

These notes are intended to provide JIG Business Risk Assessment Facilitators guidance on how to plan and facilitate Business Risk Assessments (BRA) based on experience gained to date. Please let Paul Dubenski (CP Com Chair) know if you have additional ideas to improve the process which can be shared with other Facilitators.

- Facilitation Day (FD) - 6 weeks
 - a. Top tip - Check whether the SITE or local operator Management Team can complete the BRA in English – if not you may need to get the BRA tool translated (currently we have French, German and Spanish)
- FD – 5 weeks
 - a. Send Telecon Introduction to JIG Business Risk Assessment – Facilitators Pack (complete with attachments) (see example email below).
 - b. Top tip - Encourage Site Manager to get SITE Directors/Management Committee / own Management (Stakeholders) to attend (since they need to be engaged with this process – they are ultimately responsible)
- FD – 4 weeks (1 hour telecon)
 - a. Hold telecon with Site Management Team and any Stakeholders who wish to be involved.
 - b. Top tip - This flows best if done as an online meeting so you can have a telecon and share your computer screen. Normally takes 1 hour.
- FD – 4 to 2 weeks (1 to 2 days Pre-work by Site Management Team)
 - a. Site Management complete pre-work (should take 1 to 2 days and require involvement of all Site Management functions in their section of the BRA – typically General Manager, Operations Supervisor, Maintenance Supervisor, Accountant and HR).
 - b. Site Manager sends completed pre-work to facilitator to confirm completed ok. If not Site still has 2 weeks to complete satisfactorily.
- FD – Facilitator joins Site Management Team to facilitate completion of BRA (one full day may take longer if translation required)
 - a. Top tips
 - i. Travel to the site the day before and conduct a site tour to get a feel for the Site operation – also makes the local Management Team more comfortable.
 - ii. Need someone competent in use of Excel to update the BRA tool which is best projected onto a screen – this person can update the BRA tool with agreed additions/strike-outs/actions agreed on the FD.
 - iii. Best to give each person an A3 print-out (landscape) of the pre-work in case they find hard to read on the screen.
 - iv. Don't start from Risk R01 (since this is not really a risk but a mitigation plan) but start from Risk R02.
 - v. There are around 45 risk scenarios to get through on the day. Consequently, the facilitator needs to be disciplