flight
 Late or Missing
 Following Procedure Aircraft Procedure - \

Flight Following

Instructions: This form is for recording flight following. One form to be completed for each flight regardless of aircraft including aircraft is being tracked by satellite systems.

Aircraft Details:

Registration		Type	
Colour		Call Sign	
Emergency Equipment			

Passenger Manifest :

Name	Phone Number	Emergency Contact and Phone

Communications

TRN frequencies	Primary	Secondary
Mobile phone number	Pilot:	Company (chief pilot)

<p>Directorate: <div style="border: 1px solid black; padding: 2px;">Environment Planning and Sustainable Development</div></p> <p>Risk Assessment Undertaken By: <div style="border: 1px solid black; width: 100%; height: 20px; background-color: #cccccc;"></div></p> <p>Manager Responsible: <div style="border: 1px solid black; width: 100%; height: 20px; background-color: #cccccc;"></div></p>	<p>Branch / Event: <div style="border: 1px solid black; padding: 2px;">Environment - Parks and Conservation Service: 2022 Aerial Culling Program</div></p> <p>Date Completed: <div style="border: 1px solid black; padding: 2px;">04/04/2022</div></p> <p>Local Version Control: <div style="border: 1px solid black; padding: 2px;"></div></p> <p>Next Review Date: <div style="border: 1px solid black; padding: 2px;">01/09/2022</div></p>
<p>Details</p> <p>Topic of the Risk Assessment to be Carried Out E.g.: Directorate / Agency / Business Unit level or for a specific event project or undertaking</p> <div style="border: 1px solid black; padding: 5px; min-height: 100px;"> All activities relating to the PCS Aerial Culling Program in May 2022 </div>	
<p>Define Risk Activity: Provide a summary of the activity including business objectives. What are the key performance indicators, objectives or aims? What do we hope to achieve through the management of risk?</p> <div style="border: 1px solid black; padding: 5px; min-height: 100px;"> Undertaking aerial culling of feral deer and pigs in accordance with the operations plan endorsed by PCS managers. Culling operations will be undertaken with the overarching objective to ensure the safety of all staff and contractors involved in the operations and members of the public whilst ensuring high animal welfare outcomes. </div>	
<p>Scope: Set the parameters of the risk management process which includes specifics of the activities to be carried out - what is to be included and what is not to be included or considered in this plan</p> <div style="border: 1px solid black; padding: 5px; min-height: 100px;"> All activities relating to the Aerial Culling Program May 2022. Helisurvey SWIMS covers helicopter operations. Helisurveys SWIMS </div>	
<p>Risk Appetite Include information with regards to the amount and type of risk which is able to be accepted and of any conditions where the tolerance of risk might be limited</p> <div style="border: 1px solid black; padding: 5px; min-height: 100px;"> Please refer to the Risk Register items. All risks have been identified and management actions to be implemented result in an adequate level of risk management. </div>	

Version Ref: V48

Directorate Environment Planning and Sustainable Development							Branch / Event Environment - Parks and Conservation Service 2022 Aerial Culling Program											
Risk Reference number	Risk Category	Hazard Category for people Risks	The Risk <i>* What can happen? A Description of the risk.</i>	Source/Hazard <i>Drivers to the risk. Contributor, Hazard or Source of the Risk</i>	Impact / Outcome <i>or effect, if what can happen does happen? Impact on the business</i>	Risk Owner <i>responsible for managing the risk</i>	Risk Controls which are currently in place <i>controls that already exist and are currently managing the risk.</i>	Risk Rating			Risk Treatment Owner <i>responsible for managing the risk</i>	Action to be Taken <i>treatment strategies or a rationale behind no further action where rating is rated</i>	Risk rating with additional controls			Monitoring and Reviewing		
								Consequence	Likelihood of consequence	Inherent Risk Rating Origin			Control Effectiveness Rating	Consequence	Likelihood of residual	Risk Rating	Monitored by whom	Review and monitor date
1	Operational		Contractors become unavailable	1. Inles or other eg travel and Covid 2. Lack of suitable contract arrangements	1. Program cannot be delivered 2. Program resource costs are lost	PCS Director	1.Regular contact with contractors leading up to the event. 2. Contingency planning for COVID response.	2	2	Medium	Adequate	PCS Director	Increased and regular contact leading up to the implementation of the program to encourage contractors to take additional covid precautions in the leadup to the program	2	2	Medium	Vertebrate Pest Co-ordinator	May-22
2	Financial		Failure to comply with procurement guidelines	1. Lack of awareness of delegations and guidelines	1. Lack of compliance with legislation and government policy resulting in potential breach 2. Reputational risk	PCS Director	Ensure procurement complies with guidelines and is authorised by the appropriate delegate.	1	2	Low	Adequate	PCS Director	Work with finance/ACT procurement to ensure all financial transactions are in line with delegations and relevant financial legislation	2	1	Low	Vertebrate Pest Co-ordinator	May-22
3	Stakeholder Management		Key stakeholders intervene and jeopardise Program delivery due to lack of engagement, consultation, knowledge and awareness	1. Stakeholders including Ministers, Conservator, rural neighbours, and Senior Exec EPSDD not informed or kept up to date. 2. Inadequate briefings and Communications Plan / Strategy 3. Lack of timely operational reports	1. Program is delayed/compromised 2. Increased public or media scrutiny. 3. Government reputation	PCS Director	1. Objectives clearly identified and endorsed by Ministers (EPSDD and Environment) 2. Key stakeholders identified through planning group. 3. All identified stakeholders are kept up to date with appropriate levels of information. 4. Appropriate notifications to rural neighbours. 5. Public information highlights best practice approach to delivery incl. animal welfare	2	2	Medium	Adequate	Vertebrate Pest Co-ordinator	Ongoing process to identify and engage stakeholders throughout the process. Update communications plan regularly and implement actions	2	1	Low	Vertebrate Pest Co-ordinator	May-22
4	Operational		Operational delays in program delivery due to inclement weather.	1. Lack of operational planning. 2. Weather events.	1. Program is delayed or compromised.	PCS Director	1. Identify contingency dates. 2. Remain as flexible as possible within culling periods.	2	4	Medium	Adequate	Vertebrate Pest Co-ordinator	Contingencies identified in operation plan including priority areas identified to maximise use of resources	2	3	Medium	Vertebrate Pest Co-ordinator	May-22

5	Compliance / Regulation	Appropriate authorisation to implement an aerial culling program not granted	1 Lack of operational planning. 2. Loss of corporate knowledge	1. Program cannot be delivered. 2. Program breaches legislative requirements.	PCS Director	1. Custodian/Conservator briefed in advance of the program. 2. Instrument in place to close reserves and unleased territory land to public access. 3. Relevant AFP notifications/approvals obtained.	2	2	Medium	Adequate	Vertebrate Pest Co-ordinator	Ensure final authorisation is reviewed and appropriate delegate has formally authorised the program eg brief etc	2	2	Medium	Vertebrate Pest Co-ordinator	May-22
6	Operational	Contractors or staff become infected with COVID19	1 lack of operation planning and adherence to covid safety plan	1.Impacts on staff/contractors health 2. Program cannot be delivered. 3. Negative media attention	PCS Director	1. All aspects of the covid 19 safety plan are followed. 2. Covid safety plan forms part of the formal brief given to staff and contractors.	4	4	High	Adequate	OIC	All staff and contactors be given ongoing reminders of the covid safety plan throughout program.	5	1	High	OIC	May-22
7	Financial	Lack of financial management	1. Lack of budget planning 2. Lack of approval for required budget.	Impacts on broader PACS budget.	PCS Director	1. Program costing has been identified. 2. Operational program has been aligned to budget allocation.	3	3	Medium	Adequate	Vertebrate Pest Co-ordinator	Regular monitoring of budget throughout the program.				Vertebrate Pest Co-ordinator	May-22
8	Operational	Insufficient staff available to implement program	1. Lack of rosters in place. 2. Lack of experienced staff with relevant skillset to implement program	1. Program cannot be delivered 2. Program delivered to a poor standard	PCS Director	1. Staffing requirement identified well in advance of operational commencement. 2. Staff to be made available from multiple areas within PCS. 3. Contingency staff available and briefed to undertake additional activities as required.	3	3	Medium	Adequate	Vertebrate Pest Co-ordinator	Regular checks with staff to ensure availability Additional staff identified and placed on standby	2	1	Low	Vertebrate Pest Co-ordinator	May-22
9	Stakeholder Management	Lack of engagement with key stakeholders	1. Lack of an adequate communications strategy.	1. Support for program is lacking leading to scrutiny, negative media and internal reviews.	PCS Director	1. Key stakeholders identified through planning group and Operations plan 2. All identified stakeholders are kept up to date with appropriate levels of information.	2	2	Medium	Adequate	Vertebrate Pest Co-ordinator	Regularly update and implement ops plan	2	2	Medium	Vertebrate Pest Co-ordinator	May-22

10	Operational		PCS operations teams are unsure of roles and responsibilities	<ol style="list-style-type: none"> Lack of command and communication structure Lack of defined roles and responsibilities in Operations plan. Lack of program briefings. 	1. Communication breakdown in operational phases compromising safety and program efficiency	PCS Director	<ol style="list-style-type: none"> Clear roles and responsibilities and decision making delegations detailed in Operations Plan. Program managed through ICS structure. Detailed operational briefing held on first day of program and daily pre ops briefings held 	4	1	Medium	Adequate	OIC	Comprehensive pre-briefing	2	2	Medium	OIC	May-22
11	Operational		Helicopter accident due to hazards involved in low flying.	<ol style="list-style-type: none"> Lack of adequate documentation such as detailed maps Lack of experienced and skilled staff to navigate helicopter or direct operations. Lack of procedures to brief staff/contractor on hazards. Inadequate 'shooting area' induction. 	<ol style="list-style-type: none"> Potential injury/death to staff/contractor. Potential environmental damage. Negative media attention 		<ol style="list-style-type: none"> Operations Plan has been developed and includes requirements for 'shooting area' induction and inspection by helicopter pilot, shooter and thermal operator prior to commencement of shooting program. PCS staff involved fully briefed and selected on experience and knowledge of sites. PCS staff and contractors are provided with detailed Maps and Operations Plan. Use of appropriate helicopter type and experienced pilot. A comprehensive tender process undertaken to select an appropriate Helicopter operating company with well developed SWMS and JSA. Standard flight following procedures to be followed 	5	1	High	Adequate	OIC	Pre-flight observations and area knowledge to be utilised throughout the planning and execution of the operation.	5	1	High	Vertebrate Pest Co-ordinator	May-22
12	People	Machinery and Appliances	Helicopter accident due to mechanical failure.	<ol style="list-style-type: none"> Lack of appropriate servicing procedures. Poor fuel. 	<ol style="list-style-type: none"> Disruption to program implementation. Injury or death to staff/contractor. 	PCS Director	<ol style="list-style-type: none"> Suitability qualified helicopter contractor is engaged through comprehensive tender process. Helicopter maintained as per CASA standards. Helicopter contractor provides risk assessment to address such risks. See SWMS Operations Plan addresses fuel storage, pre-flight briefings and ensures roles and responsibilities are clearly understood.. Flight following procedures to be followed 	5	1	High	Adequate	Vertebrate Pest Co-ordinator	No further action	5	1	High	Vertebrate Pest Co-ordinator	May-22

13	People	Machinery and Appliances	Helicopter accident due to firearm malfunction.	<ol style="list-style-type: none"> Lack of adequate servicing procedures. Poor operational procedures. Inexperienced contractors. 	<ol style="list-style-type: none"> Disruption to program implementation. Injury or death to staff/contractor. 	PCS Director	<ol style="list-style-type: none"> Suitability qualified helicopter contractor is engaged through comprehensive tender process Helicopter contractor provides risk assessment to address such risks. See SWMS Use of experienced shooter who is briefed clearly regarding their responsibilities in relations to firearms handling. Briefings pre-program and daily reminders of safety requirements Flight following procedures to be followed 	4	1	Medium	Adequate	OIC	Daily briefings	4	1	Medium	Vertebrate Pest Co-ordinator	May-22
14	People	Machinery and Appliances	Ground personal are unaware that activity has commenced	<ol style="list-style-type: none"> Lack of communication with staff. Lack of command structure 	<ol style="list-style-type: none"> Possible Injury/ staff contractors Possible unauthorised access to sites 	PCS Director	<ol style="list-style-type: none"> Detailed operational plan developed, including communication protocols. All staff are briefed on the operational plan and the operational processes. Daily pre ops briefings. 	3	1	Medium	Adequate	OIC	Daily briefing	3	1	Medium	Vertebrate Pest Co-ordinator	May-22
15	Operational		Public are unaware of operation and enter closed sites.	<ol style="list-style-type: none"> Lack of adequate communications strategy including the notification of immediate neighbours. Lack of signage. Behaviour outside Government control 	<ol style="list-style-type: none"> Possible distress to member of the public. Significant media scrutiny. Delays to program implementation. 	PCS Director	<ol style="list-style-type: none"> Signage place at all Reserve entry points to operational areas. Conduct media campaign. Security patrols in place to monitor key access points if required during weekend operations. Notify rural neighbours. Operations plan to include a 'check fire' procedure if MOPs detected within operational areas Safety procedures and program effectiveness to be reviewed daily. Check fire procedures and communication protocols are included in Operations plan. 	1	4	Medium	Adequate	OIC	No further action	1	4	Medium	Vertebrate Pest Co-ordinator	May-22

16	People	Security	Member of public/ contractor /staff member shot	1. Inadequate safety plan and procedures by contractor and staff. 2. Lack of security patrols and/or signage to enforce closure or signage removed 3. Ricochet or wayward shot.	1. Significant injury or death. 2. Significant negative publicity.	PCS Director	1. Reserve closure signage place at all entry points to operational areas and security teams in place. 2. Use of experienced shooter and appropriate helicopter type. 3. Conduct significant media campaign. 4. Check signage at key points throughout the program to ensure they are still in place. 5. Notify rural neighbours. 6. Thorough pre program and daily briefings on program safety procedures and effectiveness as per Operational plan, the Risk assessment and contractor SWMS 7. Refer to Operations plan for the 'check fire' procedure for persons detected within operational areas. 8. Refer to OPs plan for communication protocols 9. Observe protocols in the Operational Plan regarding target identification, including a minimum of two people confirming species. 10. Field dressing equipped first aid kits included in operational vehicles	4	1	Medium	Adequate	OIC	Strict adherence and oversight maintained at all times by all staff. Daily briefing to reinforce safety standards	4	1	Medium	Vertebrate Pest Co-ordinator	May-22
17	Operational		Shooting operations undertaken outside approved 'culling' area.	1. Poor planning and briefings 2. Lack of operational procedures, site induction and maps. 3. Poor mapping layers provided	1. Reputational impact. 2. Failure to comply with approvals.	PCS Director	1. Program has detailed Operations Plan and Maps. 2. Reconnaissance flight with local PCS staff taken pre program and contractors have familiarity of the area. 3. Pre- program briefing and daily tactical plans 4. Contractors will have on board mapping systems with culling areas, reserve closure boundaries and exclusion zones for 'real time' information.	2	2	Medium	Adequate	OIC	Daily briefing				Vertebrate Pest Co-ordinator	May-22
18	People	Psychological/Physical	Staff and contractor fatigue	Poor handling of carcasses, lack of knowledge and no or incorrect use of PPE	1. Increased risk of safety issues and program effectiveness.	PCS Director	1. Staff and Contractors to abide by PCS fatigue management guidelines and Contractor SWMS. 2. Regular breaks to scheduled during operation	3	3	Medium	Adequate	OIC	Regular monitoring of fatigue	2	2	Medium	OIC	May-22

19	Reputation and Image		Wounded animals left on site	<ol style="list-style-type: none"> Poorly skilled shooters. Lack of operational procedures Faulty firearms/ammunition. Human error. 	<ol style="list-style-type: none"> Animal welfare concerns. Significant negative publicity 	PCS Director	<ol style="list-style-type: none"> Use only highly experienced/qualified shooters Strict operational protocols detailing shooting procedures as per Operations Plan (ie 2 shots per animal). Program to comply with the National SOPs as outlined in Operations Plan. Well maintained firearms and appropriate ammunition for the task are used. 	4	3	High	Adequate	OIC	Post shoot assessment	4	1	Medium	OIC	May-22
20	Reputation and Image		Carcasses on waterways or in highly visible areas.	<ol style="list-style-type: none"> animals are shot in high public use areas animals are shot in waterways 	<ol style="list-style-type: none"> Significant negative publicity. 	PCS Director	<ol style="list-style-type: none"> Efforts made to shoot animals away from watercourses/public areas as per operational Plan. Carcasses in high use areas or waterways to be removed where possible. 	3	3	Medium	Adequate	OIC	Post shoot assessment	3	2	Medium	OIC	May-22
21	People		Ground based operational staff injured and/or equipment damaged	<ol style="list-style-type: none"> Vehicles/ side by side rollover or involved in accident. Slips, trips and falls while working on uneven ground. 	<ol style="list-style-type: none"> Injury to staff Reduced capacity to implement program Damage to vehicles/equipment. 	PCS Director	<ol style="list-style-type: none"> PCS staff selected as drivers to be familiar with operational area and hazards, have the relevant 4WD training and experience. OIC and DOIC to review contractors SWMS statement for aerial shooting activities. Sites known hazards identified and teams advised through Operations Plan briefings 	3	3	Medium	Adequate	OIC	Pre Operations briefing	3	3	Medium	Vertebrate Pest Co-ordinator	May-22
22	People	Environmental/Physical Safety	Pathogens or personal injury when involved in handling carcasses	Poor handling of carcasses, lack of knowledge and no or incorrect use of PPE	injury or illness to operators	PCS Director	<ol style="list-style-type: none"> staff or contractors handling carcasses are made aware of safe handling techniques and procedures, must use correct PPE and follow hygiene procedures. 	3	2	Medium	Adequate	OIC	Daily briefing	3	2		OIC	May-22

23	People	Working at Height	Fall from height during helicopter operations	1. Safety Protocols not in place. 2. Inexperienced crew.	Injury to staff	PCS Director	1. Use of trained, experienced staff and shooter. 2. Safety protocols in place as per CASA recommendations and Australian Standards. 3. Use of appropriate helicopter type and experienced pilot. 4. Adherence to Operational Plan and contractor SWMS 5. Adherence to pre flight briefings. 6 Flight plan completed for flights with PCS staff onboard.	3	2	Medium	Adequate	OIC	Daily pre flight briefing	3	2	Medium	Vertebrate Pest Co-ordinator	May-22
24	People	Physical	During thermal operations activating laser at people	1. Safety Protocols not in place.	Burning or blinding injury	PCS Director	1. Disarm lazsr while in flight until in area of operation confirmed by pilot. 2. confirm laser disarmed leaving site 3. if people believed to be in area laser is to be immediately disarmed and Checkfire procedure followed	3	2	Medium	Adequate	OIC	Included in daily briefings	3	1	Medium	OIC	May-22
25	Environment		Starting bushfire with laser	Inadequate safety plan and procedures by contractor and staff	Uncontrolled wildfire	PCS Director	1. do not activate laser for a period of time in a single spot 2. awareness of FDI, soil moisture, veg type etc 3. If conditions too dry revert to verbal direction	3	1	Medium	Adequate	OIC	Included in daily briefings	3	1	Medium	OIC	May-22

Directorate				Environment Planning and Sustainable Development		Branch / Event		Environment - Parks and Conservation Service 2022 Aerial Culling Program	
Risk Reference number	Risk Category	Hazard Category for people Risks	The Risk * What can happen? A Description of the risk.	Paste photo here and resize row height to fit.		Location			

Risk Treatment Strategy Action Plan					
Treatment	Directorate:		Branch / Event:		
01	Environment Planning and Sustainable Development		Environment - Parks and Conservation Service: 2022 Aerial Culling Program		
Risk Reference Number:	Identified Risk	Inherent Risk Rating with Current Controls		Residual Risk Rating to be achieved (on completion of action plan)	
Treatment Strategy:					
Strategy 1					
Strategy 2					
Strategy 3					
Strategy 4					
Strategy 5					
Implementation:					
	Actions to be undertaken in order to implement the risk treatment strategy:	Action Officer	Due Date	Date Finished	Comments
Action 1					
Action 2					
Action 3					
Action 4					
Action 5					

<i>Cost / Benefit Analysis - 1</i>		
Risk reference number	Costs All of the direct and indirect costs associated with the business, operations, project, undertaking or action. Can include: capital costs, tax and fess, outsource consulting fees, training, facilities, overheads, utilities, time etc.	Benefits All of the direct and indirect benefits associated with the business, operations, project, undertaking or action. Can include: increased output, reduced costs, reduced labour costs, reduced taxes, reduced number of incidents etc.

Directorate: Environment Planning and Sustainable Development				Branch / Event: Environment - Parks and Conservation Service: 2022 Aerial Culling Program											
Risk Reference number	The Risk: * What can happen? A Description of the risk.	Risk		Contingency Steps: * What steps will you take to recover from this risk event occurring in its 'most normal form'.	Contingency Cost: * Dollar amount of Contingency Steps.	Resources/Equipment: * Resources and Equipment you will need to recover from this risk event.	Resources Cost: * Dollar amount of Contingency Resources.	Personnel: * Personnel you will need to recover from this risk event.	Personnel Cost: * Dollar amount of Contingency Personnel.	Contingency Owner: * Person/s responsible for the recovery of this risk event.	Contingency Timeframe: * Maximum allowable timeframe for the recovery of this risk event.	Total Cost: * Total of all stated Costs	Assumed Reserve: * Total Costs weighted by Risk Rating and Effectiveness	Actual Reserve: * Recommended actual reserve amount.	Notes on Reserve: * Comments relating to the actual reserve amount.
		Consequence Likelihood of consequence	Inherent Risk Rating												
												\$0.00			
												\$0.00			
												\$0.00			

Note:
When identifying, analysing and rating risk consideration should be given, but not necessarily limited to, the attached categories of risk and the suggested examples of frequency and consequences.

Hint:
To help make an assessment of consequence and likelihood ask yourself the following questions.

1. What is the consequence that the risk would take in the most normal form should it eventuate?
2. What is the likelihood of that consequence?

	Insignificant	Minor	Moderate	Major	Catastrophic
Assets	Loss or destruction of assets up to \$2,000	Loss or destruction of assets \$2,000 to \$10,000	Loss or destruction of assets \$10,000 to \$100,000	Loss or destruction of assets \$100,000 to \$5M	Loss or destruction of assets greater than \$5M
Compliance/ regulation	Non-compliance with work policy and standard operating procedures which are not legislated or regulated	Numerous instances of non-compliance with work policy and standard operating procedures which are not legislated or regulated	Non-compliance with work policy and standard operating procedures which require self reporting to the appropriate regulator and immediate rectification.	Restriction of business operations by regulator due to non-compliance with relevant guidelines and / or significant non-compliance with policy and procedures which threaten business delivery.	Operations shut down by regulator for failing to comply with relevant guidelines and /or significant non-compliance with internal procedures could result in failure to provide business outcomes and service delivery.
People	Injuries or ailments not requiring medical treatment.	Minor injury or First Aid Treatment Case.	Serious injury causing hospitalisation or multiple medical treatment cases.	Life threatening injury or multiple serious injuries causing hospitalisation.	Death or multiple life threatening injuries.
Environment	Limited effect to something of low significance	Transient, minor effects	Moderate, short-term environmental harm	Significant, medium-term environmental harm	Long term environmental harm
Financial	1% of Budget or <\$5K	2.5% of Budget or <\$50K	> 5% of Budget or <\$500K	> 10% of Budget or <\$5M	>25% of Budget or >\$5M
Products and Services	No disruption to services	Minor disruption to services for up to 1 month	Total cessation of service for up to 1 days and subsequent disruption of 1 to 2 months	Total cessation of service for up to 7 days and subsequent disruption of 2 to 3 months	Total cessation of service for more than 1 week and disruption over subsequent months involving a major facility
Technology	Interruption to electronic records and data access less than ½ day.	Interruption to electronic records and data access ½ to 1day	Significant interruption (but not permanent loss) to data and electronic records access, lasting 1 day to 1 week	Complete, permanent loss of some electronic records and/or data, or loss of access for more than one week	Complete, permanent loss of all electronic records and data
Reputation & Image	Internal Review	Scrutiny required by internal committees or internal audit to prevent escalation.	Scrutiny required by external committees or ACT Auditor General's Office, or inquest, etc.	Intense public, political and media scrutiny. E.g.: front page headlines, TV, etc.	Assembly inquiry or Commission of inquiry or adverse national media.
Cultural & Heritage	Low-level repairable damage to commonplace structures	Mostly repairable damage	Permanent damage to items of cultural significance	Significant damage to structures or items of cultural significance	Irreparable damage to highly valued items of cultural significance
Business Process & Systems	Minor errors in systems or processes requiring corrective action, or minor delay without impact on overall schedule.	Policy procedural rule occasionally not met or services do not fully meet needs.	One or more key accountability requirements not met. Inconvenient but not client welfare threatening.	Strategies not consistent with Government's agenda. Trends show service is degraded.	Critical system failure, bad policy advice or ongoing non-compliance. Business severely affected.

		Frequency	Matrix	1	2	3	4	5	
Likelihood	Almost Certain	Is expected to occur in most circumstances	>1 in 10	5	Medium	High	High	Extreme	Extreme
	Likely	Will probably occur	1 in 10 - 100	4	Medium	Medium	High	High	Extreme
	Possible	Might occur at some time in the future	1 in 100 - 1,000	3	Low	Medium	Medium	High	Extreme
	Unlikely	Could occur but doubtful	1 in 1,000 - 10,000	2	Low	Medium	Medium	High	High *
	Rare	May occur but only in exceptional circumstances	1 in 10,000 - 100,000	1	Low	Low	Medium	Medium	High *

Priority	Suggested Timing of Treatment	Authority for continued tolerance of risk	Risk Control Effectiveness	
			Control Effectiveness	Guide
Extreme	Short term – normally within one month**	Director- General	Adequate	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.
	Detailed action plan required			Most controls are designed correctly and are in place and effective however there are some controls that are either not correctly designed or are not very effective. There may be an over-reliance on reactive controls. Some more work to be done to improve operating effectiveness or Management has doubts about operational effectiveness and reliability.
High	Medium term – normally within three months	Senior Executive	Inadequate	Significant control gaps or no credible control. Either controls do not treat root causes or they do not operate at all effectively. Controls, if they exist are just reactive. Management has no confidence that any degree of control is being achieved due to poor control design and/or very limited operational effectiveness.
Medium	Normally within 1 year	Managers	* Priority for attention - Action Every care should be taken to act as soon as possible to implement risk control measures wherever possible or to take action to fix the problem. Extreme and High risk especially where the risk relates to people and personal injury require us to act immediately to take steps to fix the problem. The suggested timing of treatment does not mean that immediate action ought not be taken or that the timing can not be completed sooner than suggested.	
Low	Ongoing control as part of a management system	All staff		
	Manage by routine procedures			

ACT Government Risk Register Tip Sheet

Sheet One: Title Page – Setting the Context of the risk management plan

The title page sets the context for the risk management process. (Refer to Section 6.3 AS/NZS ISO 31000:2009).

Information to be completed includes the ACT Government Directorate that the risk management plan belongs to. Identify whether the risk management plan relates to the whole Directorate or has been carried out at the Agency, Business Unit or Divisional Level by naming level the plan relates to. Complete the fields for the date the risk assessment was completed and when the next review is to be completed.

Details of the Risk Assessment to be carried out:

This field allows free text to be entered to identify the details of the risk assessment to be carried out. Is the risk assessment a Business Unit risk assessment plan? Alternatively, is the risk assessment for an event to be managed by your business unit? Directorates and their Business Units carry out a number of activities on a day to day basis which will require us to actively be managing risk in order to achieve our business objectives. Activities such as management of a procurement process; introduction of a new policy/procedure; delivering an essential service and delivery of a project may all be the subject matter of a risk assessment plan.

Define the activity:

Provide a summary of the activity including business objectives. What are the key performance indicators, objectives or aims? What do we hope to achieve through the management of risk? Begin with the end in mind. Management of risk is going to be a lot easier if we know what the objectives are, that could be affected by an event should it occur.

Scope / Boundaries:

This is a free form text field that sets the parameters of the risk management process including specifics of the activities to be carried out and the time frames to do so - what is to be included and what is not to be included or considered in this plan. For example a risk assessment to manage risks associated with policy around natural disasters may chose to exclude consideration of “man-made” disasters such as arson.

Risk Appetite:

Risk Appetite is a freeform text field which will enable specific considerations to be given in relation to the amount and type of risk which is able to be accepted. It may be that there are special conditions where the tolerance of risk may be limited such as those relating to people risks and workplace injury.

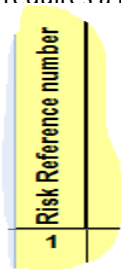
There may also be examples where the acceptance of a risk or the priority for attention is significantly different to standard practice for ACT Government business risk. As an example policy implementation regarding the protection of young people at risk may have an internal policy requirement (based on legislation) not to accept any risk relating to young people over the risk level of medium.

Sheet two: Risk Register

ACT Government Risk Register Tip Sheet

Risk Reference Number

Each risk requires a risk reference number – the easiest and most effective numbering system is 1, 2,3,4,5 etc.



The risk reference number will be used to cross reference corresponding photographic evidence, risk treatment plans and cost / benefit analysis which are on different sheets of the workbook if and when required.

Risk Category

There is a drop down box to select the appropriate category of risk to which the risk identified relates. Categorising risk often helps ensure that we identify all relevant risks. It is a useful tool to assist us to identify risks and for grouping similar risks together. Please note that this is a guide and whilst consideration should be given to the categories of risk it should not be limited to the attached categories. If there are risks that do not fit the categories provided – they are still risks and can be placed in the “other” category.

Hazard

A hazard category is only required to be identified for **people risks**. People risks include Work, Health and Safety Risks, injury to staff/employees, contractors and third parties. The available hazard categories have been included and can be picked from a drop down menu. There is an “other” category to assist where an identified hazard may not fit the list of hazards provided.

Risk Description

A description of the risk, what can happen?

Language is important. Legislation is not in itself a risk – the risk is better defined as “breach of legislation.” Likewise a building is not a risk: risks relating to a building may be: “damage to building,” “failure of building integrity / collapse of building” etc.

Examples of appropriate language include:

- Failure of
- Failure to
- Breach of
- Damage to
- Loss of
- Exceeding (authority, delegations, contract price etc.)

Source

This is a free text field which identifies the driver to the risk. How the risk comes about – what causes the risk?

For example:

The source of the risk **damage to building** could be:

- Natural disasters
- Flood
- Fire
- Earthquake

Impact from the event happening

ACT Government Risk Register Tip Sheet

This is the result of if what can happen does happen. Essentially, this is the consequence of the risk. If there is no consequence then what has been described is not a risk.

It is important to remember that the consequence described should be the consequence in its most normal form and not the extreme form. For Example: the consequence of a paper cut in its most likely form is: injury/small cut not requiring first aid treatment. The consequence in its most extreme form would be injury small cut, resulting in infection and blood poisoning resulting in death. Using the extreme form of the consequence does not add value to the process as all risks would end up in the “extreme” and “high” levels of risk which would make it difficult to prioritise risk treatment plans and further action where required.

Risk Controls which are currently in place

This is a free text field which allows you to summarise all the things that we are already doing to manage the risk. An example of things which, we may have in place to manage risk includes but is not limited to the following:

- o Personal Protective Equipment (PPE)
- o Policies, codes of practice, guidance materials such as “standard operating procedures” etc.
- o Mechanical devices or processes

Risk Rating

The risk is rated with current controls that are all ready in place to modify and manage the risk. Refer also to the risk matrix found on sheet six.

Consequence

We have defined the most likely consequence from the risk in the field “impact from event happening,” with consideration to the controls which are currently in place the consequence is rated from 1-5

- 1- Insignificant
- 2 – minor
- 3 – moderate
- 4 – major
- 5 - catastrophic

The risk matrix page provides some examples of what may constitute an **insignificant, minor, moderate, major, and catastrophic** risk. This is primarily a guide and may need to be adjusted as you rate risks to more accurately reflect your business unit projects, activities, business process or business undertakings which may be the subject matter of the risk management plan. For example an **insignificant** financial consequence at a Directorate level might be \$20,000 or 1% of budget. For a project team that has a total operating budget of \$20,000, the loss of \$20,000 would be a **catastrophic** consequence – without further funding the project could not continue.

The important thing to remember is that at one end of the scale an **insignificant** consequence will have a limited impact on achieving your objectives and at the other end of the spectrum a **catastrophic** consequence may mean that you will not achieve your objectives at all.

Likelihood

Now that the consequence has been defined and measured the next question to be answered on the risk register is: **How likely is that consequence to occur?** This is entered as a numeral 1-5.

Level	Example Criteria
-------	------------------

ACT Government Risk Register Tip Sheet

- 1 – rare
- 2 – unlikely
- 3 – Possible
- 4 – likely
- 5 – almost certain

		Example Criteria		
Likelihood	Almost certain	Is expected to occur in most circumstances	Once a quarter or more	>1 in 10
	Likely	Will probably occur	Once a year or more	1 in 10 – 1 in 100
	Possible	Might occur at some time in the future	Once every 1-5 years	1 in 100 -1,000
	Unlikely	Could occur but doubtful	Once every 5-20 years	1 in 1,000 – 10,000
	Rare	May occur but only in exceptional circumstances	Once every 20-100 years	1 in 10,000 – 100,000

The criteria for measuring likelihood are varied – there is no right or wrong method so long as the method chosen is consistent.

Inherent Risk Rating and Residual Risk Rating

Level of Risk

The level of risk is a field that is automatically calculated by the risk register. The level of risk is the combination of Consequence X Likelihood. For example a **Moderate** risk with a likelihood rating of **Possible** will produce a level of risk of: **Medium**.

An inherent risk rating is the level of risk that we currently have right now. The residual risk rating is the risk rating that we are left with after we have applied all additional risk treatments.

Control Effectiveness Rating

How effective are the current controls in managing the risk? This is a drop down menu where the rating can be measured as adequate, room for improvement, or inadequate. The full definition can be found on the Risk Matrix page on sheet six.

If the rating is room for improvement, or inadequate then the next field **action to be taken** will need to be completed.

Action to be taken:

This is a free form text field. It is not required to be completed where the risks control rating is adequate. Information entered can include further risk treatment strategies (with reference to the risk treatment plan where appropriate) and /or a summary of the rationale behind taking no further action (with a reference to a cost benefit analysis if appropriate) where the risk control effectiveness rating is “room for improvement” or “inadequate.”

Monitoring and Reviewing

This is a compulsory field. The officer responsible for monitoring the risk and risk treatments needs to be identified. Additionally, the date that the next review is scheduled to occur should be entered in this field.

Sheet three: Photo Evidence

This is not a compulsory sheet. It may not be relevant to the type of risk management plan that you are producing. The inclusion of the photographic evidence and location address can add value to the risk plan and aid understanding for staff and managers alike with visual representations and/or specific locations of risk.

ACT Government Risk Register Tip Sheet

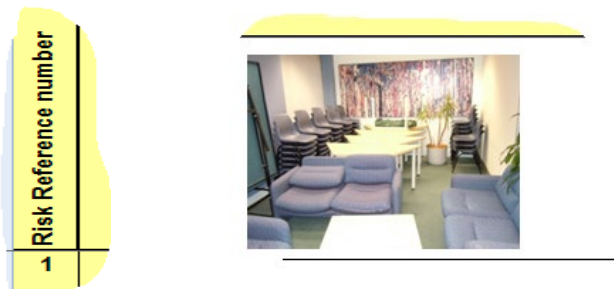
Step one: Key in the risk reference number from sheet two: The Risk Register.

The computer will now automatically populate the risk description field with the data from sheet two: the risk register.

Step two: Paste a copy of the relevant photo in the second field and resize the cell height to fit.

Step Three: Location

Key in the physical location of the risk, for example: Canberra Nara Centre, Level 3 Meeting Room.



Sheet four: ACT Government Risk Treatment Plan

An ACT Government Risk Treatment Plan is not required to be completed for all risks. It should only be completed where the inherent risk has been given a risk control effectiveness rating of “inadequate” or “room for improvement.” Details required to be included are: a strategy to reduce the risk and the actions required to occur in order to implement the strategy.

ACT Government Risk Register Tip Sheet

Step one: Insert the risk reference number from sheet two: The Risk Register. This is a manual process.



The screenshot shows two input fields. The first field is labeled 'Risk Reference Number' and is empty. The second field is labeled 'Current Treatments:' and contains the number '1'. Below the 'Current Treatments:' field is a button labeled 'New Treatment'.

Step two: Provide a summary of the risk to be treated.

Step three: Treatment Strategy – this is the strategy identified to treat the risk.

For example in a risk management plan for an event which is a fun run, a treatment strategy for the risk Injury or death of participant(s) caused by a traffic incident could be:

- o Lane closures of Major arterial road
- o Road closure of some main roads and
- o Use of trained “traffic wardens”

Step four: Implementation - this is the action that is required to be taken in order to implement the treatment strategy devised to treat the risks.

In the above example implementation/actions arising from the strategy may include:

- Contact Roads ACT with regards to road closure and provision of trained traffic wardens.
- Allow time to complete Traffic Management Plans and any other documentation that may be required.
- Contact ACT Policing to advise of event and to determine what further action and paperwork will be required to be completed etc.

Step Five: Action officer – there needs to be an officer who is identified to manage the implementation of the treatment strategies implementation.

Step Six: Due Date – this is the date the implementation action is required to be taken.

Step Seven: Date Finished - this is the actual date that the action was completed and will need updating throughout the life of the risk management plan.

Step eight: Comments – this is a free text field which enables you to provide a commentary surrounding any further action, delays encountered (if any) and any other relevant information pertaining to the implementation of the risk treatment strategies.

Step Nine: Adding a new Treatment plan: At the top of the sheet there is a button which can be pressed to add a new treatment plan. In this way treatment plans will only be produced for the risks which require further treatments and not all risks. The current treatments field lists the number of current treatment plans. In the example below there is only one current treatment plan.

Sheet five: Cost / Benefit Analysis

The cost benefit analysis is a tool which can help to support decisions to use certain treatment options or not to implement certain treatment options as the case may be.

This sheet is the evidence of the reasoning behind why a particular course of action has been chosen or why a decision has been made.

ACT Government Risk Register Tip Sheet

Risk reference number
7

Again it is important to carry across the risk reference number so that it is clearly identified which risk the cost benefit analysis relates to.

Costs:

The costs field is a series of nine rows of freeform text to use to enter the information. It is suggested that the top line be a statement about the action that the costs are identified for.

Costs are all of the direct and indirect costs associated with the business, operations, project, undertaking or action. Costs can include: capital costs, tax, fees, outsourcing fees, overheads, utilities and time in addition to non-financial costs such as: loss of reputation, breach of policy, the effect it may have on other projects or further risks which may arise out of the action taken.

Benefits:

The Benefits field is a series of nine rows of freeform text to use to enter the information. It is suggested that the top line be a statement about the action that the benefits are identified for.

Benefits can include increased output, reduced costs, reduced labour costs, reduced taxes, and reduced number of incidents, increase in reputation, opportunities for further potentials and reduction of risk across other projects and/or business units.

Sheet Six: ACT Government Risk Matrix

This page is locked. The risk matrix sets the context as to how the ACT Government manages risk – the consequence ratings, likelihood ratings, which determines the level of risk and risk control effectiveness ratings. In addition the Matrix includes the priority for attention table.

Sheet Seven: Calculations

This page is locked. This page includes the information which is used for drop down boxes and automatic calculations.

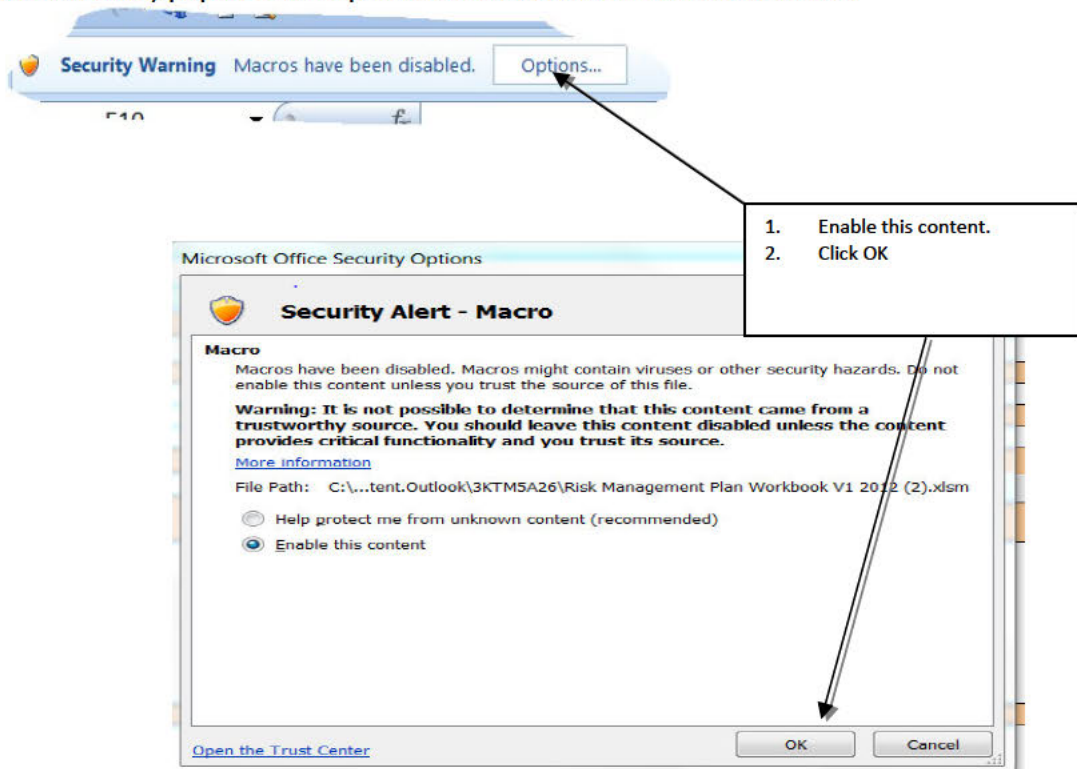
Tip Sheet – Important Information

Enabling Macros

ACT Government Risk Register Tip Sheet

This is a Macro enabled workbook. A security alert will be issued every time that the document is opened.

It is important to enable the content so that the macros will work. This will ensure that data will automatically populate as required and that all of the buttons will work.



Using the Macro Buttons on Each Sheet



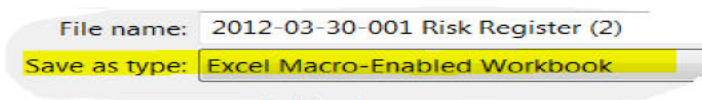
Preview Page – There is a preview page button on each sheet which will allow you to print preview the worksheet that you are working on.

Print Page – there is a print page on each sheet which will allow you to print the sheet that you are working on.

Print all – The print all button will print the entire work book.

Important Information: Saving this document

Please note that this excel workbook contains Macros. Please ensure that when saving that this document is saved as an **Excel Macro-Enabled Workbook**. Saving in any other format is likely to cause corruption of the data.



Important Information: Version Control

ACT Government Risk Register Tip Sheet

Risk management is a process of continual improvement. We are never done, there will always be something that happens which will require us to re-think how we are managing our risks: change in political environment, changes in operating environment, a change in the scope of the project we are managing, the identification of emerging risks etc.

It is important to save the original risk management plan and to save a different version for each update. The plan may be updated as risk treatments are worked on and completed, as new risks are identified and at the review date. Record keeping and audit trails are essential to show how risk is being managed. Your Directorate will have a policy regarding records management and will have a standard for saving electronic files as per the ***Territory Records Act 2002***.

An example of how versions may be saved is:

File Name: ACTIA Risk Management Plan Renewal 2012 V1

Action Taken: Original Assessment

File Name: ACTIA Risk Management Plan Renewal 2012 V1.1

Action Taken: Updated to action a risk treatment plan

File Name: ACTIA RISK Management Plan Renewal 2012 V2

Action Taken: Review conducted as per file review date

ACT Government Risk Register Tip Sheet

How to edit or navigate in a cell.

To get a "line break"

Hit <Alt><Enter>

To navigate the cursor within a cell (1)

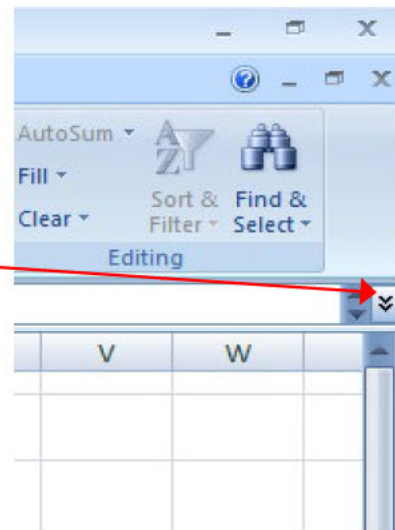
Hit <F2> and use the arrow keys to move the cursor around within the cell.

To navigate the cursor within a cell (2)

When there is too much text to fit in the formula bar, click this button to open the formula bar up to display all text.

Click again to close.

Shortcut; <Ctrl><Shift><U>



ACT Government Risk Register Glossary

Consequence[i]	Outcome of event affecting objectives. <i>Note: an event can lead to a range of consequences.</i>	
Control[ii]	Measure that is modifying risk. <i>Note 1: Controls include any processes, policy, device, practice or other actions which</i> <i>Note 2: Controls may not always exert the intended or assumed modifying effect.</i>	
Event[iiii]	Occurrence or change of a particular set of circumstances <i>Note 1: An event can be one or more occurrences and can have several causes.</i> <i>Note 2: An event can consist of something not happening.</i> <i>Note 3: An event can sometimes be referred to as an “incident” or an “accident.”</i>	
Hazard[iv]	Source of potential harm. <i>Note: Hazard can be a risk source</i> Hazard[v] means a situation or thing that has the potential to harm a person. Hazards at the workplace	
Inherent Risk	The current or original risk rating which considers current controls prior to the addition of risk treatments.	
Level of Risk[vi]	Magnitude or a risk or combination of risks expressed in terms of the combination of consequences and their likelihood.	
Likelihood[vii]	Chance of something happening	
Risk[viii]	Effect of uncertainty on objectives.	
Risk Appetite[ix]	Amount and type of risk that an organisation is willing to pursue or retain.	
Risk Control Effectiveness Rating	This is a measure that defines how effectively the risk management controls are managing Additionally, this rating is used to measure how effective further risk treatments have been The measurement used are:	
	Adequate	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.
	Room for improvement	Most controls are designed correctly and are in place and effective however there are some controls that are either not correctly designed or are not very effective. There may be an over-reliance on reactive controls. Some more work to be done to improve operating effectiveness or Management has doubts about operational effectiveness and reliability.
	Inadequate	Significant control gaps or no credible control. Either controls do not treat root causes or they do not operate at all effectively. Controls, if they exist are just reactive. Management has no confidence that any degree of control is being achieved due to poor control design and/or very limited operational effectiveness.
Risk Description[x]	Structured statement of risk usually containing four elements: sources, events, causes and	

ACT Government Risk Register Glossary

Residual Risk[xi]	Risk remaining after risk treatment. <i>Note: Residual risk can be known as “retained risk”</i>
Risk Identification[xii]	Process of finding, recognising and describing risks.
Risk Matrix[xiii]	Tool for ranking and displaying risks by defining ranges for consequence and likelihood.
Risk Owner[xiv]	Person or entity with the accountability and authority to manage risk. In the ACT Government context this is the officer/manager who has the authority to
Risk Register[xv]	Record of information about identified risks.
Risk Source[xvi]	Element which alone or in combination has the intrinsic potential to give rise to risk.
Risk Treatment[xvii]	Process to modify risk <i>Note: Risk treatment can involve:</i> <ul style="list-style-type: none"> - <i>Avoiding the risk by deciding not to start or continue with the activity that</i> - <i>Taking or increasing risk in order to pursue an opportunity;</i> - <i>Removing the risk source;</i> - <i>Changing the likelihood;</i> - <i>Changing the consequence;</i> - <i>Sharing the risk with another party or parties (including contracts and risk</i> - <i>Retaining the risk by informed decision.</i> <p>In Work Health and Safety risk treatment is defined as: Risk control[xviii] means taking</p> <p><i>** A hazard is a source of the risk. With no hazard and/or not source there is no risk.</i></p>
Risk Treatment Owner	The officer/manager responsible for managing the treatment of risks. This includes The risk treatment owner is not always (will be in some cases) the risk owner.

[\[i\] ISO Guide 73:2009](#)

[\[ii\] ISO Guide 73:2009](#)

[\[iii\] ISO Guide 73:2009](#)

[\[iv\] ISO Guide 73:2009](#)

[\[v\] Work Health and Safety \(How to Manage Work Health and Safety Risks\) Code of Practice 2011](#)

[\[vi\] ISO Guide 73:2009](#)

[\[vii\] ISO Guide 73:2009](#)

[\[viii\] ISO Guide 73:2009](#)

[\[ix\] ISO Guide 73:2009](#)

[\[x\] ISO Guide 73:2009](#)

[\[xi\] ISO Guide 73:2009](#)

[\[xii\] ISO Guide 73:2009](#)

[\[xiii\] ISO Guide 73:2009](#)

[\[xiv\] ISO Guide 73:2009](#)

[\[xv\] ISO Guide 73:2009](#)

[\[xvi\] ISO Guide 73:2009](#)

[\[xvii\] ISO Guide 73:2009](#)

[\[xviii\] Work Health and Safety \(How to Manage Work Health and Safety Risks\) Code of Practice 2011](#)

Hazard category for People Risks

Animal, Insect
Asbestos
Biohazards: Cleaning
Biohazards: Laundry
Biohazards: Used Needles
Biological / Biohazards
Boilers and Pressure Vessels
Bullying and Harrasment
Burns
Cash Transport and Delivery
Chemical Exposure
Confined Spaces
Dangerous Goods & Hazardous Substances
Electrical
Environmental/Physical Safety
Fire Safety
Food Safety
Forklifts
Heat Stress
Knives
Lifts
Machinery and Appliances
Manual Handling
Mechanical
Noise
Occupational Overuse Syndrome (OOS)
Occupational Violence
Office Ergonomics
Office Safety
Physical
Plant & Equipment / Plant Safety
Psychological/Physical
Public Events
Quad Bikes
Radiation
Scaffolding
Security
Slips, Trips & Falls
Smoking in the Workplace
Working at Height
Working Outdoors
Other

Risk Reference	Risk Category	Hazard Category	The Risk:	Source/Hazard:	Impact	Risk Owner	Current Controls	Inherent Consequence	Inherent Likelihood	Inherent Rating	Inherent Effectiveness	Treatment Owner	Action	Residual Consequence	Residual Likelihood	Residual Rating	Residual Effectiveness	Monitored	Review date	
1	Operational		Contractors become unavailable	1. Illness or other eg travel and Covid 2. Lack of suitable contract arrangements	1. Program cannot be delivered 2. Program resource costs are lost	PCS Director	1.Regular contact with contractors leading up to the event. 2. Contingency planning for COVID response	2	2	Medium	Adequate	PCS Director	Increased and regular contact leading up to the implementation of the program	2	2	Medium		Program Coordinator	44440	
2	Financial		Failure to comply with procurement guidelines	1. Lack of awareness of delegations and guidelines	1. Lack of compliance with legislation and government policy resulting in potential breach 2. Litigation	PCS Director	Ensure procurement complies with guidelines.	1	2	Low	Adequate	PCS Director	Work with finance to ensure all financial transactions are in line with delegations and relevant financial legislation	2	1			Program Coordinator	44440	
3	Stakeholder Management		Key stakeholders intervene and jeopardise Program delivery due to lack of engagement, consultation, knowledge and awareness	1. Stakeholders including Ministers, Conservator, rural neighbours, and Senior Exec EPSDD not informed or kept up to date. 2. Inadequate briefings and Communications Plan / Strategy 3. Lack of timely operational reports	1. Program is delayed/compromised 2. Increased public or media scrutiny. 3. Government reputation	PCS Director	1. Objectives clearly identified and endorsed by Ministers (EPSDD and Environment) 2. Key stakeholders identified through planning group. 3. All identified stakeholders are kept up to date with appropriate levels of information. 4. Appropriate notifications to rural neighbours.	2	2	Medium	Adequate	Program Coordinator	Ongoing process to identify and engage stakeholders throughout the process. Update communications plan regularly and implement actions	2	1			Program Coordinator	44440	
4	Operational		Operational delays in program delivery due to inclement weather.	1. Lack of operational planning. 2. Weather events.	1. Program is delayed or compromised.	PCS Director	1. Identify contingency dates. 2. Remain as flexible as possible within culling periods.	2	4	Medium	Adequate	Program Coordinator	Contingencies identified in operation plan including priority areas identified to maximise use of resources	2	3			Program Coordinator	44440	
5	Compliance / Regulation		Appropriate authorisation to implement an aerial culling program not granted	1.Lack of operational planning. 2. Loss of corporate knowledge	1. Program cannot be delivered. 2. Program breaches legislative requirements.	PCS Director	1. Custodian/Conservator briefed in advance of the program. 2. Instrument in place to close reserves and unleased territory land to public access. 3. Relevant AFP notifications/approvals obtained.	2	2	Medium	Adequate	Program Coordinator	Ensure final authorisation is reviewed and appropriate delegate has formally authorised the program eg brief etc	2	2			Program Coordinator	44440	
6	Operational		Contractors or staff become infected with COVID19	1.lack of operation planning and adherence to covid safety plan	1.Imapacts on staff/contractors health 2. Program cannot be delivered. 3. Negative media attention	PCS Director	1. All aspects of the covid 19 safety plan are followed. 2. Covid safety plan forms part of the formal brief given to staff and contractors. 3. All contact with contractors, ACT Gove staff and members of the public are kept to the minimum.	5	1	High	Adequate	OIC	All staff and contractors be given ongoing reminders of the covid safety plan throughout program. No contact between staff and contractors.	5	1	High		OIC		
7	Financial		Lack of financial management	1. Lack of budget planning 2. Lack of approval for required budget.	Impacts on broader PACS budget.	PCS Director	1. Program costing has been identified. 2. Operational program has been aligned to budget allocation.	3	3	Medium	Adequate	Program Coordinator							Program Coordinator	44440

Risk Reference	Risk Category	Hazard Category	The Risk:	Source/Hazard:	Impact	Risk Owner	Current Controls	Inherent Consequence	Inherent Likelihood	Inherent Rating	Inherent Effectiveness	Treatment Owner	Action	Residual Consequence	Residual Likelihood	Residual Rating	Residual Effectiveness	Monitored	Review date
8	Operational		Insufficient staff available to implement program	1. Lack of rosters in place. 2. Lack of experienced staff with relevant skillset to implement program	1. Program cannot be delivered 2. Program delivered to a poor standard	PCS Director	1. Staffing requirement identified well in advance of operational commencement. 2. Staff to be made available from multiple areas within PCS. 3. Contingency staff available and briefed to undertake additional activities as required.	3	3	Medium	Adequate	Program Coordinator	Regular checks with staff to ensure availability Additional staff identified and placed on stanby	2	1	Low		Program Coordinator	44440
9	Stakeholder Management		Lack of engagement with key stakeholders	1. Lack of an adequate communications strategy.	1. Support for program is lacking leading to scrutiny, negative media and internal reviews.	PCS Director	1. Key stakeholders indentified through planning group and Operations plan 2. All indentified stakeholders are kept up to date with appropriate levels of information.	2	2	Medium	Adequate	Program Coordinator	Regularly update and implement ops plan	2	2	Medium		Program Coordinator	44440
10	Operational		PCS operations teams are unsure of roles and responsibilities	1. Lack of command and communication structure 2. Lack of defined roles and responsibilities in Operations plan. 3. Lack of program briefings.	1. Communication breakdown in operational Phases compromising safety and program efficiency	PCS Director	1. Clear roles and responsibilities and decision making delegations detailed in Operations Plan. 2. Program managed through ICS structure. 3. Detailed operational briefing held on first day of program and daily pre ops briefings held	3	2	Medium	Adequate	OIC	Comprehensive pre-briefing	2	2	Medium		OIC	44440
11	Operational		Helicopter accident due to hazards involved in low flying.	1. Lack of adequate documentation. 2. Lack of experianced and skilled staff to navigate helicopter or direct operations. 3. Lack of procedures to brief staff/contractor on hazards. 4. Inadequate 'shooting area' inducition.	1. Potential injury/death to staff/contractor. 2. Potential environmental damage. 3. Negative media attention		1. Operations Plan has been developed and includes requirements for 'shooting area' induction and inspection by helicopter pilot, shooter and navigator prior to commencement of shooting program. 2. PCS staff invloved fully briefed are selected on experience and knowledge of sites. 3. PCS staff and contractors are provided with detailed Maps and Operations Plan. 4. Use of appropriate helicopter type and experianced pilot. 5. Standard flight following procedures to be followed	5	1	High	Adequate	OIC	Pre-flight observations and area knowledge	5	2	High		OIC	44440
12	People	Machinery and Appliances	Helicopter accident due to mechanical failure.	1. Lack of appropriate servicing procedures. 2. Poor fuel.	1. Disruption to program implementation. 2. Injury or death to staff/contractor.	PCS Director	1. Suitability qualified helicopter contractor is engaged . 2. Helicopter maintained as per CASA standards. 3. Helicopter contractor provides risk assessment to address such risks. See SWIMS 4. Operations Plan addresses fuel storage, pre-flight briefings etc. 5. Flight following procedures to be followed	5	1	High	Adequate	OIC	No further action	5	1	High		OIC	44440
13	People	Machinery and Appliances	Helicopter accident due to firearm malfunction.	1. Lack of adequate servicing procedures. 2. Poor operational procedures. 3. Inexperianced contractors.	1. Disruption to program implementation. 2. Injury or death to staff/contractor.	PCS Director	1. Suitability qualified helicopter contractor is engaged. 2. Helicopter contractor provides risk assessment to address such risks. See SWIMS 3. Use of experianced shooter. 4. briefings pre-program and daily reading saftyey 5. Flight following procedures to be followed	4	1	Medium	Adequate	OIC	Daily brieings	4	1	Medium		OIC	44440

Risk Reference	Risk Category	Hazard Category	The Risk:	Source/Hazard:	Impact	Risk Owner	Current Controls	Inherent Consequence	Inherent Likelihood	Inherent Rating	Inherent Effectiveness	Treatment Owner	Action	Residual Consequence	Residual Likelihood	Residual Rating	Residual Effectiveness	Monitored	Review date
14	People	Machinery and Appliances	Ground personal are unaware that activity has commenced	1. Lack of communication with staff. 2. Lack of command structure	1. Possible Injury/ staff contractors 2. Possible unauthorised access to sites	PCS Director	1. Detailed operational plan developed, including communication protocols. 2. All staff are briefed on the operational plan and the operational processes. 3. Daily pre ops briefings.	3	1	Medium	Adequate	OIC	Daily briefing	3	1	Medium		Operations Controller	44440
15	Operational		Public are unaware of operation and enter closed sites.	1. Lack of adequate communications strategy including the notification of immediate neighbours. 2. Lack of signage. 3. Behaviour outside Government control	1. Possible injury to member of the public. 2. Significant media scrutiny. 3. Delays to program implementation.	PCS Director	1. Signage place at all Reserve entry points to operational areas. 2. Conduct media campaign. 3. Security patrols in place to monitor key access points if required during weekend operations. 4. Notify rural neighbours. 5. Operations plan to include a 'check fire' procedure MOPs be detected within operational areas 6. Safety procedures and program effectiveness to be reviewed daily. 7. Check fire procedures and communication protocols are included in Operations plan.	2	4	Medium	Adequate	OIC	No further action	2	4	Medium		Operations Controller	44440
16	People	Security	Member of public/ contractor /staff member shot	1. Inadequate safety plan and procedures by contractor and staff. 2. Lack of security patrols and/or signage to enforce closure or signage removed 3. Ricochet or wayward shot.	1. Significant injury or death. 2. Significant negative publicity.	PCS Director	1. Reserve closure signage place at all entry points to operational areas. 2. Use of experienced shooter and appropriate helicopter type. 3. Conduct significant media campaign. 4. Check signage at key points throughout the program to ensure they are still in place. 5. Notify rural neighbours. 6. Thorough pre program and daily briefings on program safety procedures and effectiveness as per Operational plan, the Risk assessment and contractor SWIMS 7. Refer to Operations plan for the 'check fire' procedure for persons detected within operational areas. 8. Refer to OPs plan for communication protocols 9. Observe protocols in the Operational Plan regarding target identification, including a minimum of two people confirming species. 10. Field dressing equipped first aid kits included in operational vehicles	5	1	High	Adequate	OIC	Strict adherence and oversight maintained at all times by all staff. Daily briefing to reinforce safety standards	5	2	High		Operations Controller	44440
17	Operational		Shooting operations undertaken outside approved 'culling' area.	1. Poor planning and briefings 2. Lack of operational procedures, site induction and maps. 3. Poor mapping layers provided	1. Reputational impact. 2. Failure to comply with approvals.	PCS Director	1. Program has detailed Operations Plan and Maps. 2. Reconnaissance flight taken pre program and contractors have familiarity of the area. 3. Pre- program briefing and daily tactical plans 4. Contractors will have on board mapping systems with culling areas, reserve closure boundaries and exclusion zones for 'real time' information.	2	2	Medium	Adequate	OIC	Daily briefing					Operations Controller	44440

Risk Reference	Risk Category	Hazard Category	The Risk:	Source/Hazard:	Impact	Risk Owner	Current Controls	Inherent Consequence	Inherent Likelihood	Inherent Rating	Inherent Effectiveness	Treatment Owner	Action	Residual Consequence	Residual Likelihood	Residual Rating	Residual Effectiveness	Monitored	Review date
18	People	Psychological/Physical	Staff and contractor fatigue	Poor handling of carcasses, lack of knowledge and no or incorrect use of PPE	1. Increased risk of safety issues and program effectiveness.	PCS Director	1. Staff and Contractors to abide by PCS fatigue management guidelines and Contractor SWIMS. 2. regular breaks to scheduled during operation 3. No more than 2hr periods of operations without break	3	3	Medium	Adequate	OIC	Regular monitoring of fatigue	2	2	Medium		Operations Controller	44440
19	Reputation and Image		Wounded animals left on site	1. Poorly skilled shooters. 2. Lack of operational procedures 3. Faulty firearms/ammunition. 4. Human error.	1. Animal welfare concerns. 2. Significant negative publicity	PCS Director	1. Use only highly experienced/qualified shooters 2. Strict operational protocols detailing shooting procedures as per Operations Plan (ie 2 shots per animal). 3. Program to comply with the National SOP for Shooting Goats as outlined in Operations Plan. 4. Well maintained firearms and appropriate ammunition for the task are used.	4	3	High	Adequate	OIC	Post shoot assessment	4	1	Medium		Operations Controller	44440
20	Reputation and Image		Carcasses on waterways or in highly visible areas.	1. animals are shot in high public use areas 2. animals are shot in waterways	1. Significant negative publicity.	PCS Director	1. Carcasses in high use areas or waterways to be removed where possible.	3	3	Medium	Adequate	OIC	Post shoot assessment	3	2	Medium		Operations Controller	44440
21	People		Ground based operational staff injured and/or equipment damaged	1. Vehicles/ side by side rollover or involved in accident. 2. Slips, trips and falls while working on uneven ground.	1. Injury to staff 2. Reduced capacity to implement program 3. Damage to vehicles/equipment.	PCS Director	1. PCS staff selected as drivers to be familiar with operational area and hazards, have the relevant 4WD training and experience. 1. OIC and DOIC to review contractors SWMS statement for aerial shooting activities. 2. Sites known hazards identified and teams advised through Operations Plan briefings	3	3	Medium	Adequate	OIC	Pre Operations briefing	3	3	Medium		Operations Controller	44440

Total Risks:	25
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Inherent Effectiveness	
Adequate	24
Has Room for improvement	1
Inadequate	0
	25

Residual Effectiveness	
Adequate	0
Has Room for improvement	0
Inadequate	0
	0

Inherent Rating	
Low	1
Medium	19
High	5
Extreme	0
	25

Residual Rating	
Low	1
Medium	13
High	4
Extreme	0
	18

Inherent Consequence	
1	1
2	7
3	11
4	2
5	4
	25

Residual Consequence	
1	0
2	10
3	7
4	2
5	4
	23

Project Contingency Costs

Total	\$0.00
Weighted	\$0.00
Actual Recommended	\$0.00

Total Risks:	25
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Risk Categories	
Assets	0
Business Processes and Systems	0
Commercial	0
Compliance / Regulation	1
Contractual	0
Cultural Heritage	0
Environment	1
Financial	2
Fraud	0
General Management Activities	0
Operational	8
Legislation	0
People	9
Products and Services	0
Project	0
Records Management	0
Reputation and Image	2
Security	0
Stakeholder Management	2
Strategic	0
Technology	0
Other	0
	25

Hazard category for People Risks	
Animal, Insect	0
Asbestos	0
Biohazards: Cleaning	0
Biohazards: Laundry	0
Biohazards: Used Needles	0
Biological / Biohazards	0
Boilers and Pressure Vessels	0
Bullying and Harrasment	0
Burns	0
Cash Transport and Delivery	0
Chemical Exposure	0
Confined Spaces	0
Dangerous Goods & Hazardous Substances	0
Electrical	0
Environmental/Physical Safety	1
Fire Safety	0
Food Safety	0
Forklifts	0
Heat Stress	0
Knives	0
Lifts	0
Machinery and Appliances	3
Manual Handling	0
Mechanical	0
Noise	0
Occupational Overuse Syndrome (OOS)	0
Occupational Violence	0
Office Ergonomics	0
Office Safety	0
Physical	1
Plant & Equipment / Plant Safety	0
Psychological/Physical	1
Public Events	0
Quad Bikes	0
Radiation	0
Scaffolding	0
Security	1
Slips, Trips & Falls	0
Smoking in the Workplace	0
Working at Height	1
Working Outdoors	0
Other	0
	8

ACT PARKS AND CONSERVATION SERVICE

Operational Plan - Aerial Culling Operation - Version 27/04/22

Date: 27th April 2022

Program Manager: [REDACTED]

Work Area: Namadgi National Park, LCC, MRC, Molonglo River Corridor, Googong

Author: [REDACTED]

Plan Completed Internal Approval

APPROVAL: Approved:

[REDACTED]

3/ 5/2022 Executive Branch Manager ACT PCS EPSDD

_____/ / Manager, Invasive Animals and Over-abundant Wildlife Resilient
Landscapes EPSDD

Contractor/Operational Staff

We the undersigned understand and comply with the controls to be used in minimising the risks for this activity:

	/	/		/	/
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	/	/		/	/

Period: 09th May – 3rd June 2022

ATTACHMENTS:

1. Control Area Maps
2. Individual Area Overviews
3. Example Tactical plan, Flight plan and Flight log
4. Stakeholder list
5. SWMS Thermally Assisted Aerial Culling (Contractor supplied /ACTPCS endorsed)
6. Risk Assessment - ACTPCS
7. Heli surveys Heli Surveys Flight Following Procedures and Late or Missing Aircraft Procedure

Situation (S)

ACTPCS is undertaking control of large feral herbivores to mitigate impacts on environmental values in areas of Namadgi National Park, Lower cotter Catchment, Murrumbidgee river corridor, Molonglo river corridor and Googong Foreshores. The objectives of this program are:

- Utilising aerial shooting to reduce populations and associated impacts of large feral herbivores on a range of valuable environmental habitats across priority areas in the PCS conservation estate.
- Continue assessing the use of Thermally Assisted Aerial Shooting as a control method

Feral deer (Sambar, Fallow , Red) and Feral Pigs are the main species of interest – however feral horses, goats and wild dogs will also be targeted.

Areas of operation is formally closed to the public, with appropriate signage and notifications in place.

Standard Operating Procedures (SOPs) for aerial shooting cover the recommended procedures for undertaking the activity, in particular the appropriate calibre projectile weight, shot placement and timing to avoid the orphaning of dependent young. Although SOPs exist for other species like goats and pigs, no SOP for aerial shooting of deer exists either in the ACT or nationally. Advice from vets and officers with extensive experience in aerial shooting and animal welfare, suggest it is possible to apply existing SOPs from other species to deer as long as a suitable firearm calibre is used. The aerial shooting operation will be conducted in accordance with the Standard Operating Procedure for Aerial Shooting of Feral Goats <https://pestsmart.org.au/toolkit-resource/aerial-shooting-of-feral-goats>. The shooting of Feral Horses will follow SOP: [HOR002-SOP.pdf \(pestsmart.org.au\)](#) and the shooting of feral pigs will follow [PIG002-SOP.pdf \(pestsmart.org.au\)](#)

A Task Profile has been developed to assist in guiding the process of undertaking Thermally Assisted Aerial Shooting and has been used to develop the risk assessment and planning of the operation and is available on request.

COVID 19 Safety

All aspects of the operation must comply with the current ACT Government Covid 19 Safety Guidelines, which include staying at home if you are unwell and get tested if you have symptoms of COVID-19.

Mission (M)

- To ensure the health and safety of all personnel and members of the public involved in the operation by identifying hazards and mitigating risks
 - To aurally cull all Target Species located within specified control areas. Feral Deer, Pigs and Goats are the priority species targeted however, if foxes or cats are detected they may also be culled. Feral horses and Wild Dogs if detected within a specified control zone may also be targeted. No other animals are to be shot
 - To follow developed task profile documents, Standard Operating Procedures (SOP) and relevant licence obligations
 - To continue to trial the use of thermally assisted aerial shooting technology
 - To gather and monitor relevant information regarding the effectiveness of this control technique to inform future management strategies
-

Execution (E)

Aerial Operation Overview

Areas of Operation

The areas of operation will be undertaken within the following control areas:

- Control Areas see **Attachment 1 Control Area Maps and Attachment 2 Individual area overviews**
 - Namadgi South
 - Namadgi North
 - Lower Cotter Catchment
 - Murrumbidgee River Corridor
 - Molonglo
 - Googong
- No shooting is to occur outside specified control areas or within buffer zones which have been identified within the attached control area maps
- Ensure target and non-target species area confirmed for each control area (i.e. Pig Only Zone within Namadgi South, or wild dog target areas in Northern NNP)

- Airbase Location is 35.743004810° S 148.985414836° E ('Gudgenby Homestead' located off Boboyan Road) for operations within Namadgi South and North
- All other operations will be run from Piney Creek Uriarra Road (Airbase Location) (148.996610,-35.293061) with an additional room booked at Stromlo for IMT operations.

Aerial shooting operational overview

- The aircraft crew will undertake thermally assisted aerial shooting of target species
- The operational area varies from open undulating woodland, valley floors, riparian zones and mountainous terrain in both burnt and unburnt vegetation. Some operational areas such as Molonglo, and the Murrumbidgee River Corridor are close to the urban fringe. Appropriate buffers zones, signage and gate security will be in place
- Operations will take place over nineteen days with approximately 61 hours of flight time allocated
- All flights will be conducted in daytime, under suitable Visual Flight Rules (VFR) and weather conditions. The thermally assisted flights will be undertaken at first light (5:30am – 7:30am) and last light (17:30 – 18:30). If weather conditions are suitable (i.e. thick cloud cover) throughout the day, ops can continue with consideration of fatigue management
- Shooting operations will be conducted with the doors off

Approximate Operational Hours Overview

Area	Aerial Control Budget	Approx. Hours
NNP South	\$130,000.00	37.1
MRC	\$20,000.00	5.7
NNP North	\$30,000.00	8.6
Lower cotter	\$6,000.00	1.7
Molonglo	\$8,000.00	2.3
Googong	\$20,000.00	5.7
Total	\$214,000.00	61.1

Proposed closures days and dates

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun								
	08-May	09-May	10-May	11-May	12-May	13-May	14-May	15-May	16-May	17-May	18-May	19-May	20-May	21-May	22-May	23-May	24-May	25-May	26-May	27-May	28-May	29-May	30-May	31-May	01-Jun	02-Jun	03-Jun	Sat	Sun	
Namadgi South	Briefing																													
Namadgi North								Briefing																						
Lower Cotter Catchment																														
Murrumbidgee Corridor (area)															Briefing															
Molonlgo below coppins crossing																														
Googong																														

Operation management, briefings and debriefs and recon flights

- The operation will be managed by an ACT Parks and Conservation Officer in Charge (OIC).
- A full SMEACS briefing for all people undertaking key roles in the operation will be conducted in person at the Namadgi Visitors Centre on Sunday 08th May 2022 by the OIC prior to the commencement of the operation. This briefing will cover overall strategy, operational tactics, reserve closure procedures, communication details, safety and emergency procedures, site information, weather and known hazards
- Two shortened versions of this briefing will occur before the shoot team commence operations within a new control area. These are scheduled for the 15th May (Namadgi North and Lower Cotter Catchment) and the 22nd May (MRC and Googong). A reconnaissance flight to familiarise crew with the landscape and identify hazards will be taken in conjunction with the briefing with a PCS staff member with good knowledge of the area on board
- A short tactical briefing will occur each morning or afternoon, prior to operations recommencing. **See Attachment 3 Example Tactical plan, Flight plan and Flight log**
- OIC will ensure all stakeholder notifications and permissions are in place before operations commence as outlined in area overviews. **Attachment 2 Individual Area overviews, Attachment 4 Stakeholder lists**

- All aspects of the operation will be managed by the OIC, communications with the aircraft component of the operation will be managed by Heli surveys staff for flight following procedures. OIC will work in conjunction with flight following staff from Heli surveys in the event of an overdue aircraft call or emergency
- The pilot will carry out a company briefing for all personnel involved in airborne activities in accordance with the company's Operations Manual. This is to include flight operations, safety equipment and procedures, details specific to low level flights, communication procedures, firearm protocol, use of seat belts and harnesses, loading and unloading, approval to shoot, emergency procedures, etc. **See Attachment 5 Heli survey SWIMS Thermally Assisted Aerial shooting.**
- The pilot will carry out a pre-flight safety briefing each day
- A daily debrief will occur at the conclusion of operations for all people involved
- At the conclusion of the program a final debrief will occur

Aircraft Safety

- All operations undertaken as part of this project will be carried out in accordance with this Operational plan and **Attachment 6 ACT PCS Risk Assessment**
- All persons on board will be equipped with Personal Protective Equipment (PPE) to the standard stipulated by the pilot
- The shooter shall be secured by a CASA approved (CAR 251(3)) safety harness to an approved hard-point in the aircraft as per operators manual
- Weather check for severe frost and resulting impact on aircraft and re- fuelling
- The pilot will check that the thermal imager, gimble, laser on/off switch and other relevant equipment are in a safe and good working order
- Only equipment necessary for the task will be taken on board the aircraft. All loose items shall be removed from the cabin area or firmly secured
- All aerial shooting equipment must be strapped/attached to the crew or aircraft. Equipment such as spare magazines, backup firearms and ammunition should be stored securely
- A deflector plate or case catcher may be used during all shooting operations if needed

Communications

- Radio Channels
 - ESA 7 TBC: Helicopter to have basic communications to OIC
 - Mobile phone (Aircraft): sensitive information
 - Back up: Mobile phone, PCS Rural Ops, PCS CNP, and Gudgenby Homestead Ph: [REDACTED]
 - Rostered OIC mobile number as per contact list
- Clear communications between the pilot, thermal imaging operator and the shooter will be maintained at all times throughout the flight

- The helicopter will be fitted with a Push to Talk (PTT) in-flight communication system with a hot mike switch to keep the microphone open while shooting to allow the shooter to operate the firearm using both hands
- The PTT system will be tested and operational prior to commencing any flight
- Information regarding third party incidences to be communicated via **ESA7** i.e. persons sighted in control area, vehicle in carpark. Firearms related activities, concerning incidents or accidents via mobile

Flight Following

- Flight following will be maintained as per the protocols detailed in the safety section of this plan

Identification of hazards

- If entering a new area of operations, the first flight of the program will be used as a reconnaissance flight to confirm location of known hazards – power lines, aerials etc. and identify any additional hazards.
- The aircraft will be fitted with a Wire Strike Protection System

Aerial shooting

- The aerial shooting operation will be conducted in accordance with the Standard Operating Procedure for Aerial Shooting of Feral Goats <https://pestsmart.org.au/toolkit-resource/aerial-shooting-of-feral-goats> (exceptions – will use firearm calibre and projectile weight suitable for deer, chest shots are preferred target not head shots as stated in this SOP)
- The Aerial shooting of feral pigs will follow the SOP [PIG002-SOP.pdf \(pestsmart.org.au\)](#) (exceptions – For pigs under 20 kgs (piglets), the use of a self-loading .223 firearm may be used to reduce the shooters fatigue and assist with animal welfare outcomes)
- Shooting procedure associated with feral horses will follow [HOR002-SOP.pdf \(pestsmart.org.au\)](#) SOP, [Model code of practice for the humane control feral horses - PestSmart](#) with strict adherence to agreed protocols outlined under the shooting procedure section of this document and follow the Namadgi National Park Feral Horse Management Plan 2020 [Namadgi National Park Feral Horse Management Plan 2020 - Summary \(act.gov.au\)](#)
- All firearms and ammunition will be used and transported in accordance with CAA 23.1(b) Dangerous Goods, CAR 143 Carriage of Firearms, CAR 144 Discharge of firearms in or from an aircraft, CASR 92 Consignment and carriage of dangerous goods by air shooter is responsible for the supply, use and storage of firearms and ammunition for the operation
- With regard to CASR Part 138 MOS Section 17.07 which refers to restrictions in which Aerial Shooting can be undertaken. These restrictions are averted through the development of this Operational Plan and a signed Risk Assessment
- Two firearms will be available onboard for use at all times

- Suitable projectile weight for deer and pigs may differ. Shooter to have both options available within aircraft
- Firearms must be zeroed in before operations
- Weather check before becoming airborne

The following conditional apply to thermal operations:

- Thermal operation hours – first light 1 – 2 hours / 1 - 2 before last light, with addition flights conducted if suitable weather conditions arise
- Terrain selection within control areas – contractors and PCS staff to discuss weather conditions, suitable areas to target for morning and evening flights and weather and ambient conditions assessed
- Flight path considered – Footprint mapping software used to log areas covered
- Aircraft position – 150-300 feet from ground at 15-20 knots – suitable for burnt country with limited canopy. Adjust height and speed for unburnt terrain
- The use of digital moving maps with shapefiles/boundaries/buffer zones and no shoot zones loaded onto them is required. These must be always visible to pilot and thermal camera operator
- On landing, flight crew will brief PCS staff to provide a summary of the flight, number of sightings/kills and report any issues that may have arisen. All data recorded to be transferred to a separate hard drive
- During non-flying operations crew to review videos to look for any missed animals and inform the next search pattern to enhance detections. Crew to inform PCS staff of these developments

The following conditions apply to the use of firearms from an aircraft:

- Firearms are only to be used for the purposes of feral animal control in the defined operational areas. Firearms and ammunition must be under the control of the shooter at all times
- Adequate hearing protection should be worn by the shooter and others in the immediate vicinity of the shooter
- Firearms and ammunition must be secured at all times as per requirements of AFP D class permit other than when prepared for the purpose of operations
- Firearms are to be unloaded during aircraft start-up, take off and ferrying to the control area
- The pilot will authorise the loading of firearms with ammunition to commence shooting operations
- The shooter is responsible for;
 - Ensuring firearms, ammunition and shooting activities comply with the stated Standard Operating Procedure and protocols stated within the operational plan;
 - Ensuring the security of the firearm(s) at all times, including preparation for the flight, pre-flight checks and prior to landing
 - Ensuring the safe operation and use of the firearm(s) during the flight; and
 - Ensuring the security of the firearm following the flight, including overnight storage

Shooting procedure

- Thermal operator and shooter use respective thermal imagers to 'paint' control area

- Once a detection has been made and confirmed to be an animal, the pilot will position the aircraft to allow for confirmation of the species. **Both the thermal operator and shooter MUST both confirm that the animal seen is a target animal before a shot is taken**
- If a high number of animals are seen at one time and escape during dispatch, an attempt will be made to reacquire them through an intensive localised search
- If the animal identified is confirmed to be a horse, the pilot is to contact the OIC via radio to seek approval for the horse to be shot (agreed code word for horse over radio comms is: TARGET). The OIC will confirm that:
 - The horse is within the ACT
 - The horse is unlikely to move into NSW at any time during the kill
 - A clear and accurate shot can be taken as per the SOP
 - The horse carcass will be left in an area where it is unlikely to be encountered by a member of the public and is within the ACT
 - Only the OIC can approve the dispatch of a horse
- Implement standard aerial shooting procedures as per SOP:
 - A deliberate overkill policy must be applied for all species. All animals are to receive a minimum of two shots to the chest target zone prior to moving on to another animal. If there is any doubt that an animal remains alive by pilot, shooter or thermal image operator, additional shot(s) must be delivered to the chest target zone with confirmation the animal is dead by all crew members

Flyback procedure: Where more than a single animal has been shot in a group or when shooting horses, a flyback procedure will be followed where all animals are double checked for signs of life, If there is any doubt additional shots will be placed into the chest region and consensus reached by the thermal operator and shooter that the animal is dead before moving on.

Carcass management

- As directed by the OIC, ground crews may be tasked to remove carcasses from areas of high public use and/or deemed to be affecting waterways
- Prior to the shooting of any horses, it should be confirmed the horse is located within the ACT. The horses should be mustered into an area of minimal visitation from Park users (still within the ACT). The carcass is to be accurately recorded via GPS and the OIC informed of location.
- All remaining carcasses will be left in situ unless specified in local area overviews
- DNA collection will be undertaken from accessible carcasses once shooting operations have ceased

Refuelling plan

- All refuelling will be conducted in accordance with aircraft company procedures (Note – hot refuelling is not permitted)
- Fuel for the operation will be provided by the aircraft operator in a bulk fuel supply truck/trailer
- The aircraft operator (either pilot or crewman) will be responsible for refuelling the aircraft, with ACTPCS staff support if requested and authorised by OIC
- The aircraft operator will be responsible for contacting the relevant authority/organisation to organise fuel if they choose to refuel from any site other than their own refuelling facility
- All personal involved in refuelling will wear PPE as specified by the pilot

Photos / social

- No photography/video of operations either by contractor staff, members of public or ACT Government staff, of the crew, aircraft or firearms is permitted unless authorised by the OIC
- Members of the public will be discouraged from accessing the Operational Base (Gudgenby Homestead and Piney Creek) for operational safety reasons. Crew are to contact the OIC if this occurs and provide details
- Under no circumstances is anything of an operational nature to be posted on social media
- All images and video gathered during thermal operations must be used in accordance with contractual obligations. **No external use of images without prior approval by contract manager**

Operational protocols.

Commencing Operations

- SMEACS briefing to be given to all crews – Via telephone or in person
- OIC will contact the following and advise of intention to begin shooting operations:
 - AFP Operations – 131 444
 - PCS Agency Rep – [REDACTED] – text acceptable
- OIC will then give confirmation to operational teams that shooting is clear to begin
- All teams must acknowledge through the chain of command

Action on Check Fire

On call of 'Check Fire' radio call in recognition of any potential dangerous situation, or third party seen within culling area:

- Shooting team to immediately cease fire and clear firearms
- Aircraft to report immediately back to OIC with SITREP and location
- OIC to determine alternative safe operating area with appropriate separation between location of third party (if possible)
- Once area has been deemed safe to enter, OIC to request available staff member to escort third party from area if possible
- Shooting team may only recommence activity once formally cleared by OIC

Note: Only the OIC may lift a 'Check Fire' call.

Roles and Responsibilities

Officer in Charge (OIC)

The Officer in charge will;

- Have overall control of the operation and be responsible for taking all actions to ensure the safety of participants, visitors, members of the public and any non-target species
- Ensure compliance with the Operations Plan and covid safety obligations
- Co-ordinating response in the event of incident or injury in accordance with safety plan
- Maintain an operational log recording actions, instructions and incidents as they occur

- Co-ordinate the checking of the park/reserve and entrances that are signposted so that no vehicles/visitors enter the operations area
- Conduct an operational briefing, in SMEACS format, for all participants prior to commencement of the operation that covers the objectives of the program, Operations plan, Risk Assessment and Emergency Response Procedure and compliance with the COVID Safety Plan
- Conduct Daily Tactical Briefings
- Give the all clear for the operation to commence
- In the event of unforeseen circumstances act conservatively and decisively to suspend operations, instruct shooting team to cease operations and investigate any issues before resuming
- Conduct a debrief after each operation to review the effectiveness of the operation and ensure all personnel are accounted for and any incidents are documented and reported
- Ensure operation is in budget
- Provide verbal updates to PCS executives on request or in the event of any unforeseen circumstances or incidents

Pilot

The Pilot is referred to as the 'pilot in command' (PIC) of the aircraft during operations so designated under the *Civil Aviation Regulations 1988*. Other responsibilities include;

- Perform pre-flight checks of aircraft and ensure it is in good operation order prior to commencing operations
- Participate in daily briefings.
- Provide a pre-flight briefing for all personnel
Comply with the requirements of the operational plan
- Work with the thermal operator and shooter to confirm death of target animal
- Using GPS, record location of shot animals and ensure animals seen or escaped are recorded on the relevant systems and logged
- Ensure SAR procedures are followed
- Maintain lookout for hazards and ensure crew is advised – particularly when a target is acquired
- Maintain strict situation awareness of operational area boundaries, ensure operations are conducted only in designated areas/sectors
- Ensure GPS track log of flight is maintained, and provided to OIC on completion of job
- Maintain cockpit CRM
- Navigate flight operations to targeted areas as per daily briefings
- Ensure safety of aircrew

Thermal Camera Operator/Navigator

The Thermal Camera Operator is responsible for efficiently and effectively operating the thermal imager in order to identify target animals and accurately direct the shooter and pilot on to a target. The Thermal Camera Operator is also responsible for assisting with navigation and detection of potential hazards during flights, responsibilities include;

- Participate in daily briefings
- Operate Thermal Imager
- Confirm positive and false positive images along with shooter
- Operate Laser in a safe manner
- Manual control of imager settings

- Accurately, efficiently and safely guide the Pilot and Shooter to the target animal
- Ensure videos are being recorded for post operation review
- Ensure you are wearing the required PPE during the flight
- Comply with the requirements of the operational plan
- Maintain lookout for hazards and ensure pilot and crew are advised
- Maintain strict crew resource management and sterile cockpit when required.
- Assist the pilot to identify potential hazards
- Ensure you have access and can view at all times a tablet or similar device with a moving map displaying control areas, buffer zones and any identified hazards

Shooter

The Authorised Contractor Shooter will:

- Hold a current category D licence recognised under the *ACT firearms act 1996*
- Comply with the requirements of the Standard Operating Procedures operational plans including the OH&S guidelines outlined in the risk assessment
- Assist in accurately, efficiently and safely guiding the Pilot to the target animal
- Confirm positive and false positive images along with Thermal Camera Operator
- Comply with the operational instructions from the PCS OIC, and pilot
- Report any incidents during operations immediately to the Air ops (i.e. dropped articles)
- Ensure that firearms and unused ammunition are accounted for and returned to proper storage after each shift
- Ensure firearm/ammunition storage and transport is compliant with legislation

Flight Following Officer

Must ensure the following at all times

- Communications are established and tested with the Pilot/Navigator prior to take-off
- They can maintain communications for the duration of the flight
- Maintain an record as per attached flight log , detailing routine call and incidents
- Confirming correct POB details and emergency contact numbers
- Follow correct procedure for initiating SAR procedures

Deputy OIC

Deputy OIC will be involved in a number of tasks, including airbase support, compliance, implementation of the reserve closures and provide support to the OIC. Deputy OIC will be responsible for:

- Supporting OIC
- Coordinating any required field operations
- Administration – phone calls and note taking and capturing digital records
- Coordinating PCS Staff support
- Comply with all operational plan requirements and ensure compliance by all PCS Staff
- Coordinating inspection of entry points to ensure all park closure signs are in place
- Respond to any breaches of reserve closures – if possible
- Provide logistical and operational support
- Maintaining situational awareness at all times

- Direct carcass management and DNA coordination

Gate Security Team Leader

- Ensure all security staff are at designated locations prior to the commencement of operations
- Report any incidents or security breaches to the OIC
- Confirm directly to the OIC that an area is clear and safe to continue operations

Gate Security Staff

- Report any security issues directly to the Security Team Leader
- Turn away any members of the public that attempt to enter the closed area

PCS Staff – if required

Report to the OIC, through the Dept OIC. They will;

- Comply with all operational plan requirements.
- Inspect entry points to ensure all park closure signs are in place as requested
- Respond to any breaches of reserve closures
- Provide logistical and operational support
- Undertake carcass management as required

Administration (A)

All staff involved will be provided with a full SMEACS briefing from OIC at the beginning of the operation, and daily tactical briefings. Shortened daily briefs will be provided thereafter.

Personal involved in Air operations will receive aircraft specific briefings from pilots.

Incident Log

OIC and FFO must maintain a log.

Operational Reporting

At the conclusion of daily operations the Deputy OIC is to collate and create a report on the following:

- Track Logs
- GPS points of culled animals
- Number of animals culled and seen
- Any reportable incidents

Mapping

- Digital operational maps will be provided to flight crew prior to the operation commencing
- Flight Hazards should be identified on all maps and discussed on daily job briefings



ACT

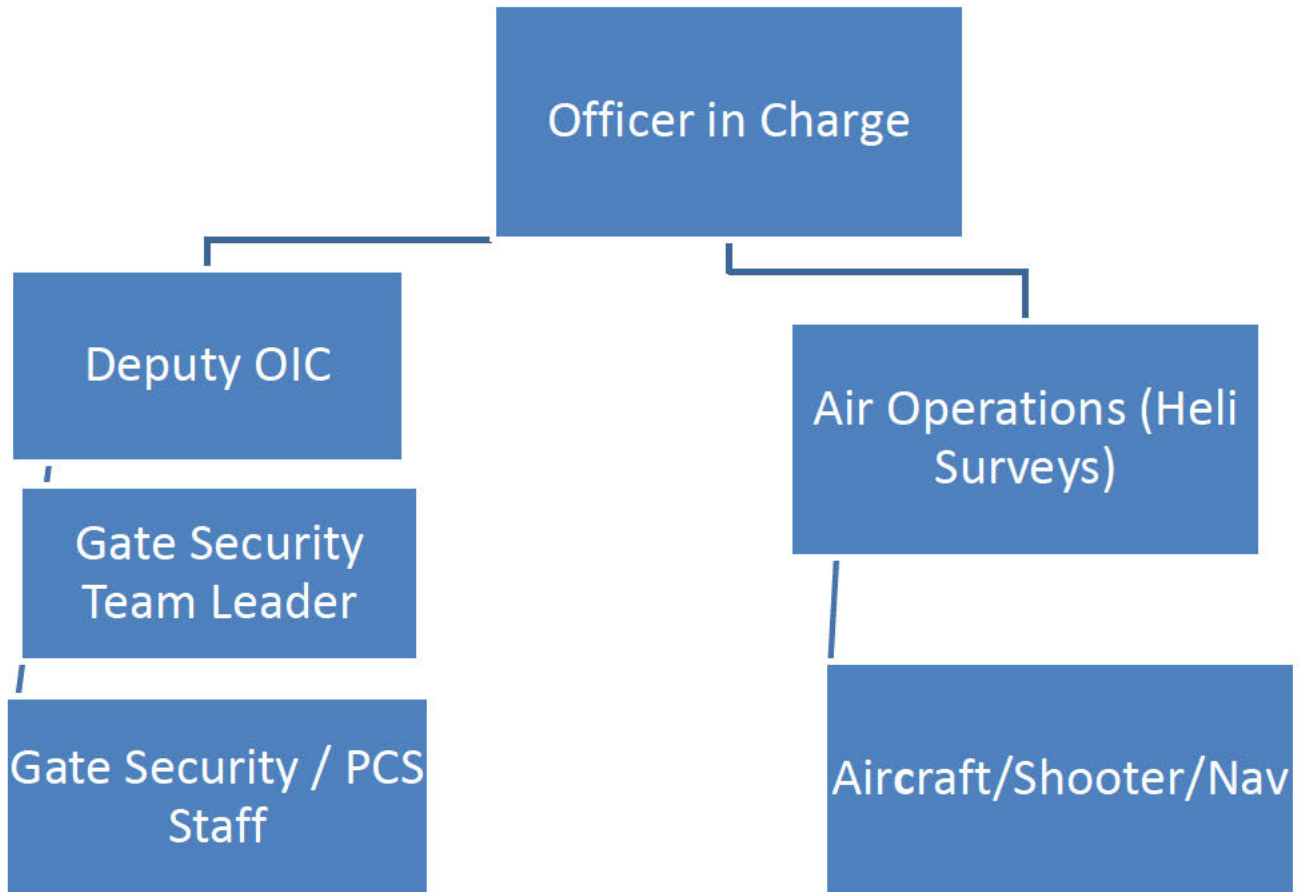
Government

Environment, Planning and
Sustainable Development

- Track log data to be maintained for duration of operations and saved to file daily
-

Command Control and Communications (C)

Command Structure



Communication Plan

Air Ops

The helicopter is to be in radio and/or phone contact at all times with appointed FFO (Helisurveys). The FFO must ensure they are able to maintain communications for the duration all operations and have access to Trackplus. If either the helicopter or the FFO are unable to maintain communications for the entire operation, and an alternative option can't be found, then the flight is to be suspended until SAR can be fully maintained.

Primary Comms will be

- a) **TRN ZONE B ESA 7 (preferred)**

Secondary Comms will via mobile phone or portable TRN on PCS OPS 4

Grounds Ops

Primary Comms will be

b) TRN ZONE B PCS Rural Ops (preferred)

Secondary Comms will via mobile phone (where possible) and land line installed at Gudgenby Homestead or PCS Rural Ops.

CONTACT LIST		
Role	Name	Number
OIC/Deputy OIC	[REDACTED]	[REDACTED]
OIC/Deputy OIC	[REDACTED]	[REDACTED]
OIC/Deputy OIC	[REDACTED]	[REDACTED]
OIC/Deputy OIC	[REDACTED]	[REDACTED]
Pilot	[REDACTED]	[REDACTED]
Thermal Operator/Nav	[REDACTED]	[REDACTED]
Shooter	[REDACTED]	[REDACTED]
FFO - Flight Following Officer	Helisurveys	Namadgi Ops WhatsApp
Gate Security Team Leader		
Namadgi VIC		[REDACTED]
Gudgenby H/Std		[REDACTED]
ACT Parks Regional Manager	[REDACTED]	[REDACTED]
Parks Agency Rep		[REDACTED]
AFP notification		131444
Radio Channels	Pilot to OIC	ESA 7
	PCS operations	PCS 9

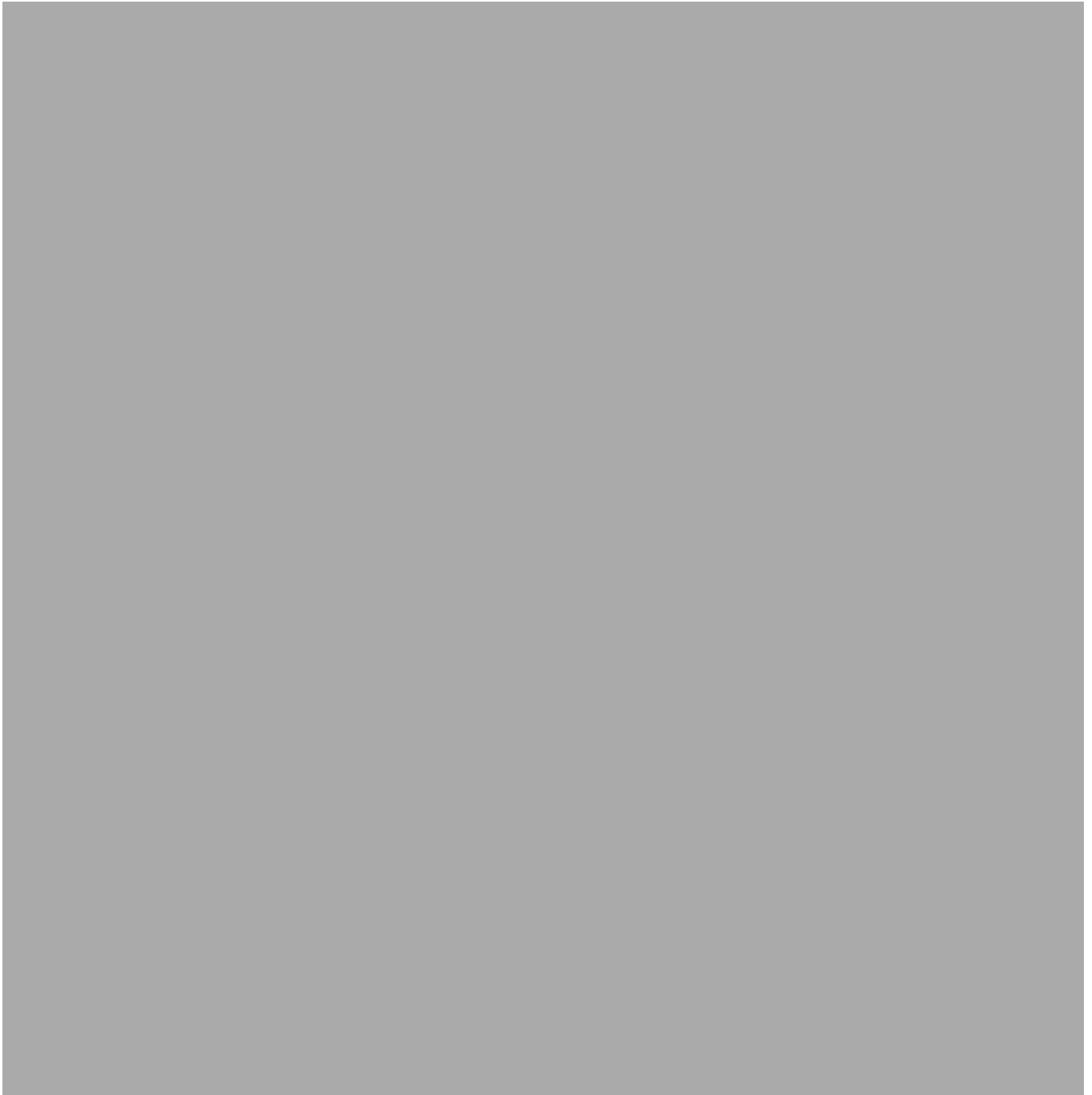
Parks Regional Manager



Safety (S)

- A task specific risk assessment has been prepared **Attachment 6 Risk Assessment ACTPCS**. All personnel involved in the program will undertake an operational briefing, all staff involved in aerial operations will be briefed by the pilot on aircraft specific Safety Briefing prior to the operation commencing (see attached SWMs)
- The appropriate PPE must be worn by all personnel as outlined in the risk assessment

Flight Following Procedures — Attachment 7 Heli Surveys Flight Following Procedures



Non aircraft Accident/Injury Operational Protocol

The following actions will take place on occurrence of injury to contractor/staff that is not due to aircraft incident.

- **Priority 1 and Priority 2 Casualty (immediate threat to life or likely to become life threatening if not treated)**
 - Remove the casualty from danger and carry out immediate first aid to stabilise victim.
 - Call OIC with injury description, GPS locality/grid reference. OIC to phone 000 and request ambulance evacuation from either: UBD reference, GPS location or nominated road pick-up point.
 - Continue to conduct first aid to stabilise victim and move to extraction point or wait for ambulance to arrive at point of incident.

- **Priority 3 Injury (Non-life threatening injury requiring medical treatment)**
 - Team members provides immediate first aid. Contact OIC to discuss treatment and evacuation options.

Report all near misses and injuries within line of command. All accidents or near misses are to be recorded on RISKMAN. Helicopter and vehicles to carry appropriate First Aid Kits.

OVERDUE AIRCRAFT RESPONSE – Attachment 7 - Heli Surveys Late or Missing Aircraft Procedure



**Environment, Planning and Sustainable
Development Directorate**

FOR OFFICIAL USE ONLY

To: Minister for Planning and Land Management

Tracking No.: 21/69626

Date: 16 September 2021

From: Executive Group Manager, Environment, Heritage and Water

Subject: Thermally Assisted Aerial Shooting of vertebrate pests (feral deer, pigs, horses) in Namadgi National Park

Critical Date: 17 September 2021

Critical Reason: The program is scheduled for 20 September 2021.

- DDG, Environment, Water and Emissions Reduction 17/09/21

Recommendations

That you **note** the information contained in this brief about an Aerial Shooting program at locations within Namadgi National Park.

Noted / Please Discuss

Mick Gentleman MLA  17/9/2021

Minister's Office Feedback

Please provide a copy of the operational plan to MO for information once finalised

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Background

1. Increasing feral deer populations are a serious management issue across Australia with growing evidence of environmental and agricultural impacts attributable to deer activity. Numerous research programs into best practice management of deer populations are currently funded across the country.
2. ACT NRM secured investment from the Australian Government to deliver the 'Namadgi Sambar Deer project' which is focused on the impacts of Sambar Deer on sensitive sub alpine vegetation and methods for effective control at low population densities. The ACT Parks and Conservation Service (PCS) are currently delivering this work.
3. Limited management options are available to control feral deer, with control relying on exclusion fencing, ground and aerial shooting. Ground shooting programs have been implemented in recent years in Namadgi National Park (Namadgi), but the large areas and mountainous terrain prevent this option from being effective beyond localised areas.
4. The impact of the 2020 Orroral Valley Bushfire caused heavily forested terrain to become exposed, meaning aerial shooting will be more efficient.
5. A successful thermally assisted aerial control program for feral deer and pigs was undertaken in May 2021.
6. This brief details a follow up thermal aerial control program that will be undertaken in the Upper Cotter Catchment of Namadgi in September 2021. This program will again primarily target Sambar deer and feral pigs to further suppress populations in this high value ecological area. A small number of feral horses may also be targeted if detected in the upper cotter catchment area.
7. The program will inform the Namadgi Sambar Deer project on deer abundance, impact and the effectiveness of different control techniques. It will also reduce the risk of further destruction caused by Sambar deer, pigs and horses to natural regenerative processes of fire impacted riparian vegetation and alpine bog and fen communities.
8. Current monitoring efforts indicate a relatively low population of Sambar deer in Namadgi; however, this is an important time to contain growing populations and minimise impacts on delicate sub-alpine ecosystems.

Issues

Control methods

9. Aerial shooting is considered a cost effective and humane method of controlling invasive animals, particularly large herbivores. Aerial culling has been used in the ACT targeting feral deer and pigs in 2019 and 2021 in Namadgi, along the Murrumbidgee and Molongo River Corridor. It is routinely used by other state government agencies as an effective pest control method.
10. Thermally assisted aerial control is aerial shooting assisted by high resolution thermal camera. It is used in New Zealand to effectively improve the efficiency of aerial pest control programs, through increased detection rates. In Australia this technique has been used very successfully in 2021 on both Kangaroo Island in SA and within Namadgi in the ACT.

Operational Planning

11. To ensure that the program is implemented safely, humanely, and effectively the operation will be planned and overseen by an experienced group of staff from across the Environment, Heritage and Water Division (EHW) in the Environment, Planning and Sustainable Development Directorate (EPSDD).
12. A detailed operational plan, including the updated COVID safety protocols, will be prepared to support the delivery of the program
13. A highly experienced contractor team in thermal aerial control operations of pest species has been engaged to deliver the program under direction and control of PCS. The contractor is recognised as the most experienced and competent thermal shooting contractor in the industry and possesses all the relevant permits and authorities.

COVID -19 Protocols

14. The program will operate under the current EHW COVID Safety Plan for Essential activities.
15. Interstate contractors will apply for an exemption from ACT health with supporting documents from EPSDD.
16. Contractors will provide an updated COVID-19 safety plan
17. Pending government decisions on COVID-19 lockdown measures, the signage and media notifications outlined below will be adjusted according to relevant restrictions.

Safety of Neighbours and Park Users

18. Whilst the operation will be undertaken in areas that see little public use, to maximise public safety and minimise risk, all areas of Namadgi subject to control will remain closed for the duration of the operation from Monday 20 September 2021 to Friday 1 October 2021. Appropriate buffers defined as no shoot zones will be in place for public roads and points of entry.
19. A map showing the areas to remain closed for shooting can be seen at Attachment A.
20. The community will be notified of the operation via a media release prior to the program commencing. A copy of the media release is at Attachment B.

Importation of Category D Firearms

21. To enable efficient, accurate targeting of moving animals, aerial shooting requires the use of self-loading centrefire rifles and semi-automatic shotguns. These two configurations are regulated as Category D under the *Firearms Act 1996*. The proposed aerial shooting contractor who possesses the relevant experience and skills is a NSW resident who has a current interstate transfer of D Class firearms license from the previous aerial control program.

Financial Implications

22. The program is funded through multiple revenue streams, including the Australian Government's National Landcare Program and Australian Alps bioregion allocation.

Consultation

- 23. This program is in alignment with feral deer control programs occurring across the Victorian and NSW Alps. Within the ACT it has been overseen by a steering group of EPSDD staff.
- 24. EPSDD has liaised with JACS and the AFP in relation to the contractor’s requirement to import category D firearms for this program.

Work Health and Safety

- 25. A comprehensive risk assessment for the safe delivery of the control program has been developed to guide the safe and efficient delivery of the operation. A highly experienced shooter, pilot and thermal camera operator with hundreds of operational hours of experience in this work has been contracted for the program.
- 26. Contractors will be required to prepare and submit Safe Work Method Statements and a Updated Covid-19 risk management plan.

Benefits/Sensitivities

- 27. Managing the impacts of invasive animals is considered a high priority in the management of Namadgi and under the 2020 Orroral Valley Rapid Risk Assessment Team Report. Large herbivores like feral deer and pigs are a key threat to EPBC listed threatened alpine bog and fen communities.
- 28. The program is consistent with the ACT Bushfire and Flood Recovery Program within Namadgi on vertebrate pest management.
- 29. Standard Operating Procedures (SOPs) for aerial shooting cover the conditions under which it could be considered, in particular the appropriate calibre projectile weight, shot placement, timing to avoid the orphaning of dependent young. SOPs will be used for pigs and horses.
- 30. No SOP for aerial shooting of deer exists either in the ACT or nationally however advice from vets and officers with extensive experience in aerial shooting and animal welfare, suggest it is possible to apply existing SOPs from other species to deer as long as a suitable firearm calibre is used. There are currently extensive aerial shooting programs underway targeting deer in QLD, NSW and Victoria.

Communications, media and engagement implications

- 31. A media release (at Attachment B) and a communications strategy (at Attachment C) will be developed in consultation with the Ministers and EPSDD Communication and Media team.

Signatory Name: Ian Walker Phone: 6205 9027
Action Officer: [Redacted] Phone: 6237 5307

Attachment	Title
Attachment A	Map of area of Namadgi National Park closed for operations
Attachment B	Media release
Attachment C	Communications Strategy

ACT PARKS AND CONSERVATION SERVICE

Operational Plan - Aerial Culling Operation - Version 18/09/21

Period: 20th – 29th September 2021

ATTACHMENTS:

1. Control Area Maps
 2. Flight Following logs
 3. SWMS Thermally Assisted Aerial Culling (Contractor supplied /ACTPCS endorsed)
 4. Risk Assessment - ACTPCS
 5. EHW Covid Safety Plan
-

Situation (S)

ACTPCS is undertaking aerial deer control in response to growing concerns about the impacts of deer (predominately Sambar) on environmental assets in areas of Namadgi National Park. The objectives of this program are:

- To utilise aerial shooting in bushfire affected areas of Namadgi National Park reducing pressure on the landscape from re-invasion of vertebrate pests
- Continue the use of Thermally Assisted Aerial Shooting as a control method
- To undertake the operation in accordance with the EHW COVID 19 Safety Plan

Sambar deer are the main species of interest – however feral pigs and feral horses will also be targeted.

The program forms part of the Namadgi Sambar Deer Monitoring and Control Program but will also assist broader post fire control efforts across Namadgi National Park.

The area of operations is formally closed to the public, with appropriate signage and notifications in place.

Standard Operating Procedures (SOPs) for aerial shooting cover the recommended procedures for undertaking the activity, in particular the appropriate calibre projectile weight, shot placement and timing to avoid the orphaning of dependent young. Although SOPs exist for other species like goats and pigs, no SOP for aerial shooting of deer exists either in the ACT or nationally. Advice from vets and officers with extensive experience in aerial shooting and animal welfare, suggest it is possible to apply existing SOPs from other species to deer as long as a suitable firearm calibre is used. The aerial shooting operation will be conducted in accordance with the Standard Operating Procedure for Aerial Shooting of Feral Goats <https://pestsmart.org.au/toolkit-resource/aerial-shooting-of-feral-goats>. The shooting of Feral Horses will follow SOP: [HOR002-SOP.pdf \(pestsmart.org.au\)](#) and the shooting of feral pigs will follow [PIG002-SOP.pdf \(pestsmart.org.au\)](#)

A Task Profile has been developed to assist in guiding the process of undertaking Thermally Assisted Aerial Shooting and has been used to develop the risk assessment and planning of the operation.

COVID 19 Safety

All aspects of the operation must comply with the EHW COVID 19 Safety Plan (attached). All staff must ensure they have read and fully understood their individual obligations under the plan.

Contractor Responsibilities

- Contractors will supply their own documented COVID Safety Plans
- Contractors will be provided with a copy of the EHW COVID Safety Plan and will acknowledge and follow all additional safeguards
- A minimal contact approach should be followed wherever practical and there will be no direct contact between staff with no contract supervision role and contractors.
- Communication by radio or telephone is the default communication method

Personal Responsibilities

Consistent with current ACT Government Health guidelines, all staff and contractors have a responsibility to:

- undertake only essential travel
- maintain physical distancing,
- wear appropriate PPE, including face masks
- maintain good hygiene in their daily lives and
- use the “Check In CBR” or manually sign in at all locations that have a check in point

All staff and contractors must check the [ACT list of Exposure Locations](#) daily before entering the workplace. If a staff member or contractor believes they may have been exposed they must report this to their supervisor, not enter the workplace, immediately isolate and follow all ACT Health Directives.

Staff and contractors who live in NSW are responsible for ensuring they have all the necessary documentation and permits for travel into and out of the ACT. Likewise any staff travelling from the ACT to NSW for work.

Mission (M)

- To ensure the health and safety of all personal involved in the operation by identifying hazards and mitigating risks. This includes full compliance with the Covid Safety Plan
 - To aurally cull all feral deer and feral pigs located within specified control areas. Feral Deer are the priority species targeted however, if foxes or cats are detected they may also be culled. Feral horses, if detected within a specified control zone may also be targeted. No other animals are to be shot
 - To follow developed task profile documents, Standard Operating Procedures (SOP) and relevant licence obligations
 - To continue to trial the use of thermally assisted aerial shooting technologies within a remote environment
 - To gather and monitor relevant information regarding the effectiveness of this control technique to inform future management strategies
-

Execution (E)

Aerial Operation Overview

Areas of Operation

Namadgi National Park – Control area covering approximately 50,000 Ha of Sphagnum Bog and Associate Fens Riparian zones, Grasslands, Shrublands, Woodlands and Tall Forest with most areas affected by fire in early 2020.

- Control Areas (see attached maps)
 - Thermal Sambar Deer Project (P1)
 - Thermal Bendora (P2)
 - Thermal Blue Gum (P3)
 - Thermal Namadgi Range – No deer to be shot (P4)
- No shooting is to occur outside specified control areas this includes;
 - Buffer zones identified in control area maps - a 400-600m buffer on all infrastructure, Corin Road and on the north and eastern reserve closure boundary and a 100m buffer on the western and southern closed reserve boundary and on walking tracks within the closed area
- Target and non-target species confirmed for each control area (i.e. no deer shooting zone)
- Airbase Location is 35.743004810° S 148.985414836° E ('Gudgenby Homestead' located off Boboyan Road)

Aerial shooting operational overview

- The aircraft crew will undertake thermally assisted aerial shooting of Feral deer and Pigs. Feral cats and foxes will also be shot if detected. Feral horses may also be targeted within specified areas
- The operational area varies from open undulating woodland, valley floors, riparian zones and mountainous terrain in both burnt and unburnt vegetation
- Operations will take place over nine days with approximately 18 hours of flight time allocated
- All flights will be conducted in daytime, under suitable Visual Flight Rules (VFR) and weather conditions. The thermally assisted flights will be undertaken at first light (5:30am – 7:30am) and last light (17:30 – 18:30). If weather conditions are suitable (i.e thick cloud cover) throughout the day, ops can continue with consideration of fatigue management
- Shooting operations will be conducted with the doors off

Operation management, briefings and debriefs

- The operation will be managed by an ACT Parks and Conservation Officer in Charge (OIC).
- Due to ACT being in lockdown due to COVID19, the operation will be run remotely. Contractors will be based at Gudgenby Homestead while ACT Parks staff will run the operation from an alternate location.
- A full SMEACS briefing for all people involved in the operation will be conducted online (Microsoft Teams) on the 19th September 2021 by the OIC prior to the commencement of the operation. This briefing will cover overall strategy, operational tactics, reserve closure procedures, communication details, safety and emergency procedures, site information, weather and known hazards

- A shortened version of this briefing will occur each morning over the phone, prior to operations recommencing
- All aspects of the operation will be managed by the OIC, communications with the aircraft component of the operation will be managed by Helisurveys staff for flight following procedures. Relevant staff from Helisurveys will contact the OIC in the event of an emergency
- The pilot will carry out a company briefing for all personnel involved in airborne activities in accordance with the company's Operations Manual. This is to include flight operations, safety equipment and procedures, details specific to low level flights, communication procedures, firearm protocol, use of seat belts and harnesses, loading and unloading, approval to shoot, emergency procedures, etc
- The pilot will carry out a pre-flight safety briefing each day
- A daily debrief will occur at the conclusion of operations for all people involved
- At the conclusion of the program a final debrief will occur

Aircraft Safety

- All operations undertaken as part of this project will be carried out in accordance with the operational plan and attached risk assessment
- All persons on board will be equipped with Personal Protective Equipment (PPE) to the standard stipulated by the pilot
- The shooter shall be secured by a CASA approved (CAR 251(3)) safety harness to an approved hard-point in the aircraft
- Weather check for severe frost and resulting impact on aircraft and re- fuelling
- The pilot will check that the thermal imager, gimble, laser on/off switch and other relevant equipment are in a safe and good working order
- Only equipment necessary for the task will be taken on board the aircraft. All loose items shall be removed from the cabin area or firmly secured
- All aerial shooting equipment must be strapped/attached to the crew or aircraft. Equipment such as spare magazines, backup firearms and ammunition should be stored securely
- A deflector plate or case catcher may be used during all shooting operations if needed

Communications

- Radio Channels
 - ESA 7: Helicopter to have basic communications to OIC
 - Mobile phone (Aircraft): sensitive information
 - Back up: Mobile phone, PCS Rural Ops and Gudgenby Homestead Ph: [REDACTED]
- Clear communications between the pilot, thermal imaging operator and the shooter will be maintained at all times throughout the flight
- The helicopter will be fitted with a Push to Talk (PTT) in-flight communication system with a hot mike switch to keep the microphone open while shooting to allow the shooter to operate the firearm using both hands
- The PTT system will be tested and operational prior to commencing any flight

- Information regarding third party incidences to be communicated via ESA7 i.e. persons sighted in control area, vehicle in carpark. Firearms related activities, concerning incidents or accidents via mobile

Flight Following

- Flight following will be maintained as per the protocols detailed in the safety section of this plan

Identification of hazards

- If utilising new operators, the first flight of the program may be used as a reconnaissance flight to confirm location of known hazards – power lines, aerials etc. and identify any additional hazards.
- The aircraft will be fitted with a Wire Strike Protection System

Aerial shooting

- The aerial shooting operation will be conducted in accordance with the Standard Operating Procedure for Aerial Shooting of Feral Goats <https://pestsmart.org.au/toolkit-resource/aerial-shooting-of-feral-goats> (exceptions – will use firearm calibre and projectile weight suitable for deer, chest shots are preferred target not head shots as stated in this SOP)
- The Aerial shooting of feral pigs will follow the SOP [PIG002-SOP.pdf \(pestsmart.org.au\)](#)
- Shooting procedure associated with feral horses will follow [HOR002-SOP.pdf \(pestsmart.org.au\)](#) SOP, [Model code of practice for the humane control feral horses - PestSmart](#) with strict adherence to agreed protocols outlined under the shooting procedure section of this document and follow the Namadgi National Park Feral Horse Management Plan 2020 [Namadgi National Park Feral Horse Management Plan 2020 - Summary \(act.gov.au\)](#)
- All firearms and ammunition will be used and transported in accordance with CAA 23.1(b) Dangerous Goods, CAR 143 Carriage of Firearms, CAR 144 Discharge of firearms in or from an aircraft, CASR 92 Consignment and carriage of dangerous goods by air shooter is responsible for the supply, use and storage of firearms and ammunition for the operation
- Two firearms will be available for use at all times
- Suitable projectile weight for deer and pigs may differ. Shooter to have both options available within aircraft
- Firearm must be zeroed in before operations
- Weather check before becoming airborne

The following conditional apply to thermal operations:

- Thermal operation hours – first light 1 – 2 hours / 1 - 2 before last light, with addition flights conducted if suitable weather conditions arise
- Terrain selection within control areas – contractors and PCS staff to discuss weather conditions, suitable areas to target for morning and evening flights and weather and ambient conditions assessed
- Flight path considered – Footprint mapping software used to log areas covered
- Aircraft position – 150-300 feet from ground at 15-20 knots – suitable for burnt country with limited canopy. Adjust height and speed for unburnt terrain

- The use of digital moving maps with shapefiles/boundaries/buffer zones and no shoot zones loaded onto them is required. These must be always visible to pilot and thermal camera operator
- An audible warning/alarm to sound if aircraft leaves control area (if available)
- On landing, flight crew will brief PCS staff to provide a summary of the flight, number of sightings/kills and report any issues that may have arisen via telephone. All data recorded to be transferred to a separate hard drive
- During non-flying operations crew to review videos to look for any missed animals and inform the next search pattern to enhance detections. Crew to inform PCS staff of these developments

The following conditions apply to the use of firearms from an aircraft:

- Firearms are only to be used for the purposes of feral animal control in the defined operational areas. Firearms and ammunition must be under the control of the shooter at all times
- Adequate hearing protection should be worn by the shooter and others in the immediate vicinity of the shooter
- Firearms and ammunition must be secured at all times as per requirements of AFP D class permit other than when prepared for the purpose of operations
- Firearms are to be unloaded during aircraft start-up, take off and ferrying to the control area
- The pilot will authorise the loading of firearms with ammunition to commence shooting operations
- The shooter is responsible for;
 - Ensuring firearms, ammunition and shooting activities comply with the stated Standard Operating Procedure and protocols stated within the operational plan;
 - Ensuring the security of the firearm(s) at all times, including preparation for the flight, pre-flight checks and prior to landing
 - Ensuring the safe operation and use of the firearm(s) during the flight; and
 - Ensuring the security of the firearm following the flight, including overnight storage

Shooting procedure

- Thermal operator and shooter use respective thermal imagers to 'paint' control area
- Once a detection has been made and confirmed to be an animal, the pilot will muster the animal to a more open area for confirmation of the species. At this stage, the shooter will be using a handheld thermal imager, not the thermal scope attached to the weapon. **Both the thermal operator and shooter MUST both confirm that the animal seen is a target animal before a shot is taken**
- **If a visual confirmation is not possible, a clear thermal image MUST be obtained and agreed upon by both the thermal image operator and shooter before a shot is taken**
- If a high number of animals are seen at one time and escape during dispatch, an attempt will be made to reacquire them through an intensive localised search
- If the animal identified is confirmed to be a horse, the pilot is to contact the OIC via radio to seek approval for the horse to be shot (agreed code word for horse over radio comms is: TARGET). The OIC will confirm that:
 - The horse is within the ACT

- As per the relevant SOP, there will be NO shooting of foals or mares with dependant young at foot
- The horse is unlikely to move into NSW at any time during the kill
- A clear and accurate shot can be taken as per the SOP
- The horse carcass will be left in an area where it is unlikely to be encountered by a member of the public and is within the ACT
- Only the OIC can approve the dispatch of a horse
- Implement standard aerial shooting procedures as per SOP:
 - A deliberate overkill policy must be applied for all species. All animals are to receive a minimum of two shots to the chest target zone prior to moving on to another animal
 - Confirmation of animal being dead. If there is any doubt that an animal remains alive by pilot, shooter or thermal image operator, additional shot(s) must be delivered to the chest target zone prior to moving onto another animal. In particular when targeting horses, the overkill procedure must be implemented

Flyback procedure: Where more than a single animal has been shot in a group or when shooting horses, a flyback procedure will be followed where all animals are double checked and consensus reached by the thermal operator and shooter that the animal is dead before targeting another group.

Carcass management

- As directed by the OIC, ground crews may be tasked to remove carcasses from areas of high public use and/or deemed to be affecting waterways
- Prior to the shooting of any horses, it should be confirmed the horse is located within the ACT. The horses should be mustered into an area of minimal visitation from Park users (still within the ACT). The carcass is to be accurately recorded via GPS and the OIC informed of location.
- All remaining carcasses will be left in situ
- DNA collection will be undertaken from accessible carcasses once shooting operations have ceased

Refuelling plan

- All refuelling will be conducted in accordance with aircraft company procedures (Note – hot refuelling is not permitted)
- Fuel for the operation will be provided by the aircraft operator in a bulk fuel supply truck/trailer
- The aircraft operator (either pilot or crewman) will be responsible for refuelling the aircraft, with ACTPCS staff support if requested and authorised by OIC
- The aircraft operator will be responsible for contacting the relevant authority/organisation to organise fuel if they choose to refuel from any site other than their own refuelling facility
- All personal involved in refuelling will wear PPE as specified by the pilot

Photos / social

- No photography/video of operations either by contractor staff, members of public or ACT Government staff, of the crew, aircraft or firearms is permitted unless authorised by the OIC

- Members of the public will be discouraged from accessing the Operational Base (Gudgenby Homestead) for operational safety reasons. Crew are to contact the OIC if this occurs and provide details
- Under no circumstances is anything of an operational nature to be posted on social media
- All images and video gathered during thermal operations must be used in accordance with contractual obligations. **No external use of images without prior approval by contact manager**

Operational protocols.

Commencing Operations

- SMEACS briefing to be given to all crews – Via telephone
- OIC will contact the following and advise of intention to begin shooting operations:
 - AFP Operations – 131 444
 - PCS Agency Rep – [REDACTED] – text acceptable
- OIC will then give confirmation to operational teams that shooting is clear to begin
- All teams must acknowledge through the chain of command

Action on Check Fire

On call of 'Check Fire' radio call in recognition of any potential dangerous situation, or third party seen within culling area:

- Shooting team to immediately cease fire and clear firearms
- Aircraft to report immediately back to OIC with SITREP and location
- OIC to determine alternative safe operating area with appropriate separation between location of third party
- Once area has been deemed safe to enter, OIC to request available staff member to escort third party from area if possible
- Shooting team may only recommence activity once formally cleared by OIC

Note: Only the OIC may lift a 'Check Fire' call.

Roles and Responsibilities

Officer in Charge (OIC)

The Officer in charge will;

- Have overall control of the operation and be responsible for taking all actions to ensure the safety of participants, visitors, members of the public and any non-target species
- Ensure compliance with the Operations Plan and covid safety obligations
- Co-ordinating response in the event of incident or injury in accordance with safety plan
- Maintain an operational log recording actions, instructions and incidents as they occur
- Co-ordinate the checking of the park and entrances that are signposted so that no vehicles/visitors enter the operations area. All within COVID safety procedures
- Conduct an operational briefing, in SMEACS format, for all participants prior to commencement of the operation that covers the objectives of the program, Operations plan, Risk Assessment and Emergency Response Procedure and compliance with the COVID Safety Plan
- Conduct Daily Tactical Briefings

- Give the all clear for the operation to commence
- In the event of unforeseen circumstances act conservatively and decisively to suspend operations, instruct shooting team to cease operations and investigate any issues before resuming
- Conduct a debrief after each operation to review the effectiveness of the operation and ensure all personnel are accounted for and any incidents are documented and reported
- Ensure operation is in budget

Pilot

The Pilot is referred to as the 'pilot in command' (PIC) of the aircraft during operations so designated under the *Civil Aviation Regulations 1988*. Other responsibilities include;

- Perform pre-flight checks of aircraft and ensure it is in good operation order prior to commencing operations
- Participate in daily briefings.
- Provide a pre-flight briefing for all personnel
Comply with the requirements of the operational plan
- Work with the thermal operator and shooter to confirm death of target animal
- Using GPS, record location of shot animals and ensure animals seen or escaped are recorded on the relevant systems and logged
- Ensure SAR procedures are followed
- Maintain lookout for hazards and ensure crew is advised – particularly when a target is acquired
- Maintain strict situation awareness of operational area boundaries, ensure operations are conducted only in designated areas/sectors
- Ensure GPS track log of flight is maintained, and provided to OIC on completion of job
- Maintain cockpit CRM
- Navigate flight operations to targeted areas as per daily briefings
- Ensure safety of aircrew

Thermal Camera Operator/Navigator

The Thermal Camera Operator is responsible for efficiently and effectively operating the thermal imager in order to identify target animals and accurately direct the shooter and pilot on to a target. The Thermal Camera Operator is also responsible for assisting with navigation and detection of potential hazards during flights, responsibilities include;

- Participate in daily briefings
- Operate Thermal Imager
- Confirm positive and false positive images along with shooter
- Operate Laser in a safe manner
- Manual control of imager settings
- Accurately, efficiently and safely guide the Pilot and Shooter to the target animal
- Ensure videos are being recorded for post operation review
- Ensure you are wearing the required PPE during the flight
- Comply with the requirements of the operational plan
- Maintain lookout for hazards and ensure pilot and crew are advised
- Maintain strict crew resource management and sterile cockpit when required.
- Assist the pilot to identify potential hazards
- Ensure you have access and can view at all times a tablet or similar device with a moving map displaying control areas, buffer zones and any identified hazards

Shooter

The Authorised Contractor Shooter will:

- Hold a current category D licence recognised under the *ACT firearms act 1996*
- Comply with the requirements of the Standard Operating Procedures operational plans including the OH&S guidelines outlined in the risk assessment
- Assist in accurately, efficiently and safely guiding the Pilot to the target animal
- Confirm positive and false positive images along with Thermal Camera Operator
- Comply with the operational instructions from the PCS OIC, and pilot
- Report any incidents during operations immediately to the Air ops (i.e. dropped articles)
- Ensure that firearms and unused ammunition are accounted for and returned to proper storage after each shift
- Ensure firearm/ammunition storage and transport is compliant with legislation

Flight Following Officer

Must ensure the following at all times

- Communications are established and tested with the Pilot/Navigator prior to take-off
- They can maintain communications for the duration of the flight
- Maintain a record as per attached flight log , detailing routine call and incidents
- Confirming correct POB details and emergency contact numbers
- Follow correct procedure for initiating SAR procedures

Deputy OIC

Deputy OIC will be involved in a number of tasks, including airbase support, compliance, implementation of the reserve closures and provide support to the OIC. Deputy OIC will be responsible for:

- Supporting OIC
- Coordinating any required field operations
- Administration – phone calls and note taking and capturing digital records
- Coordinating PCS Staff support
- Comply with all operational plan requirements and ensure compliance by all PCS Staff
- Coordinating inspection of entry points to ensure all park closure signs are in place
- Respond to any breaches of reserve closures – if possible
- Provide logistical and operational support
- Maintaining situational awareness at all times
- Direct carcass management and DNA coordination

PCS Staff – if required

Report to the OIC, through the Dept OIC. They will;

- Comply with all operational plan requirements.
- Inspect entry points to ensure all park closure signs are in place as requested
- Respond to any breaches of reserve closures
- Provide logistical and operational support
- Undertake carcass management as required

Administration (A)

All staff involved will be provided with a full SMEACS briefing from OIC at the beginning of the operation, and daily tactical briefings. Shortened daily briefs will be provided thereafter.

Personal involved in Air operations will receive aircraft specific briefings from pilots.

Incident Log

OIC and FFO must maintain a log.

Operational Reporting

At the conclusion of daily operations the Deputy OIC is to collate and create a report on the following:

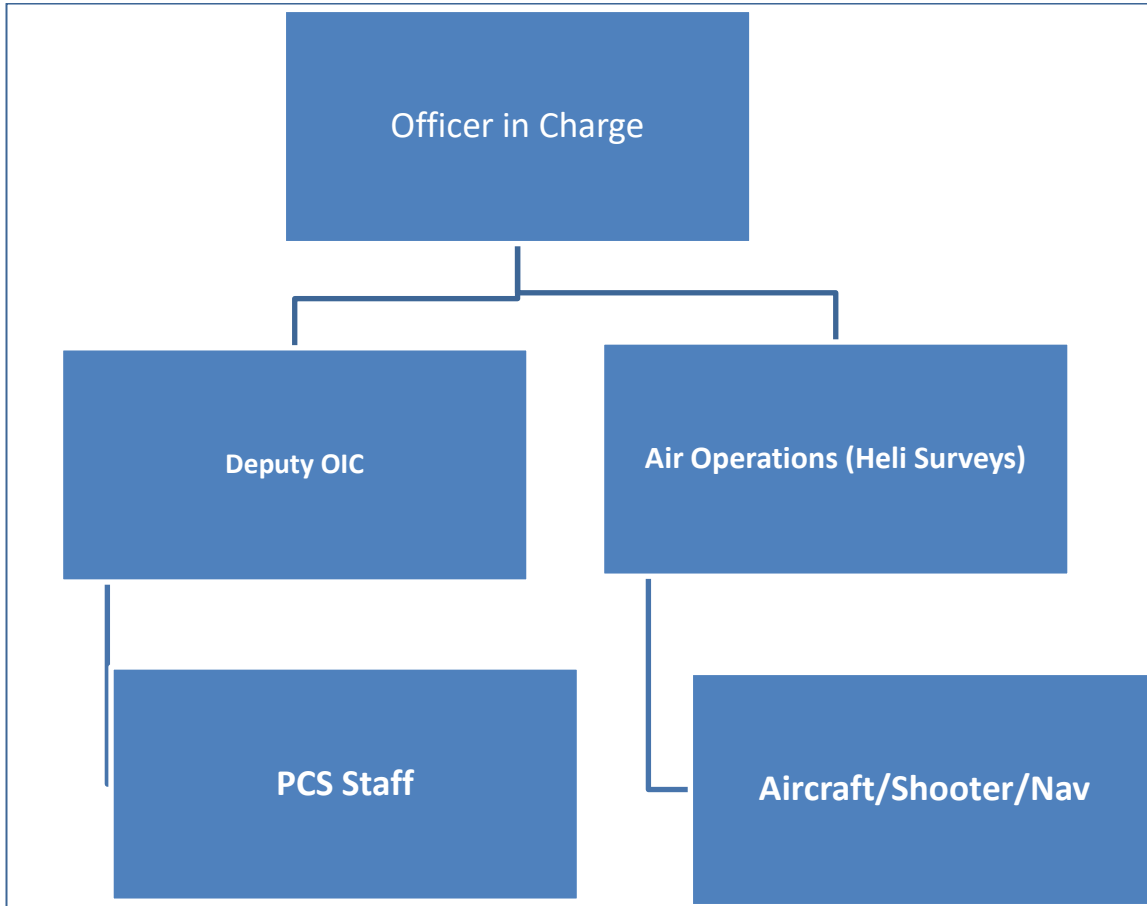
- Track Logs
- GPS points of culled animals
- Number of animals culled and seen
- Any reportable incidents

Mapping

- Digital operational maps will be provided to flight crew prior to the operation commencing
 - Flight Hazards should be identified on all maps and discussed on daily job briefings
 - Track log data to be maintained for duration of operations and saved to file daily
-

Command Control and Communications (C)

Command Structure



Communication Plan

Air Ops

The helicopter is to be in radio and/or phone contact at all times with appointed FFO (Helisurveys). The FFO must ensure they are able to maintain communications for the duration all operations and have access to Trackplus. If either the helicopter or the FFO are unable to maintain communications for the entire operation, and an alternative option can't be found, then the flight is to be suspended until SAR can be fully maintained.

Primary Comms will be

- a) TRN ZONE B ESA 7 (preferred)

Secondary Comms will via mobile phone or portable TRN on PCS OPS 4

Grounds Ops

Primary Comms will be

- b) TRN ZONE B PCS Rural (preferred)

Secondary Comms will via mobile phone (where possible) and land line installed at Gudgenby Homestead or PCS Rural Ops.

CONTACT LIST		
Role	Name	Number
OIC	[REDACTED]	(Mob) [REDACTED]
Deputy OIC	[REDACTED]	[REDACTED] Mob
Pilot	[REDACTED] Helisurveys	FB Call sign TBC (Mob) TBC
Thermal Operator/Nav	[REDACTED]	(Mob) TBC
Shooter	[REDACTED]	(Mob) [REDACTED]
FFO - Flight Following Officer	Helisurveys	
Ground Ops	PCS Staff – When required	
Namadgi VIC		[REDACTED]
Gudgenby H/Std		[REDACTED]

Safety (S)

- A task specific risk assessment has been prepared (see attached). All personnel involved in the program will undertake an operational briefing, all staff involved in aerial operations will be briefed by the pilot on aircraft specific Safety Briefing prior to the operation commencing (see attached SWMs)
- The appropriate PPE must be worn by all personnel as outlined in the risk assessment
- All program activities must comply with the COVID 19 Safety Plan

Flight Following Procedures – Helisurveys



Non aircraft Accident/Injury Operational Protocol

The following actions will take place on occurrence of injury.

- **Priority 1 and Priority 2 Casualty (immediate threat to life or likely to become life threatening if not treated)**
 - Remove the casualty from danger and carry out immediate first aid to stabilise victim.

- Call OIC with injury description, GPS locality/grid reference. OIC to phone 000 and request ambulance evacuation from either: UBD reference, GPS location or nominated road pick-up point.
- Continue to conduct first aid to stabilise victim and move to extraction point or wait for ambulance to arrive at point of incident.

- **Priority 3 Injury (Non-life threatening injury requiring medical treatment)**

- Team members provides immediate first aid. Contact OIC to discuss treatment and evacuation options.

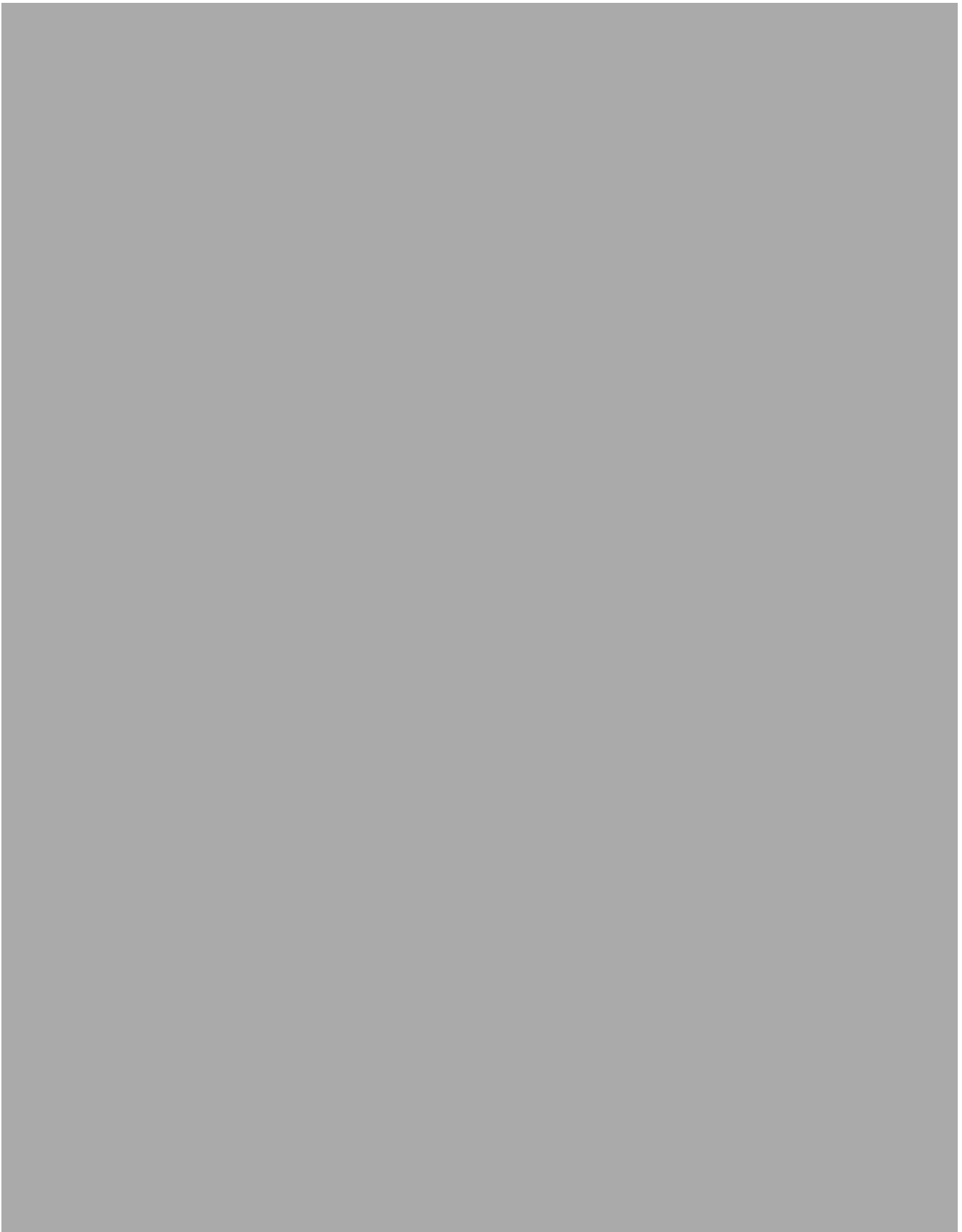
Report all near misses and injuries within line of command. All accidents or near misses are to be recorded on RISKMAN. Helicopter and vehicles to carry appropriate First Aid Kits.

Flight Following

Instructions: This form is for recording flight following. One form to be completed for each flight regardless of aircraft including aircraft is being tracked by satellite systems.

A large, solid gray rectangular area that occupies most of the page below the instructions. It appears to be a redaction of the form's content or a placeholder for a blank form.

Flight Following Record:



OVERDUE AIRCRAFT REPSONSE

The FFO will initiate SAR procedures in accordance with the following;



From: Solomon, Rosie
Sent: Wednesday, 28 July 2021 1:22 PM
To: [REDACTED]
Subject: RE: Temporary recognition of Interstate CAT D Licence

OFFICIAL

Hi [REDACTED]

I have confirmed with the Firearms Registry that temporary recognition of [REDACTED] and [REDACTED] interstate Category D firearms licences was approved on 19 April 2021. As the temporary recognition is for a period of 6 months, this will remain current until 19 October 2021.

Therefore, no further approvals are required for the operation noted below, provided it occurs prior to 19 October.

Thank you again for bringing this to our attention, and please let me know if you have any further questions.

Kind regards
Rosie

Rosie Solomon | Senior Legal Policy Officer
Phone: 02 6205 6051 | Email: rosie.solomon@act.gov.au
Legislation, Policy & Programs | Justice and Community Safety Directorate | ACT Government

From: [REDACTED]
Sent: Tuesday, 27 July 2021 3:29 PM
To: Solomon, Rosie <Rosie.Solomon@act.gov.au>
Cc: [REDACTED]
Subject: RE: Temporary recognition of Interstate CAT D Licence

OFFICIAL

Hi Rosie,
It is just for [REDACTED] and [REDACTED].
Hopefully the recognition is still current, if we could know the end date that would be great
Thankyou
[REDACTED]

From: Solomon, Rosie <Rosie.Solomon@act.gov.au>
Sent: Tuesday, 27 July 2021 3:25 PM
To: [REDACTED]
Subject: RE: Temporary recognition of Interstate CAT D Licence

OFFICIAL

Hi [REDACTED]

Thanks very much for letting us know. Could I please confirm, are any individuals other than [REDACTED] and [REDACTED] being engaged?

If not, it is possible that [REDACTED] and [REDACTED] temporary recognition from earlier this year is still current. I will make some enquiries with the Firearms Registry to confirm. Otherwise we look forward to receiving the supporting documentation when available.

Kind regards
Rosie

Rosie Solomon | Senior Legal Policy Officer
Phone: 02 6205 6051 | Email: rosie.solomon@act.gov.au
Criminal Law and Child Abuse Royal Commission Team | **Legislation, Policy & Programs**
Justice and Community Safety Directorate | **ACT Government**
Level 4, 220 London Circuit Canberra ACT 2601 | GPO Box 158 Canberra ACT 2601



From: [REDACTED]
Sent: Tuesday, 27 July 2021 2:10 PM
To: JACSLPPCRIMINAL <JACSLPPCRIMINAL@act.gov.au>
Cc:
Subject: Temporary recognition of Interstate CAT D Licence

OFFICIAL

Good Afternoon,

EPSDD is proposing to run an aerial shooting program targeting pest animals on PCS managed land commencing September 13th 2021. A brief has been sent to Minister Gentleman advising of this program noting that the implementation of this program will require the use of CAT D firearms. A suitable licenced interstate contractor has been engaged to deliver the shooting component of this program – this will require temporary recognition of his interstate CAT D licence for the duration of the program in accordance with provision under the Firearms Act specifically related to vertebrate pest control programs.

PCS has engaged [REDACTED] and [REDACTED] to conduct this program.

This notification is in reference to the agreed process established in June 2021.

If you require any further information please call.

Thanks,

[REDACTED]

Program Co-ordinator – Feral Deer
Wednesday - Friday
Namadgi National Park
Naas Rd, Tharwa ACT, 2620

GPO Box 158 Canberra ACT 2601

Ph:62375307

Mob: 

<p>Directorate: Environment Planning and Sustainable Development</p>	<p>Branch / Event: Environment Parks and Conservation Service: 2021 Aerial Culling Program</p>
<p>Risk Assessment Undertaken By:</p> <div style="background-color: #cccccc; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="background-color: #cccccc; width: 100px; height: 20px; margin-bottom: 5px;"></div> <div style="background-color: #cccccc; width: 100px; height: 20px;"></div>	<p>Date Completed: 15/09/2021</p> <p>Local Version Control:</p> <p>Next Review Date: 19/09/2021</p>
<p>Manager Responsible: Daniel Iglesias</p>	
<p>Details</p>	
<p>Topic of the Risk Assessment to be Carried Out E.g.: Directorate / Agency / Business Unit level or for a specific event project or undertaking</p>	<p>All activities relating to the NNP Aerial Culling Program to be in September 2021</p>
<p>Define Risk Activity: Provide a summary of the activity including business objectives. What are the key performance indicators, objectives or aims? What do we hope to achieve through the management of risk?</p>	<p>Undertaking aerial culling of feral deer and pigs in accordance with the operations plan endorsed by PCS managers. Culling operations will be undertaken with the overarching objective to ensure the safety of all staff and contractors involved in the operations and members of the public whilst ensuring high animal welfare outcomes.</p>
<p>Scope: Set the parameters of the risk management process which includes specifics of the activities to be carried out - what is to be included and what is not to be included or considered in this plan</p>	<p>All activities relating to the Aerial Culling Program September 2021. Helisurvey SWIMS covers helicopter operations. EHW Covid Safety Plan covers all contractor and staff activities to ensure risk of infection spread is kept to a minimum.</p> <p>Helisurveys SWIMS</p>
<p>Risk Appetite Include information with regards to the amount and type of risk which is able to be accepted and of any conditions where the tolerance of risk might be limited</p>	<p>Please refer to the Risk Register items. All risks have been identified and management actions to be implemented result in an adequate level of risk management.</p>
<p>Version Ref: V48</p>	

Directorate Environment Planning and Sustainable Development								Branch / Event Environment Parks and Conservation Service 2021 Aerial Culling Program										
Risk Reference number	Risk Category	Hazard Category for people Risks	The Risk * What can happen? A Description of the risk.	Source/Hazard Drivers to the risk. Contributor, Hazard or Source of the Risk	Impact / Outcome or effect, if what can happen does happen? Impact on the business	Risk Owner responsible for managing the risk	Risk Controls which are currently in place controls that already exist and are currently managing the risk.	Risk Rating			Risk Treatment Owner responsible for managing the risk	Action to be Taken treatment strategies or a rationale behind no further action where rating is rated	Risk rating with additional controls			Monitoring and Reviewing		
								Consequence	Likelihood of consequence	Inherent Risk Rating Origin			Control Effectiveness Rating	Consequence	Likelihood of consequence	Risk Rating	Control Effectiveness Rating	Monitored by whom
1	Operational		Contractors become unavailable	1. llnes or other eg travel and Covid 2. Lack of suitable contract arrangements	1. Program cannot be delivered 2. Program resource costs are lost	PCS Director	1 Regular contact with contractors leading up to the event. 2. Contingency planning for COV D response. 3. Compliance with all aspects of the EHW Covid Safety Plan. 4. Ensure all contracors apply for relevant exemptions with ACT Health	2	2	Medium	Adequate	PCS Director	Increased and regular contact leading up to the implementation of the program	2	2	Medium	Program Coordinator	Sep-21
2	Financial		Failure to comply with procurement guidelines	1. Lack of awareness of delegations and guidelines	1. Lack of compliance with legislation and government policy resulting in potential breach 2. Litigation	PCS Director	Ensure procurement complies with guidelines.	1	2	Low	Adequate	PCS Director	Work with finance to ensure all financial transactions are in line with delegations and relevant financial legislation	2	1		Program Coordinator	Sep-21
3	Stakeholder Management		Key stakeholders intervene and jeopardise Program delivery due to lack of engagement, consultation, knowledge and awareness	1. Stakeholders including Ministers, Conservator, rural neighbours, and Senior Exec EPSDD not informed or kept up to date. 2. Inadequate briefings and Communications Plan / Strategy 3. Lack of timely operational reports	1. Program is delayed/compromised 2. Increased public or media scrutiny. 3. Government reputation	PCS Director	1. Objectives clearly identified and endorsed by Ministers (EPSDD and Environment) 2. Key stakeholders identified through planning group. 3. All identified stakeholders are kept up to date with appropriate levels of information. 4. Appropriate notifications to rural neighbours.	2	2	Medium	Adequate	Program Coordinator	Ongoing process to identify and engage stakeholders throughout the process. Update communications plan regularly and implement actions	2	1		Program Coordinator	Sep-21
4	Operational		Operational delays in program delivery due to inclement weather.	1. Lack of operational planning. 2. Weather events.	1. Program is delayed or compromised.	PCS Director	1. Identify contingency dates. 2. Remain as flexible as possible within culling periods.	2	4	Medium	Adequate	Program Coordinator	Contingencies identified in operation plan including priority areas identified to maximise use of resources	2	3		Program Coordinator	Sep-21

5	Compliance / Regulation		Appropriate authorisation to implement an aerial culling program not granted	1 Lack of operational planning. 2. Loss of corporate knowledge	1. Program cannot be delivered. 2. Program breaches legislative requirements.	PCS Director	1. Custodian/Conservator briefed in advance of the program. 2. Instrument in place to close reserves and unleased territory land to public access. 3. Relevant AFP notifications/approvals obtained.	2	2	Medium	Adequate	Program Coordinator	Ensure final authorisation is reviewed and appropriate delegate has formally authorised the program eg brief etc	2	2		Program Coordinator	Sep-21
6	Operational		Contractors or staff become infected with COVID19	1 lack od operation planning and ahearance to covid safety plan	1. Impacts on staff/contractors health 2. Program cannot be delivered. 3. Negative media attention	PCS Director	1. All aspects of the covid 19 safety plan are followed. 2. Covid safety plan forms part of the formal brief given to staff and contractors. 3. All contact with contractors, ACT Gov staff and members of the public are kept to the minimum.	5	1	High	Adequate	OIC	All staff and contractors be given ongoing reminders of the covid safety plan throughout program. No contact between staff and contractors.	5	1	High	OIC	
7	Financial		Lack of financial management	1. Lack of budget planning 2. Lack of approval for required budget.	Impacts on broader PACS budget.	PCS Director	1. Program costing has been identified. 2. Operational program has been aligned to budget allocation.	3	3	Medium	Adequate	Program Coordinator					Program Coordinator	Sep-21
8	Operational		Insufficient staff available to implement program	1. Lack of rosters in place. 2. Lack of experienced staff with relevant skillset to implement program	1. Program cannot be delivered 2. Program delivered to a poor standard	PCS Director	1. Staffing requirement identified well in advance of operational commencement. 2. Staff to be made available from multiple areas within PCS. 3. Contingency staff available and briefed to undertake additional activities as required.	3	3	Medium	Adequate	Program Coordinator	Regular checks with staff to ensure availability Additional staff identified and placed on standby	2	1	Low	Program Coordinator	Sep-21
9	Stakeholder Management		Lack of engagement with key stakeholders	1. Lack of an adequate communications strategy.	1. Support for program is lacking leading to scrutiny, negative media and internal reviews.	PCS Director	1. Key stakeholders identified through planning group and Operations plan 2. All identified stakeholders are kept up to date with appropriate levels of information.	2	2	Medium	Adequate	Program Coordinator	Regularly update and implement ops plan	2	2	Medium	Program Coordinator	Sep-21
10	Operational		PCS operations teams are unsure of roles and responsibilities	1. Lack of command and communication structure 2. Lack of defined roles and responsibilities in Operations plan. 3. Lack of program briefings.	1. Communication breakdown in operational Phases compromising safety and program efficiency	PCS Director	1. Clear roles and responsibilities and decision making delegations detailed in Operations Plan. 2. Program managed through ICS structure. 3. Detailed operational briefing held on first day of program and daily pre ops briefings held	3	2	Medium	Adequate	OIC	Comprehensive pre-briefing	2	2	Medium	OIC	Sep-21

11	Operational		Helicopter accident due to hazards involved in low flying.	1. Lack of adequate documentation. 2. Lack of experienced and skilled staff to navigate helicopter or direct operations. 3. Lack of procedures to brief staff/contractor on hazards. 4. Inadequate 'shooting area' inducitor.	1. Potential injury/death to staff/contractor. 2. Potential environmental damage. 3. Negative media attention		1. Operations Plan has been developed and includes requirements for 'shooting area' induction and inspection by helicopter pilot, shooter and navigator prior to commencement of shooting program. 2. PCS staff involved fully briefed are selected on experience and knowledge of sites. 3. PCS staff and contractors are provided with detailed Maps and Operations Plan. 4. Use of appropriate helicopter type and experienced pilot. 5. Standard flight following procedures to be followed	5	1	High	Adequate	OIC	Pre-flight observations and area knowledge	5	2	High	OIC	Sep-21
12	People	Machinery and Appliances	Helicopter accident due to mechanical failure.	1. Lack of appropriate servicing procedures. 2. Poor fuel.	1. Disruption to program implementation. 2. Injury or death to staff/contractor.	PCS Director	1. Suitability qualified helicopter contractor is engaged . 2. Helicopter maintained as per CASA standards. 3. Helicopter contractor provides risk assessment to address such risks. See SW MS 4. Operations Plan addresses fuel storage, pre-flight briefings etc. 5. Flight following procedures to be followed	5	1	High	Adequate	OIC	No further action	5	1	High	OIC	Sep-21
13	People	Machinery and Appliances	Helicopter accident due to firearm malfunction.	1. Lack of adequate servicing procedures. 2. Poor operational procedures. 3. Inexperienced contractors.	1. Disruption to program implementation. 2. Injury or death to staff/contractor.	PCS Director	1. Suitability qualified helicopter contractor is engaged. 2. Helicopter contractor provides risk assessment to address such risks. See SW MS 3. Use of experienced shooter. 4. briefings pre-program and daily reading saftey 5. Flight following procedures to be followed	4	1	Medium	Adequate	OIC	Daily briefings	4	1	Medium	OIC	Sep-21
14	People	Machinery and Appliances	Ground personal are unaware that activity has commenced	1. Lack of communication with staff. 2. Lack of command structure	1. Possible Injury/ staff contractors 2. Possible unauthorised access to sites	PCS Director	1. Detailed operational plan developed, including communication protocols. 2. All staff are briefed on the operational plan and the operational processes. 3. Daily pre ops briefings.	3	1	Medium	Adequate	OIC	Daily briefing	3	1	Medium	Operations Controller	Sep-21

15	Operational		Public are unaware of operation and enter closed sites.	<ol style="list-style-type: none"> Lack of adequate communications strategy including the notification of immediate neighbours. Lack of signage. Behaviour outside Government control 	<ol style="list-style-type: none"> Possible injury to member of the public. Significant media scrutiny. Delays to program implementation. 	PCS Director	<ol style="list-style-type: none"> Signage place at all Reserve entry points to operational areas. Conduct media campaign. Security patrols in place to monitor key access points if required during weekend operations. Notify rural neighbours. Operations plan to include a 'check fire' procedure MOPs be detected within operational areas Safety procedures and program effectiveness to be reviewed daily. Check fire procedures and communication protocols are included in Operations plan. 	2	4	Medium	Adequate	OIC	No further action	2	4	Medium	Operations Controller	Sep-21
16	People	Security	Member of public/contractor /staff member shot	<ol style="list-style-type: none"> Inadequate safety plan and procedures by contractor and staff. Lack of security patrols and/or signage to enforce closure or signage removed Ricochet or wayward shot. 	<ol style="list-style-type: none"> Significant injury or death. Significant negative publicity. 	PCS Director	<ol style="list-style-type: none"> Reserve closure signage place at all entry points to operational areas. Use of experienced shooter and appropriate helicopter type. Conduct significant media campaign. Check signage at key points throughout the program to ensure they are still in place. Notify rural neighbours. Thorough pre program and daily briefings on program safety procedures and effectiveness as per Operational plan, the Risk assessment and contractor SWIMS Refer to Operations plan for the 'check fire' procedure for persons detected within operational areas. Refer to OPs plan for communication protocols Observe protocols in the Operational Plan regarding target Identification, including a minimum of two people confirming species. Field dressing 	5	1	High	Adequate	OIC	Strict adherence and oversight maintained at all times by all staff. Daily briefing to reinforce safety standards	5	2	High	Operations Controller	Sep-21

17	Operational		Shooting operations undertaken outside approved 'culling' area.	1. Poor planning and briefings 2. Lack of operational procedures, site induction and maps. 3. Poor mapping layers provided	1. Reputational impact. 2. Failure to comply with approvals.	PCS Director	1. Program has detailed Operations Plan and Maps. 2. Reconnaissance flight taken pre program and contractors have familiarity of the area. 3. Pre- program briefing and daily tactical plans 4. Contractors will have on board mapping systems with culling areas, reserve closure boundaries and exclusion zones for 'real time' information.	2	2	Medium	Adequate	OIC	Daily briefing			Operations Controller	Sep-21	
18	People	Psychological/Physical	Staff and contractor fatigue	Poor handling of carcasses, lack of knowledge and no or incorrect use of PPE	1. Increased risk of safety issues and program effectiveness.	PCS Director	1. Staff and Contractors to abide by PCS fatigue management guidelines and Contractor SW MS. 2. regular breaks to scheduled during operation 3. No more than 2hr periods of operations without break	3	3	Medium	Adequate	OIC	Regular monitoring of fatigue	2	2	Medium	Operations Controller	Sep-21
19	Reputation and Image		Wounded animals left on site	1. Poorly skilled shooters. 2. Lack of operational procedures 3. Faulty firearms/ammunition. 4. Human error.	1. Animal welfare concerns. 2. Significant negative publicity	PCS Director	1. Use only highly experienced/qualified shooters 2. Strict operational protocols detailing shooting procedures as per Operations Plan (ie 2 shots per animal). 3. Program to comply with the National SOP for Shooting Goats as outlined in Operations Plan. 4. Well maintained firearms and appropriate ammunition for the task are used.	4	3	High	Adequate	OIC	Post shoot assessment	4	1	Medium	Operations Controller	Sep-21
20	Reputation and Image		Carcasses on waterways or in highly visible areas.	1. animals are shot in high public use areas 2. animals are shot in waterways	1. Significant negative publicity.	PCS Director	1. Carcasses in high use areas or waterways to be removed where possible.	3	3	Medium	Adequate	OIC	Post shoot assessment	3	2	Medium	Operations Controller	Sep-21
21	People		Ground based operational staff injured and/or equipment damaged	1. Vehicles/ side by side rollover or involved in accident. 2. Slips, trips and falls while working on uneven ground.	1. Injury to staff 2. Reduced capacity to implement program 3. Damage to vehicles/equipment.	PCS Director	1. PCS staff selected as drivers to be familiar with operational area and hazards, have the relevant 4WD training and experience. 1. OIC and DOIC to review contractors SWMS statement for aerial shooting activities. 2. Sites known hazards identified and teams advised through Operations Plan briefings	3	3	Medium	Adequate	OIC	Pre Operations briefing	3	3	Medium	Operations Controller	Sep-21

22	People	Environmental/Physical Safety	Pathogens or personal injury when involved in handling carcasses	Poor handling of carcasses, lack of knowledge and no or incorrect use of PPE	injury or illness to operators	PCS Director	1. staff or contractors handling carcasses are made aware of safe handling techniques and procedures, must use correct PPE and follow hygiene procedures.	3	2	Medium	Has Room for Improvement	OIC	Daily briefing	3	2		Program Coordinator	Sep-21
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Directorate				Environment Planning and Sustainable Development		Branch / Event		Environment Parks and Conservation Service 2021 Aerial	
Risk Reference number	Risk Category	Hazard Category for people Risks	The Risk * What can happen? A Description of the risk.	Paste photo here and resize row height to fit.		Location			

Risk Treatment Strategy Action Plan					
Treatment	Directorate:		Branch / Event:		
01	Environment Planning and Sustainable Development		Environment Parks and Conservation Service: 2021 Aerial Culling Program		
Risk Reference Number:	Identified Risk		Inherent Risk Rating with Current Controls		Residual Risk Rating to be achieved (on completion of action plan)
Treatment Strategy:					
Strategy 1					
Strategy 2					
Strategy 3					
Strategy 4					
Strategy 5					
Implementation:					
	Actions to be undertaken in order to implement the risk treatment strategy:	Action Officer	Due Date	Date Finished	Comments
Action 1					
Action 2					
Action 3					
Action 4					
Action 5					

<i>Cost / Benefit Analysis - 1</i>		
Risk reference number	Costs All of the direct and indirect costs associated with the business, operations, project, undertaking or action. Can include: capital costs, tax and fess, outsource consulting fees, training, facilities, overheads, utilities, time etc.	Benefits All of the direct and indirect benefits associated with the business, operations, project, undertaking or action. Can include: increased output, reduced costs, reduced labour costs, reduced taxes, reduced number of incidents etc.

Directorate: Environment Planning and Sustainable Development					Branch / Event: Environment Parks and Conservation Service: 2021 Aerial Culling Program											
Risk Reference number	The Risk: * What can happen? A Description of the risk.	Risk		Control Effectiveness: Rating	Contingency Steps: * What steps will you take to recover from this risk event occurring in its 'most normal form'.	Contingency Cost: * Dollar amount of Contingency Steps.	Resources/Equipment: * Resources and Equipment you will need to recover from this risk event.	Resources Cost: * Dollar amount of Contingency Resources.	Personnel: * Personnel you will need to recover from this risk event.	Personnel Cost: * Dollar amount of Contingency Personnel.	Contingency Owner: * Person/s responsible for the recovery of this risk event.	Contingency Timeframe: * Maximum allowable timeframe for the recovery of this risk event.	Total Cost: * Total of all stated Costs	Assumed Reserve: * Total Costs weighted by Risk Rating and Effectiveness	Actual Reserve: * Recommended actual reserve amount.	Notes on Reserve: * Comments relating to the actual reserve amount.
		Consequence	Likelihood of consequence													
													\$0.00			
													\$0.00			
													\$0.00			

Note:
When identifying, analysing and rating risk consideration should be given, but not necessarily limited to, the attached categories of risk and the suggested examples of frequency and consequences.

Hint:
To help make an assessment of consequence and likelihood ask yourself the following questions.

1. What is the consequence that the risk would take in the most normal form should it eventuate?
2. What is the likelihood of that consequence?

	Insignificant	Minor	Moderate	Major	Catastrophic
Assets	Loss or destruction of assets up to \$2,000	Loss or destruction of assets \$2,000 to \$10,000	Loss or destruction of assets \$10,000 to \$100,000	Loss or destruction of assets \$100,000 to \$5M	Loss or destruction of assets greater than \$5M
Compliance/ regulation	Non-compliance with work policy and standard operating procedures which are not legislated or regulated	Numerous instances of non-compliance with work policy and standard operating procedures which are not legislated or regulated	Non-compliance with work policy and standard operating procedures which require self reporting to the appropriate regulator and immediate rectification.	Restriction of business operations by regulator due to non-compliance with relevant guidelines and / or significant non-compliance with policy and procedures which threaten business delivery.	Operations shut down by regulator for failing to comply with relevant guidelines and /or significant non-compliance with internal procedures could result in failure to provide business outcomes and service delivery.
People	Injuries or ailments not requiring medical treatment.	Minor injury or First Aid Treatment Case.	Serious injury causing hospitalisation or multiple medical treatment cases.	Life threatening injury or multiple serious injuries causing hospitalisation.	Death or multiple life threatening injuries.
Environment	Limited effect to something of low significance	Transient, minor effects	Moderate, short-term environmental harm	Significant, medium-term environmental harm	Long term environmental harm
Financial	1% of Budget or <\$5K	2.5% of Budget or <\$50K	> 5% of Budget or <\$500K	> 10% of Budget or <\$5M	>25% of Budget or >\$5M
Products and Services	No disruption to services	Minor disruption to services for up to 1 month	Total cessation of service for up to 1 days and subsequent disruption of 1 to 2 months	Total cessation of service for up to 7 days and subsequent disruption of 2 to 3 months	Total cessation of service for more than 1 week and disruption over subsequent months involving a major facility
Technology	Interruption to electronic records and data access less than ½ day.	Interruption to electronic records and data access ½ to 1day	Significant interruption (but not permanent loss) to data and electronic records access, lasting 1 day to 1 week	Complete, permanent loss of some electronic records and/or data, or loss of access for more than one week	Complete, permanent loss of all electronic records and data
Reputation & Image	Internal Review	Scrutiny required by internal committees or internal audit to prevent escalation.	Scrutiny required by external committees or ACT Auditor General's Office, or inquest, etc.	Intense public, political and media scrutiny. E.g.: front page headlines, TV, etc.	Assembly inquiry or Commission of inquiry or adverse national media.
Cultural & Heritage	Low-level repairable damage to commonplace structures	Mostly repairable damage	Permanent damage to items of cultural significance	Significant damage to structures or items of cultural significance	Irreparable damage to highly valued items of cultural significance
Business Process & Systems	Minor errors in systems or processes requiring corrective action, or minor delay without impact on overall schedule.	Policy procedural rule occasionally not met or services do not fully meet needs.	One or more key accountability requirements not met. Inconvenient but not client welfare threatening.	Strategies not consistent with Government's agenda. Trends show service is degraded.	Critical system failure, bad policy advice or ongoing non-compliance. Business severely affected.

		Frequency	Matrix	1	2	3	4	5	
Likelihood	Almost Certain	Is expected to occur in most circumstances	>1 in 10	5	Medium	High	High	Extreme	Extreme
	Likely	Will probably occur	1 in 10 - 100	4	Medium	Medium	High	High	Extreme
	Possible	Might occur at some time in the future	1 in 100 - 1,000	3	Low	Medium	Medium	High	Extreme
	Unlikely	Could occur but doubtful	1 in 1,000 - 10,000	2	Low	Medium	Medium	High	High *
	Rare	May occur but only in exceptional circumstances	1 in 10,000 - 100,000	1	Low	Low	Medium	Medium	High *

Priority	Suggested Timing of Treatment	Authority for continued tolerance of risk	Risk Control Effectiveness	
			Control Effectiveness	Guide
Extreme	Short term – normally within one month**	Director- General	Adequate	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.
	Detailed action plan required			Most controls are designed correctly and are in place and effective however there are some controls that are either not correctly designed or are not very effective. There may be an over-reliance on reactive controls. Some more work to be done to improve operating effectiveness or Management has doubts about operational effectiveness and reliability.
High	Medium term – normally within three months	Senior Executive	Inadequate	Significant control gaps or no credible control. Either controls do not treat root causes or they do not operate at all effectively. Controls, if they exist are just reactive. Management has no confidence that any degree of control is being achieved due to poor control design and/or very limited operational effectiveness.
Medium	Normally within 1 year	Managers	* Priority for attention - Action Every care should be taken to act as soon as possible to implement risk control measures wherever possible or to take action to fix the problem. Extreme and High risk especially where the risk relates to people and personal injury require us to act immediately to take steps to fix the problem. The suggested timing of treatment does not mean that immediate action ought not be taken or that the timing can not be completed sooner than suggested.	
Low	Ongoing control as part of a management system	All staff		
	Manage by routine procedures			

ACT Government Risk Register Tip Sheet

Sheet One: Title Page – Setting the Context of the risk management plan

The title page sets the context for the risk management process. (Refer to Section 6.3 AS/NZS ISO 31000:2009).

Information to be completed includes the ACT Government Directorate that the risk management plan belongs to. Identify whether the risk management plan relates to the whole Directorate or has been carried out at the Agency, Business Unit or Divisional Level by naming level the plan relates to. Complete the fields for the date the risk assessment was completed and when the next review is to be completed.

Details of the Risk Assessment to be carried out:

This field allows free text to be entered to identify the details of the risk assessment to be carried out. Is the risk assessment a Business Unit risk assessment plan? Alternatively, is the risk assessment for an event to be managed by your business unit? Directorates and their Business Units carry out a number of activities on a day to day basis which will require us to actively be managing risk in order to achieve our business objectives. Activities such as management of a procurement process; introduction of a new policy/procedure; delivering an essential service and delivery of a project may all be the subject matter of a risk assessment plan.

Define the activity:

Provide a summary of the activity including business objectives. What are the key performance indicators, objectives or aims? What do we hope to achieve through the management of risk? Begin with the end in mind. Management of risk is going to be a lot easier if we know what the objectives are, that could be affected by an event should it occur.

Scope / Boundaries:

This is a free form text field that sets the parameters of the risk management process including specifics of the activities to be carried out and the time frames to do so - what is to be included and what is not to be included or considered in this plan. For example a risk assessment to manage risks associated with policy around natural disasters may chose to exclude consideration of “man-made” disasters such as arson.

Risk Appetite:

Risk Appetite is a freeform text field which will enable specific considerations to be given in relation to the amount and type of risk which is able to be accepted. It may be that there are special conditions where the tolerance of risk may be limited such as those relating to people risks and workplace injury.

There may also be examples where the acceptance of a risk or the priority for attention is significantly different to standard practice for ACT Government business risk. As an example policy implementation regarding the protection of young people at risk may have an internal policy requirement (based on legislation) not to accept any risk relating to young people over the risk level of medium.

Sheet two: Risk Register

ACT Government Risk Register Tip Sheet

Risk Reference Number

Each risk requires a risk reference number – the easiest and most effective numbering system is 1, 2,3,4,5 etc.



The risk reference number will be used to cross reference corresponding photographic evidence, risk treatment plans and cost / benefit analysis which are on different sheets of the workbook if and when required.

Risk Category

There is a drop down box to select the appropriate category of risk to which the risk identified relates. Categorising risk often helps ensure that we identify all relevant risks. It is a useful tool to assist us to identify risks and for grouping similar risks together. Please note that this is a guide and whilst consideration should be given to the categories of risk it should not be limited to the attached categories. If there are risks that do not fit the categories provided – they are still risks and can be placed in the “other” category.

Hazard

A hazard category is only required to be identified for **people risks**. People risks include Work, Health and Safety Risks, injury to staff/employees, contractors and third parties. The available hazard categories have been included and can be picked from a drop down menu. There is an “other” category to assist where an identified hazard may not fit the list of hazards provided.

Risk Description

A description of the risk, what can happen?

Language is important. Legislation is not in itself a risk – the risk is better defined as “breach of legislation.” Likewise a building is not a risk: risks relating to a building may be: “damage to building,” “failure of building integrity / collapse of building” etc.

Examples of appropriate language include:

- Failure of
- Failure to
- Breach of
- Damage to
- Loss of
- Exceeding (authority, delegations, contract price etc.)

Source

This is a free text field which identifies the driver to the risk. How the risk comes about – what causes the risk?

For example:

The source of the risk **damage to building** could be:

- Natural disasters
- Flood
- Fire
- Earthquake

Impact from the event happening

ACT Government Risk Register Tip Sheet

This is the result of if what can happen does happen. Essentially, this is the consequence of the risk. If there is no consequence then what has been described is not a risk.

It is important to remember that the consequence described should be the consequence in its most normal form and not the extreme form. For Example: the consequence of a paper cut in its most likely form is: injury/small cut not requiring first aid treatment. The consequence in its most extreme form would be injury small cut, resulting in infection and blood poisoning resulting in death. Using the extreme form of the consequence does not add value to the process as all risks would end up in the “extreme” and “high” levels of risk which would make it difficult to prioritise risk treatment plans and further action where required.

Risk Controls which are currently in place

This is a free text field which allows you to summarise all the things that we are already doing to manage the risk. An example of things which, we may have in place to manage risk includes but is not limited to the following:

- o Personal Protective Equipment (PPE)
- o Policies, codes of practice, guidance materials such as “standard operating procedures” etc.
- o Mechanical devices or processes

Risk Rating

The risk is rated with current controls that are all ready in place to modify and manage the risk. Refer also to the risk matrix found on sheet six.

Consequence

We have defined the most likely consequence from the risk in the field “impact from event happening,” with consideration to the controls which are currently in place the consequence is rated from 1-5

- 1- Insignificant
- 2 – minor
- 3 – moderate
- 4 – major
- 5 - catastrophic

The risk matrix page provides some examples of what may constitute an **insignificant, minor, moderate, major, and catastrophic** risk. This is primarily a guide and may need to be adjusted as you rate risks to more accurately reflect your business unit projects, activities, business process or business undertakings which may be the subject matter of the risk management plan. For example an **insignificant** financial consequence at a Directorate level might be \$20,000 or 1% of budget. For a project team that has a total operating budget of \$20,000, the loss of \$20,000 would be a **catastrophic** consequence – without further funding the project could not continue.

The important thing to remember is that at one end of the scale an **insignificant** consequence will have a limited impact on achieving your objectives and at the other end of the spectrum a **catastrophic** consequence may mean that you will not achieve your objectives at all.

Likelihood

Now that the consequence has been defined and measured the next question to be answered on the risk register is: **How likely is that consequence to occur?** This is entered as a numeral 1-5.

Level	Example Criteria
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ACT Government Risk Register Tip Sheet

- 1 – rare
- 2 – unlikely
- 3 – Possible
- 4 – likely
- 5 – almost certain

		Example Criteria		
Likelihood	Almost certain	Is expected to occur in most circumstances	Once a quarter or more	>1 in 10
	Likely	Will probably occur	Once a year or more	1 in 10 – 1 in 100
	Possible	Might occur at some time in the future	Once every 1-5 years	1 in 100 -1,000
	Unlikely	Could occur but doubtful	Once every 5-20 years	1 in 1,000 – 10,000
	Rare	May occur but only in exceptional circumstances	Once every 20-100 years	1 in 10,000 – 100,000

The criteria for measuring likelihood are varied – there is no right or wrong method so long as the method chosen is consistent.

Inherent Risk Rating and Residual Risk Rating

Level of Risk

The level of risk is a field that is automatically calculated by the risk register. The level of risk is the combination of Consequence X Likelihood. For example a **Moderate** risk with a likelihood rating of **Possible** will produce a level of risk of: **Medium**.

An inherent risk rating is the level of risk that we currently have right now. The residual risk rating is the risk rating that we are left with after we have applied all additional risk treatments.

Control Effectiveness Rating

How effective are the current controls in managing the risk? This is a drop down menu where the rating can be measured as adequate, room for improvement, or inadequate. The full definition can be found on the Risk Matrix page on sheet six.

If the rating is room for improvement, or inadequate then the next field **action to be taken** will need to be completed.

Action to be taken:

This is a free form text field. It is not required to be completed where the risks control rating is adequate. Information entered can include further risk treatment strategies (with reference to the risk treatment plan where appropriate) and /or a summary of the rationale behind taking no further action (with a reference to a cost benefit analysis if appropriate) where the risk control effectiveness rating is “room for improvement” or “inadequate.”

Monitoring and Reviewing

This is a compulsory field. The officer responsible for monitoring the risk and risk treatments needs to be identified. Additionally, the date that the next review is scheduled to occur should be entered in this field.

Sheet three: Photo Evidence

This is not a compulsory sheet. It may not be relevant to the type of risk management plan that you are producing. The inclusion of the photographic evidence and location address can add value to the risk plan and aid understanding for staff and managers alike with visual representations and/or specific locations of risk.

ACT Government Risk Register Tip Sheet

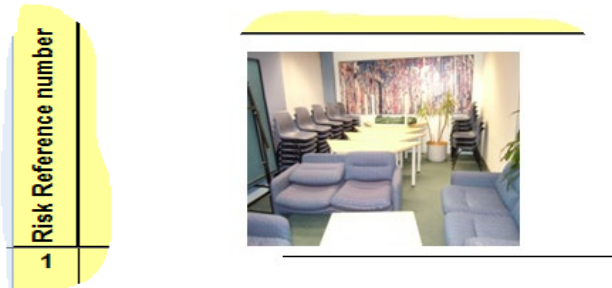
Step one: Key in the risk reference number from sheet two: The Risk Register.

The computer will now automatically populate the risk description field with the data from sheet two: the risk register.

Step two: Paste a copy of the relevant photo in the second field and resize the cell height to fit.

Step Three: Location

Key in the physical location of the risk, for example: Canberra Nara Centre, Level 3 Meeting Room.



Sheet four: ACT Government Risk Treatment Plan

An ACT Government Risk Treatment Plan is not required to be completed for all risks. It should only be completed where the inherent risk has been given a risk control effectiveness rating of “inadequate” or “room for improvement.” Details required to be included are: a strategy to reduce the risk and the actions required to occur in order to implement the strategy.

ACT Government Risk Register Tip Sheet

Step one: Insert the risk reference number from sheet two: The Risk Register. This is a manual process.



The image shows a screenshot of a risk register form. On the left, there is a field labeled 'Risk Reference Number' with a text input area below it. On the right, there is a field labeled 'Current Treatments:' with a text input area containing the number '1'. Below the 'Current Treatments:' field, there is a button labeled 'New Treatment'.

Step two: Provide a summary of the risk to be treated.

Step three: Treatment Strategy – this is the strategy identified to treat the risk.

For example in a risk management plan for an event which is a fun run, a treatment strategy for the risk Injury or death of participant(s) caused by a traffic incident could be:

- o Lane closures of Major arterial road
- o Road closure of some main roads and
- o Use of trained “traffic wardens”

Step four: Implementation - this is the action that is required to be taken in order to implement the treatment strategy devised to treat the risks.

In the above example implementation/actions arising from the strategy may include:

- Contact Roads ACT with regards to road closure and provision of trained traffic wardens.
- Allow time to complete Traffic Management Plans and any other documentation that may be required.
- Contact ACT Policing to advise of event and to determine what further action and paperwork will be required to be completed etc.

Step Five: Action officer – there needs to be an officer who is identified to manage the implementation of the treatment strategies implementation.

Step Six: Due Date – this is the date the implementation action is required to be taken.

Step Seven: Date Finished - this is the actual date that the action was completed and will need updating throughout the life of the risk management plan.

Step eight: Comments – this is a free text field which enables you to provide a commentary surrounding any further action, delays encountered (if any) and any other relevant information pertaining to the implementation of the risk treatment strategies.

Step Nine: Adding a new Treatment plan: At the top of the sheet there is a button which can be pressed to add a new treatment plan. In this way treatment plans will only be produced for the risks which require further treatments and not all risks. The current treatments field lists the number of current treatment plans. In the example below there is only one current treatment plan.

Sheet five: Cost / Benefit Analysis

The cost benefit analysis is a tool which can help to support decisions to use certain treatment options or not to implement certain treatment options as the case may be.

This sheet is the evidence of the reasoning behind why a particular course of action has been chosen or why a decision has been made.

ACT Government Risk Register Tip Sheet

Risk reference number
7

Again it is important to carry across the risk reference number so that it is clearly identified which risk the cost benefit analysis relates to.

Costs:

The costs field is a series of nine rows of freeform text to use to enter the information. It is suggested that the top line be a statement about the action that the costs are identified for.

Costs are all of the direct and indirect costs associated with the business, operations, project, undertaking or action. Costs can include: capital costs, tax, fees, outsourcing fees, overheads, utilities and time in addition to non-financial costs such as: loss of reputation, breach of policy, the effect it may have on other projects or further risks which may arise out of the action taken.

Benefits:

The Benefits field is a series of nine rows of freeform text to use to enter the information. It is suggested that the top line be a statement about the action that the benefits are identified for.

Benefits can include increased output, reduced costs, reduced labour costs, reduced taxes, and reduced number of incidents, increase in reputation, opportunities for further potentials and reduction of risk across other projects and/or business units.

Sheet Six: ACT Government Risk Matrix

This page is locked. The risk matrix sets the context as to how the ACT Government manages risk – the consequence ratings, likelihood ratings, which determines the level of risk and risk control effectiveness ratings. In addition the Matrix includes the priority for attention table.

Sheet Seven: Calculations

This page is locked. This page includes the information which is used for drop down boxes and automatic calculations.

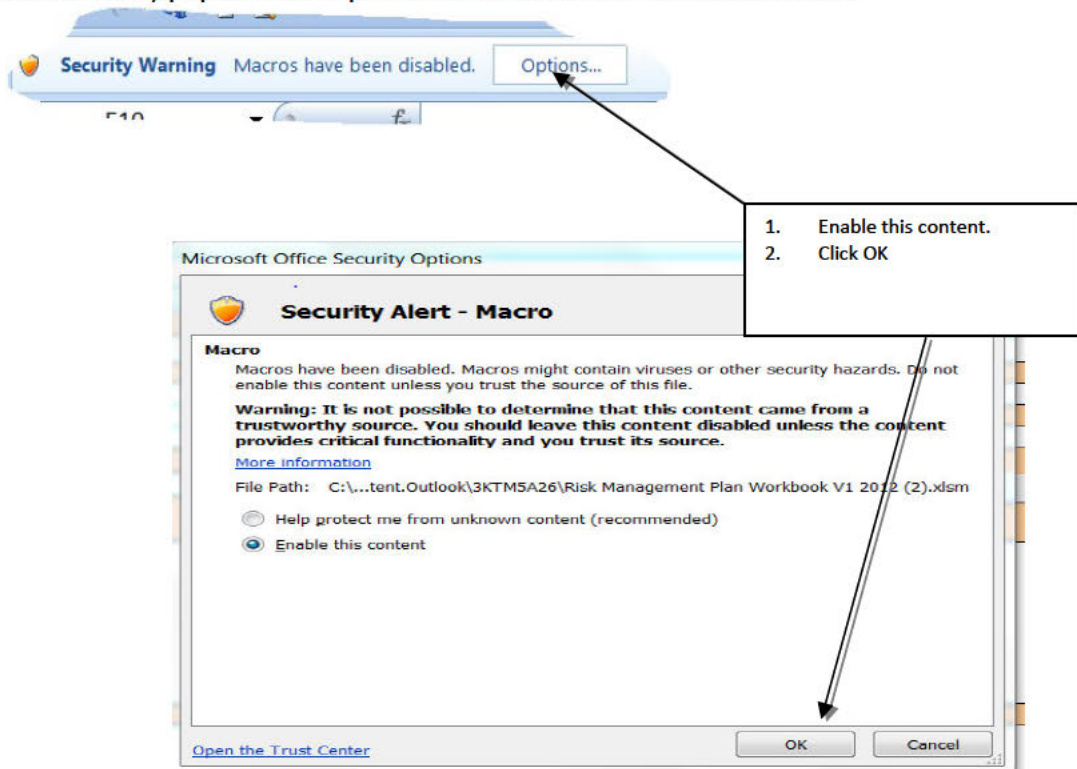
Tip Sheet – Important Information

Enabling Macros

ACT Government Risk Register Tip Sheet

This is a Macro enabled workbook. A security alert will be issued every time that the document is opened.

It is important to enable the content so that the macros will work. This will ensure that data will automatically populate as required and that all of the buttons will work.



Using the Macro Buttons on Each Sheet



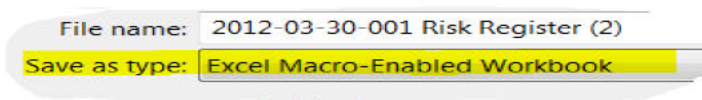
Preview Page – There is a preview page button on each sheet which will allow you to print preview the worksheet that you are working on.

Print Page – there is a print page on each sheet which will allow you to print the sheet that you are working on.

Print all – The print all button will print the entire work book.

Important Information: Saving this document

Please note that this excel workbook contains Macros. Please ensure that when saving that this document is saved as an **Excel Macro-Enabled Workbook**. Saving in any other format is likely to cause corruption of the data.



Important Information: Version Control

ACT Government Risk Register Tip Sheet

Risk management is a process of continual improvement. We are never done, there will always be something that happens which will require us to re-think how we are managing our risks: change in political environment, changes in operating environment, a change in the scope of the project we are managing, the identification of emerging risks etc.

It is important to save the original risk management plan and to save a different version for each update. The plan may be updated as risk treatments are worked on and completed, as new risks are identified and at the review date. Record keeping and audit trails are essential to show how risk is being managed. Your Directorate will have a policy regarding records management and will have a standard for saving electronic files as per the ***Territory Records Act 2002***.

An example of how versions may be saved is:

File Name: ACTIA Risk Management Plan Renewal 2012 V1

Action Taken: Original Assessment

File Name: ACTIA Risk Management Plan Renewal 2012 V1.1

Action Taken: Updated to action a risk treatment plan

File Name: ACTIA RISK Management Plan Renewal 2012 V2

Action Taken: Review conducted as per file review date

ACT Government Risk Register Tip Sheet

How to edit or navigate in a cell.

To get a "line break"

Hit <Alt><Enter>

To navigate the cursor within a cell (1)

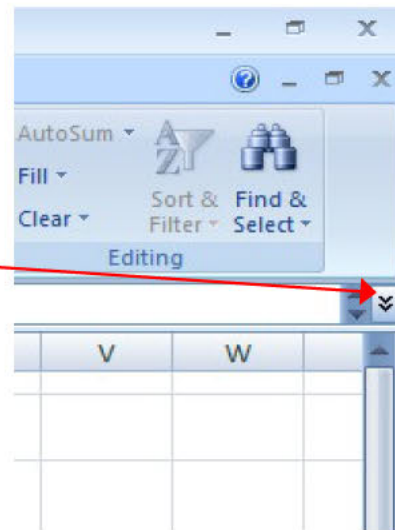
Hit <F2> and use the arrow keys to move the cursor around within the cell.

To navigate the cursor within a cell (2)

When there is too much text to fit in the formula bar, click this button to open the formula bar up to display all text.

Click again to close.

Shortcut; <Ctrl><Shift><U>



ACT Government Risk Register Glossary

Consequence[i]	Outcome of event affecting objectives. <i>Note: an event can lead to a range of consequences.</i>	
Control[ii]	Measure that is modifying risk. <i>Note 1: Controls include any processes, policy, device, practice or other actions which</i> <i>Note 2: Controls may not always exert the intended or assumed modifying effect.</i>	
Event[iiii]	Occurrence or change of a particular set of circumstances <i>Note 1: An event can be one or more occurrences and can have several causes.</i> <i>Note 2: An event can consist of something not happening.</i> <i>Note 3: An event can sometimes be referred to as an “incident” or an “accident.”</i>	
Hazard[iv]	Source of potential harm. <i>Note: Hazard can be a risk source</i> Hazard[v] means a situation or thing that has the potential to harm a person. Hazards at the workplace	
Inherent Risk	The current or original risk rating which considers current controls prior to the addition of risk treatments.	
Level of Risk[vi]	Magnitude or a risk or combination of risks expressed in terms of the combination of consequences and their likelihood.	
Likelihood[vii]	Chance of something happening	
Risk[viii]	Effect of uncertainty on objectives.	
Risk Appetite[ix]	Amount and type of risk that an organisation is willing to pursue or retain.	
Risk Control Effectiveness Rating	This is a measure that defines how effectively the risk management controls are managing Additionally, this rating is used to measure how effective further risk treatments have been The measurement used are:	
	Adequate	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.
	Room for improvement	Most controls are designed correctly and are in place and effective however there are some controls that are either not correctly designed or are not very effective. There may be an over-reliance on reactive controls. Some more work to be done to improve operating effectiveness or Management has doubts about operational effectiveness and reliability.
	Inadequate	Significant control gaps or no credible control. Either controls do not treat root causes or they do not operate at all effectively. Controls, if they exist are just reactive. Management has no confidence that any degree of control is being achieved due to poor control design and/or very limited operational effectiveness.
Risk Description[x]	Structured statement of risk usually containing four elements: sources, events, causes and	

ACT Government Risk Register Glossary

Residual Risk[xi]	Risk remaining after risk treatment. <i>Note: Residual risk can be known as “retained risk”</i>
Risk Identification[xii]	Process of finding, recognising and describing risks.
Risk Matrix[xiii]	Tool for ranking and displaying risks by defining ranges for consequence and likelihood.
Risk Owner[xiv]	Person or entity with the accountability and authority to manage risk. In the ACT Government context this is the officer/manager who has the authority to
Risk Register[xv]	Record of information about identified risks.
Risk Source[xvi]	Element which alone or in combination has the intrinsic potential to give rise to risk.
Risk Treatment[xvii]	Process to modify risk <i>Note: Risk treatment can involve:</i> <ul style="list-style-type: none"> - <i>Avoiding the risk by deciding not to start or continue with the activity that</i> - <i>Taking or increasing risk in order to pursue an opportunity;</i> - <i>Removing the risk source;</i> - <i>Changing the likelihood;</i> - <i>Changing the consequence;</i> - <i>Sharing the risk with another party or parties (including contracts and risk</i> - <i>Retaining the risk by informed decision.</i> <p>In Work Health and Safety risk treatment is defined as: Risk control[xviii] means taking</p> <p><i>** A hazard is a source of the risk. With no hazard and/or not source there is no risk.</i></p>
Risk Treatment Owner	The officer/manager responsible for managing the treatment of risks. This includes The risk treatment owner is not always (will be in some cases) the risk owner.

[\[i\] ISO Guide 73:2009](#)

[\[ii\] ISO Guide 73:2009](#)

[\[iii\] ISO Guide 73:2009](#)

[\[iv\] ISO Guide 73:2009](#)

[\[v\] Work Health and Safety \(How to Manage Work Health and Safety Risks\) Code of Practice 2011](#)

[\[vi\] ISO Guide 73:2009](#)

[\[vii\] ISO Guide 73:2009](#)

[\[viii\] ISO Guide 73:2009](#)

[\[ix\] ISO Guide 73:2009](#)

[\[x\] ISO Guide 73:2009](#)

[\[xi\] ISO Guide 73:2009](#)

[\[xii\] ISO Guide 73:2009](#)

[\[xiii\] ISO Guide 73:2009](#)

[\[xiv\] ISO Guide 73:2009](#)

[\[xv\] ISO Guide 73:2009](#)

[\[xvi\] ISO Guide 73:2009](#)

[\[xvii\] ISO Guide 73:2009](#)

[\[xviii\] Work Health and Safety \(How to Manage Work Health and Safety Risks\) Code of Practice 2011](#)

Hazard category for People Risks

Animal, Insect
Asbestos
Biohazards: Cleaning
Biohazards: Laundry
Biohazards: Used Needles
Biological / Biohazards
Boilers and Pressure Vessels
Bullying and Harrasment
Burns
Cash Transport and Delivery
Chemical Exposure
Confined Spaces
Dangerous Goods & Hazardous Substances
Electrical
Environmental/Physical Safety
Fire Safety
Food Safety
Forklifts
Heat Stress
Knives
Lifts
Machinery and Appliances
Manual Handling
Mechanical
Noise
Occupational Overuse Syndrome (OOS)
Occupational Violence
Office Ergonomics
Office Safety
Physical
Plant & Equipment / Plant Safety
Psychological/Physical
Public Events
Quad Bikes
Radiation
Scaffolding
Security
Slips, Trips & Falls
Smoking in the Workplace
Working at Height
Working Outdoors
Other

Risk Reference	Risk Category	Hazard Category	The Risk:	Source/Hazard:	Impact	Risk Owner	Current Controls	Inherent Consequence	Inherent Likelihood	Inherent Rating	Inherent Effectiveness	Treatment Owner	Action	Residual Consequence	Residual Likelihood	Residual Rating	Residual Effectiveness	Monitored	Review date	
1	Operational		Contractors become unavailable	1. Illness or other eg travel and Covid 2. Lack of suitable contract arrangements	1. Program cannot be delivered 2. Program resource costs are lost	PCS Director	1.Regular contact with contractors leading up to the event. 2. Contingency planning for COVID response	2	2	Medium	Adequate	PCS Director	Increased and regular contact leading up to the implementation of the program	2	2	Medium		Program Coordinator	44440	
2	Financial		Failure to comply with procurement guidelines	1. Lack of awareness of delegations and guidelines	1. Lack of compliance with legislation and government policy resulting in potential breach 2. Litigation	PCS Director	Ensure procurement complies with guidelines.	1	2	Low	Adequate	PCS Director	Work with finance to ensure all financial transactions are in line with delegations and relevant financial legislation	2	1			Program Coordinator	44440	
3	Stakeholder Management		Key stakeholders intervene and jeopardise Program delivery due to lack of engagement, consultation, knowledge and awareness	1. Stakeholders including Ministers, Conservator, rural neighbours, and Senior Exec EPSDD not informed or kept up to date. 2. Inadequate briefings and Communications Plan / Strategy 3. Lack of timely operational reports	1. Program is delayed/compromised 2. Increased public or media scrutiny. 3. Government reputation	PCS Director	1. Objectives clearly identified and endorsed by Ministers (EPSDD and Environment) 2. Key stakeholders identified through planning group. 3. All identified stakeholders are kept up to date with appropriate levels of information. 4. Appropriate notifications to rural neighbours.	2	2	Medium	Adequate	Program Coordinator	Ongoing process to identify and engage stakeholders throughout the process. Update communications plan regularly and implement actions	2	1			Program Coordinator	44440	
4	Operational		Operational delays in program delivery due to inclement weather.	1. Lack of operational planning. 2. Weather events.	1. Program is delayed or compromised.	PCS Director	1. Identify contingency dates. 2. Remain as flexible as possible within culling periods.	2	4	Medium	Adequate	Program Coordinator	Contingencies identified in operation plan including priority areas identified to maximise use of resources	2	3			Program Coordinator	44440	
5	Compliance / Regulation		Appropriate authorisation to implement an aerial culling program not granted	1.Lack of operational planning. 2. Loss of corporate knowledge	1. Program cannot be delivered. 2. Program breaches legislative requirements.	PCS Director	1. Custodian/Conservator briefed in advance of the program. 2. Instrument in place to close reserves and unleased territory land to public access. 3. Relevant AFP notifications/approvals obtained.	2	2	Medium	Adequate	Program Coordinator	Ensure final authorisation is reviewed and appropriate delegate has formally authorised the program eg brief etc	2	2			Program Coordinator	44440	
6	Operational		Contractors or staff become infected with COVID19	1.lack of operation planning and adherence to covid safety plan	1.Imapacts on staff/contractors health 2. Program cannot be delivered. 3. Negative media attention	PCS Director	1. All aspects of the covid 19 safety plan are followed. 2. Covid safety plan forms part of the formal brief given to staff and contractors. 3. All contact with contractors, ACT Gove staff and members of the public are kept to the minimum.	5	1	High	Adequate	OIC	All staff and contractors be given ongoing reminders of the covid safety plan throughout program. No contact between staff and contractors.	5	1	High		OIC		
7	Financial		Lack of financial management	1. Lack of budget planning 2. Lack of approval for required budget.	Impacts on broader PACS budget.	PCS Director	1. Program costing has been identified. 2. Operational program has been aligned to budget allocation.	3	3	Medium	Adequate	Program Coordinator							Program Coordinator	44440

Risk Reference	Risk Category	Hazard Category	The Risk:	Source/Hazard:	Impact	Risk Owner	Current Controls	Inherent Consequence	Inherent Likelihood	Inherent Rating	Inherent Effectiveness	Treatment Owner	Action	Residual Consequence	Residual Likelihood	Residual Rating	Residual Effectiveness	Monitored	Review date
8	Operational		Insufficient staff available to implement program	1. Lack of rosters in place. 2. Lack of experienced staff with relevant skillset to implement program	1. Program cannot be delivered 2. Program delivered to a poor standard	PCS Director	1. Staffing requirement identified well in advance of operational commencement. 2. Staff to be made available from multiple areas within PCS. 3. Contingency staff available and briefed to undertake additional activities as required.	3	3	Medium	Adequate	Program Coordinator	Regular checks with staff to ensure availability Additional staff identified and placed on stanby	2	1	Low		Program Coordinator	44440
9	Stakeholder Management		Lack of engagement with key stakeholders	1. Lack of an adequate communications strategy.	1. Support for program is lacking leading to scrutiny, negative media and internal reviews.	PCS Director	1. Key stakeholders indentified through planning group and Operations plan 2. All indentified stakeholders are kept up to date with appropriate levels of information.	2	2	Medium	Adequate	Program Coordinator	Regularly update and implement ops plan	2	2	Medium		Program Coordinator	44440
10	Operational		PCS operations teams are unsure of roles and responsibilities	1. Lack of command and communication structure 2. Lack of defined roles and responsibilities in Operations plan. 3. Lack of program briefings.	1. Communication breakdown in operational Phases compromising safety and program efficiency	PCS Director	1. Clear roles and responsibilities and decision making delegations detailed in Operations Plan. 2. Program managed through ICS structure. 3. Detailed operational briefing held on first day of program and daily pre ops briefings held	3	2	Medium	Adequate	OIC	Comprehensive pre-briefing	2	2	Medium		OIC	44440
11	Operational		Helicopter accident due to hazards involved in low flying.	1. Lack of adequate documentation. 2. Lack of experianced and skilled staff to navigate helicopter or direct operations. 3. Lack of procedures to brief staff/contractor on hazards. 4. Inadequate 'shooting area' induciton.	1. Potential injury/death to staff/contractor. 2. Potential environmental damage. 3. Negative media attention		1. Operations Plan has been developed and includes requirements for 'shooting area' induction and inspection by helicopter pilot, shooter and navigator prior to commencement of shooting program. 2. PCS staff invloved fully briefed are selected on experience and knowledge of sites. 3. PCS staff and contractors are provided with detailed Maps and Operations Plan. 4. Use of appropriate helicopter type and experianced pilot. 5. Standard flight following procedures to be followed	5	1	High	Adequate	OIC	Pre-flight observations and area knowledge	5	2	High		OIC	44440
12	People	Machinery and Appliances	Helicopter accident due to mechanical failure.	1. Lack of appropriate servicing procedures. 2. Poor fuel.	1. Disruption to program implementation. 2. Injury or death to staff/contractor.	PCS Director	1. Suitability qualified helicopter contractor is engaged . 2. Helicopter maintained as per CASA standards. 3. Helicopter contractor provides risk assessment to address such risks. See SWIMS 4. Operations Plan addresses fuel storage, pre-flight briefings etc. 5. Flight following procedures to be followed	5	1	High	Adequate	OIC	No further action	5	1	High		OIC	44440
13	People	Machinery and Appliances	Helicopter accident due to firearm malfunction.	1. Lack of adequate servicing procedures. 2. Poor operational procedures. 3. Inexperianced contractors.	1. Disruption to program implementation. 2. Injury or death to staff/contractor.	PCS Director	1. Suitability qualified helicopter contractor is engaged. 2. Helicopter contractor provides risk assessment to address such risks. See SWIMS 3. Use of experianced shooter. 4. briefings pre-program and daily reading saftyey 5. Flight following procedures to be followed	4	1	Medium	Adequate	OIC	Daily brieings	4	1	Medium		OIC	44440

Risk Reference	Risk Category	Hazard Category	The Risk:	Source/Hazard:	Impact	Risk Owner	Current Controls	Inherent Consequence	Inherent Likelihood	Inherent Rating	Inherent Effectiveness	Treatment Owner	Action	Residual Consequence	Residual Likelihood	Residual Rating	Residual Effectiveness	Monitored	Review date
14	People	Machinery and Appliances	Ground personal are unaware that activity has commenced	1. Lack of communication with staff. 2. Lack of command structure	1. Possible Injury/ staff contractors 2. Possible unauthorised access to sites	PCS Director	1. Detailed operational plan developed, including communication protocols. 2. All staff are briefed on the operational plan and the operational processes. 3. Daily pre ops briefings.	3	1	Medium	Adequate	OIC	Daily briefing	3	1	Medium		Operations Controller	44440
15	Operational		Public are unaware of operation and enter closed sites.	1. Lack of adequate communications strategy including the notification of immediate neighbours. 2. Lack of signage. 3. Behaviour outside Government control	1. Possible injury to member of the public. 2. Significant media scrutiny. 3. Delays to program implementation.	PCS Director	1. Signage place at all Reserve entry points to operational areas. 2. Conduct media campaign. 3. Security patrols in place to monitor key access points if required during weekend operations. 4. Notify rural neighbours. 5. Operations plan to include a 'check fire' procedure MOPs be detected within operational areas 6. Safety procedures and program effectiveness to be reviewed daily. 7. Check fire procedures and communication protocols are included in Operations plan.	2	4	Medium	Adequate	OIC	No further action	2	4	Medium		Operations Controller	44440
16	People	Security	Member of public/ contractor /staff member shot	1. Inadequate safety plan and procedures by contractor and staff. 2. Lack of security patrols and/or signage to enforce closure or signage removed 3. Ricochet or wayward shot.	1. Significant injury or death. 2. Significant negative publicity.	PCS Director	1. Reserve closure signage place at all entry points to operational areas. 2. Use of experienced shooter and appropriate helicopter type. 3. Conduct significant media campaign. 4. Check signage at key points throughout the program to ensure they are still in place. 5. Notify rural neighbours. 6. Thorough pre program and daily briefings on program safety procedures and effectiveness as per Operational plan, the Risk assessment and contractor SWIMS 7. Refer to Operations plan for the 'check fire' procedure for persons detected within operational areas. 8. Refer to OPs plan for communication protocols 9. Observe protocols in the Operational Plan regarding target identification, including a minimum of two people confirming species. 10. Field dressing equipped first aid kits included in operational vehicles	5	1	High	Adequate	OIC	Strict adherence and oversight maintained at all times by all staff. Daily briefing to reinforce safety standards	5	2	High		Operations Controller	44440
17	Operational		Shooting operations undertaken outside approved 'culling' area.	1. Poor planning and briefings 2. Lack of operational procedures, site induction and maps. 3. Poor mapping layers provided	1. Reputational impact. 2. Failure to comply with approvals.	PCS Director	1. Program has detailed Operations Plan and Maps. 2. Reconnaissance flight taken pre program and contractors have familiarity of the area. 3. Pre-program briefing and daily tactical plans 4. Contractors will have on board mapping systems with culling areas, reserve closure boundaries and exclusion zones for 'real time' information.	2	2	Medium	Adequate	OIC	Daily briefing					Operations Controller	44440

Risk Reference	Risk Category	Hazard Category	The Risk:	Source/Hazard:	Impact	Risk Owner	Current Controls	Inherent Consequence	Inherent Likelihood	Inherent Rating	Inherent Effectiveness	Treatment Owner	Action	Residual Consequence	Residual Likelihood	Residual Rating	Residual Effectiveness	Monitored	Review date
18	People	Psychological/Physical	Staff and contractor fatigue	Poor handling of carcasses, lack of knowledge and no or incorrect use of PPE	1. Increased risk of safety issues and program effectiveness.	PCS Director	1. Staff and Contractors to abide by PCS fatigue management guidelines and Contractor SWIMS. 2. regular breaks to scheduled during operation 3. No more than 2hr periods of operations without break	3	3	Medium	Adequate	OIC	Regular monitoring of fatigue	2	2	Medium		Operations Controller	44440
19	Reputation and Image		Wounded animals left on site	1. Poorly skilled shooters. 2. Lack of operational procedures 3. Faulty firearms/ammunition. 4. Human error.	1. Animal welfare concerns. 2. Significant negative publicity	PCS Director	1. Use only highly experienced/qualified shooters 2. Strict operational protocols detailing shooting procedures as per Operations Plan (ie 2 shots per animal). 3. Program to comply with the National SOP for Shooting Goats as outlined in Operations Plan. 4. Well maintained firearms and appropriate ammunition for the task are used.	4	3	High	Adequate	OIC	Post shoot assessment	4	1	Medium		Operations Controller	44440
20	Reputation and Image		Carcasses on waterways or in highly visible areas.	1. animals are shot in high public use areas 2. animals are shot in waterways	1. Significant negative publicity.	PCS Director	1. Carcasses in high use areas or waterways to be removed where possible.	3	3	Medium	Adequate	OIC	Post shoot assessment	3	2	Medium		Operations Controller	44440
21	People		Ground based operational staff injured and/or equipment damaged	1. Vehicles/ side by side rollover or involved in accident. 2. Slips, trips and falls while working on uneven ground.	1. Injury to staff 2. Reduced capacity to implement program 3. Damage to vehicles/equipment.	PCS Director	1. PCS staff selected as drivers to be familiar with operational area and hazards, have the relevant 4WD training and experience. 1. OIC and DOIC to review contractors SWMS statement for aerial shooting activities. 2. Sites known hazards identified and teams advised through Operations Plan briefings	3	3	Medium	Adequate	OIC	Pre Operations briefing	3	3	Medium		Operations Controller	44440

Total Risks:	25
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Inherent Effectiveness	
Adequate	24
Has Room for improvement	1
Inadequate	0
	25

Residual Effectiveness	
Adequate	0
Has Room for improvement	0
Inadequate	0
	0

Inherent Rating	
Low	1
Medium	19
High	5
Extreme	0
	25

Residual Rating	
Low	1
Medium	13
High	4
Extreme	0
	18

Inherent Consequence	
1	1
2	7
3	11
4	2
5	4
	25

Residual Consequence	
1	0
2	10
3	7
4	2
5	4
	23

Project Contingency Costs	
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Total	\$0.00
Weighted	\$0.00
Actual Recommended	\$0.00

Total Risks:	25
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Risk Categories	
Assets	0
Business Processes and Systems	0
Commercial	0
Compliance / Regulation	1
Contractual	0
Cultural Heritage	0
Environment	1
Financial	2
Fraud	0
General Management Activities	0
Operational	8
Legislation	0
People	9
Products and Services	0
Project	0
Records Management	0
Reputation and Image	2
Security	0
Stakeholder Management	2
Strategic	0
Technology	0
Other	0
	25

Hazard category for People Risks	
Animal, Insect	0
Asbestos	0
Biohazards: Cleaning	0
Biohazards: Laundry	0
Biohazards: Used Needles	0
Biological / Biohazards	0
Boilers and Pressure Vessels	0
Bullying and Harrassment	0
Burns	0
Cash Transport and Delivery	0
Chemical Exposure	0
Confined Spaces	0
Dangerous Goods & Hazardous Substances	0
Electrical	0
Environmental/Physical Safety	1
Fire Safety	0
Food Safety	0
Forklifts	0
Heat Stress	0
Knives	0
Lifts	0
Machinery and Appliances	3
Manual Handling	0
Mechanical	0
Noise	0
Occupational Overuse Syndrome (OOS)	0
Occupational Violence	0
Office Ergonomics	0
Office Safety	0
Physical	1
Plant & Equipment / Plant Safety	0
Psychological/Physical	1
Public Events	0
Quad Bikes	0
Radiation	0
Scaffolding	0
Security	1
Slips, Trips & Falls	0
Smoking in the Workplace	0
Working at Height	1
Working Outdoors	0
Other	0
	8

Parks and Conservation Service

WORKS PLAN: Namadgi Sambar Deer Project – Aerial Thermal/Visual Culling Program

Date: 09th September 2021

Program Manager:

Work Area: Namadgi National Park

Author:

Plan Completed

Internal Approval

APPROVAL: Approved:

/ / Program Coordinator – Sambar Deer
Control Program

/ / Regional Manager, Rural region ACT PCS

Comment:

/ / Manager, Invasive Animals and Over-abundant

Wildlife

Comment

Contractor/Operational Staff

We the undersigned understand and comply with the controls to be used in minimising the risks for this activity:

_____ / / _____ / /

_____ / / _____ / /

_____ / / _____ / /

Works Plans are required if one or more of the following triggers exist;

Trigger	Activities
Chemical use	<input type="checkbox"/> All weed control works except those covered by a Weed Project Brief and Contract <input type="checkbox"/> All Bushfire Operations Plan works involving chemical control of regrowth <input checked="" type="checkbox"/> All vertebrate pest control works
Construction	<input type="checkbox"/> New fences, log barriers and/ or bollards <input type="checkbox"/> New dams <input type="checkbox"/> New walking trails or section of trail <input type="checkbox"/> New infrastructure including car-parks, sheds, toilets etc particularly where these do not trigger a DA or PA
Road works	<input type="checkbox"/> New roads or tracks <input type="checkbox"/> All road maintenance works (including: grading, cleaning of mitre drains and table drains; cleaning out of culverts)
Vegetation management	<input type="checkbox"/> All Bushfire Operations Plan works involving physical fuel reduction and fuel reduction grazing <input type="checkbox"/> All works involving problem / dangerous trees <input type="checkbox"/> Slashing / mowing of areas that have not been slashed / mowed by PCL previously <input type="checkbox"/> Grazing of areas that have not been grazed by PCL previously <input type="checkbox"/> All roadside grazing <input type="checkbox"/> All new landscaping works <input type="checkbox"/> All forestry operations (including ground preparation and debris removal), silvicultural or harvesting works
Legislative	<input type="checkbox"/> All works that have the potential to impact on declared threatened species or associations <input type="checkbox"/> All works requiring Nature Conservation Act licenses <input type="checkbox"/> All works requiring Dial before you Dig approval, <input type="checkbox"/> All works requiring Environmental Authorisations, <input type="checkbox"/> All works requiring Waterways Work Licenses <input type="checkbox"/> All works requiring Environmental Management Plans <input type="checkbox"/> All works requiring National Capital Authority Works Approval <input type="checkbox"/> All work on heritage sites (eg hut maintenance, work on Aboriginal art sites etc)
Aerial Operations	<input checked="" type="checkbox"/> - All work involving aerial operations (including aerial spraying, baiting or culling)
Others	<input type="checkbox"/> All new erosion control works <input type="checkbox"/> All consultancy works <input type="checkbox"/> All works involving the culling or movement of native animals (except the urban wildlife program) <input type="checkbox"/> All works involving volunteers (eg CVA Green Corp) except Park Care) <input checked="" type="checkbox"/> All works where supervising Manager requests a Works Plan to be completed

Project Area

Reserve	Namadgi National Park
Territory Plan Classification	National Park and Wilderness
PCS District responsibility	National Parks and Catchments, Namadgi National Park

Background

ACTPCS is undertaking aerial deer control in response to growing concerns about the impacts of deer (predominately Sambar) on environmental assets in areas of Namadgi National Park. The objectives of this program are:

- To utilise aerial shooting in bushfire affected areas of Namadgi National Park reducing pressure on the landscape from re-invasion of vertebrate pests
- To continue the use of thermal aerial shooting as an option for long term control

Sambar deer are the main species of interest – however feral pigs and horses will also be targeted. The program forms part of the Namadgi Sambar Deer Monitoring and Control Program but also assist broader post fire control efforts across Namadgi National Park.

Objectives

- To ensure the health and safety of all personal involved in the operation by identifying hazards and mitigating risks
- To aerielly cull all feral deer, feral pigs and horses located within specified control areas (maps attached)
- To follow developed task profile documents, Standard Operating Procedures (SOP) and relevant licence obligations
- To continue to trial the use of thermally assisted aerial shooting technologies within a remote environment
- To gather and monitor relevant information regarding the effectiveness of this control technique to inform future management strategies
- To undertake the operation in accordance with the EHW COVID 19 Safety Plan

Legislative Framework

This program is guided under the following legislative instruments:

Namadgi National Park Plan of Management	Sets out management objectives of Namadgi National Park for managing the impacts of introduced animals on Namadgi National Park.
ACT Pest Animal Management Strategy	Provides guidance for coordinated pest control responsibility in the ACT.

Timing and responsibilities

Project approvals	Procurement complete	On-ground works commence	On-ground works complete	Project report due
August 2021	August 2021	20 th September 2021	29 th September 2021	October 2021

Area Description

Hectares affected	Vegetation	Slope	Aspect	Land use	Sites of significance
50,000 ha	Sphagnum Bog and Associate Fens Riparian. Grasslands Shrublands Woodlands Tall Forest Most areas affected by fire in early 2020	Various	Various	National Park Wilderness Water Catchment	<p>Aboriginal: There are Aboriginal sites within the work area. No impact expected.</p> <p>European: There are many European heritage sites in the area. No adverse impact expected.</p> <p>Endangered species: Numerous protected plant species within control area. No adverse impact expected.</p> <p>Riparian zones: Numerous gullies and watercourses have been identified. No adverse impact expected.</p>

Approvals and Clearances

Land Manager	Research and Monitoring	Fire Mgt	Conservator	NCA	ACT Firearms Registry
Regional Manager approval required	CR notified and engaged with project design	Flight plan and communications channel	Reserve closure	Licences for contractor to enter closed park, use firearms, drive vehicle	Contractors must seek a permit for recognition of temporary transfer of interstate D class License

ACT Planning & Development Act 2007	Not required
Environment Protection and Biodiversity Conservation Act	It is not considered that there will be any negative impact on species/communities covered by the EPBC Act.

Funding and Procurement – Budget breakdown for areas

Item	Budget excludes GST	Funding source	Invoice sign off

All four designated control areas.	\$89 012 25 hrs-	Namadgi Sambar Deer Monitoring and Control Program Australian Government's National Landcare Program.	PC
Total	\$89 012 Inc GST		
	25 hrs		

Scope of works

Task	Responsibility	Specification
Pre-Program Tasks	PCS Staff	<ul style="list-style-type: none"> • Working group established • Agree and define control areas • Control Areas <ul style="list-style-type: none"> - Thermal Sambar Deer Project (P1) - Thermal Bendora (P2) - Thermal Blue Gum (P3) - Visual Namadgi Range – No deer to be shot (P4) • Develop formal park closure strategy, agreed closure points and comply with EHW Covid Safety Plan. • Brief Minister and develop communications plan • Closure signage – Install signage at appropriate gates, fire trails and walking tracks • Provide appropriate equipment for helicopter operations to Gudgenby Homestead – fire extinguishers, spill kits, first aid kits, check communications (WIFI/TRN) • Hard drive and computer to download, store and analyse video of thermal flight • Confirm Staff Roster – Who/When/Responsibilities • Flight Plan and Fight following

Control Program	PCS Staff/Contractors	As per Operations Plan
Post Program	PCS Staff	<ul style="list-style-type: none"> • Carcase removal (only if impacting catchment and areas members of the public may frequent after program finishes) • Signage removal • Data gathering • Program review and reporting

Control Program -

Field Operations	PCS Staff/Contractors	<p>All operations will be undertaken in accordance with the following Documents:</p> <p>Attachment A – Operations Plan Attachment B – Areas of Operation (Maps) Attachment C – Task Profile – Thermally Assisted Aerial Shooting Attachment D – SOP Aerial Shooting of Feral Goats Attachment E – SOP Aerial Shooting of Feral Horses Attachment F – SOP Aerial Shooting of Feral Pigs Attachment G – Heli Surveys SWMS – Helicopter Operations – Thermally Assisted Aerial Culling Attachment H – PCS Risk Assessment Attachment I – Flight Plan Attachment J – Licences and Approvals Attachment K - Approval to use a laser - Weapons Prohibition Amendment (Laser Pointers) Regulation 2008 Attachment L – Public Signage Attachment M – EHW Covid safety Plan</p> <p>Aerial Operation Overview</p> <p>Refer to Operations Plan</p> <p><u>Aerial Shooting Operations</u></p> <p>Refer to Operations Plan</p> <p>Thermal/ Ops</p> <p>Refer to Operations Plan</p>
After Action Review	PCS/Contractors	Program review to be conducted on completion of field operations.

Project monitoring and evaluation

Task	Responsibility
Data to be gathered: Thermal video recorded on the imagers internal hard drive Aircraft audio Visual 4K resolution video Tracklog of aircrafts flight path KML, GPX and CSV with GPS locations and numbers of sightings, kills and escapees Above information to be used to evaluate ongoing operation. All images and video use must be in accordance with contractual obligations. No external use of images without prior approval.	Contractors/PCS
Report and evaluation of effectiveness of program	PCS/relevant contractors

Notifications

Community Engagement	Letter box drop	Relevant Stakeholders	Individual residents and neighbours	Media
Not required	Not required	<ul style="list-style-type: none"> - AFP Stakeholders - ALS/ICON - CR/FMU Roding - AFP/ESA - Ginini Air services – AMSAR - Australia Alps – Robb Gibbs - Events - Anu – Mark Lintermans, Other University Researchers - Public 	<ul style="list-style-type: none"> - Corin Rec forest and Booromba station - John Hyles - LLS – Yaouk - NSW National Parks (Steve Cathcart, Sarah Chubb, Eloise Peach) 	Comms have been developed in consultations with ESPDD Media

Risk Management

Public safety	Work crew safety	Communications	Access/ Emergency Access
Risk assessment attached	Risk assessment attached Attachment F	Risk assessment and public signage attached	Risk assessment attached Attachment F
	Heli Survey SWMS (Attachment E) and Task profile (Attachment C)		

Key Personal and Roles

Please refer to Operations Plan (Attachment A)

Emergency Evacuation Plan

Accident/Injury Operational Protocol

The OIC will discuss operational areas and planned CASEVAC routes for the day's operation at the pre-operational briefing with shoot team. The following actions will take place on occurrence of injury within all teams.

Flight Following and SAR procedures to be followed throughout all aerial operations. Standard PCS and CASA approved SAR processes will be followed. PCS staff undertaking Flight following have undertaken appropriate CASA training.

- **PRI 1 and PRI 2 Casualty (immediate threat to life or likely to become life threatening if not treated)**
 - Remove the casualty from danger and carry out immediate first aid to stabilise victim.
 - Shoot team to contact PCS OIC, OIC to contact Comcen on RFS OPS 1 with injury description, GPS locality/grid reference. Comcen to request ambulance evacuation from either: UBD reference, GPS location or nominated road pick-up point.
 - Continue to conduct first aid to stabilise victim and move to road/extraction point or wait for ambulance to arrive at point of incident.
 - Following incident, OIC to conduct debrief with all relevant PCS staff and contractors ASAP.

- **PRI 3 Injury (Non-life-threatening injury requiring medical treatment)**
 - Team member provides immediate first aid. Team will contact OIC to discuss treatment and evacuation options.
 - Likely action to self-evacuate to Canberra Hospital for treatment in team vehicle.

Incident internally reviewed and logged for WHS investigation and possible adjustment of IAP and SOPs

Mobile Phone Contact	Reception quality: Patchy to none across operational area PCS Supervising Officer Contact No: [REDACTED] [REDACTED] Radio Channels: Flight Following – ESA 7. Ground Operations – PCS Rural Ops
Emergency Evacuation Point	Description: Gudgenby Homestead Lat Long: 35.74300 4810 degrees south 148.985414836 degrees east Mobile Phone Reception: None Homestead Landline Number: [REDACTED]
Ambulance/Aircraft Procedures	Call 000/ press distress button on radio/EPERB/Call RFS OPS 1 Tell the operator LAT/LONG and locality details of Gudgenby Homestead Tell the operator the nature of the injury Provide any contact details that could be helpful (eg. Your phone number, radio frequency, details for PCL Supervising Officer) Radio liaison with PCS Base – Ops 1 Emergency beacons implemented on necessity

Radio Channels

Flight Following	ESA 7
Ground Operations	PCS Rural Ops
Emergency	RFS OPS 1 (Zone B)

Attachments

Attachment A – Operations Plan



Operations plan
Sept 2021 (A290536)

Attachment B – Areas of Operation (Maps)



Maps.obr

Attachment C – Task Profile – Thermally Assisted Aerial Shooting



Task Profile -
Thermally Assisted A

Attachment D – SOP Aerial Shooting of Feral Goats <https://pestsmart.org.au/toolkit-resource/aerial-shooting-of-feral-goats>

Attachment E – SOP Aerial Shooting of Feral Horses [HOR002-SOP.pdf \(pestsmart.org.au\)](https://pestsmart.org.au/HOR002-SOP.pdf)

Attachment F – SOP Aerial Shooting of Feral Pigs - [PIG002-SOP.pdf \(pestsmart.org.au\)](https://pestsmart.org.au/PIG002-SOP.pdf)

Attachment G – Heli Surveys SWMS – Helicopter Operations – Thermally Assisted Aerial Culling



SWMS - Thermal
Aerial Control Helist

Attachment H – PCS Risk Assessment



RiskAssessment_202
1 Aerial cull - Sept_21

Attachment I – Flight Plan



NNP aerial control
Flight Plan may 2021

Attachment J – Licences and Approvals



Licences.obr

Attachment K - Approval to use a laser - Weapons Prohibition Amendment (Laser Pointers) Regulation 2008



Licences.obr

Attachment L – Public Signage



Public signage.obr

Attachment M – EHW – Covid Safety Plan



ATTACHMENT M -
COVID Safe Plan_EHW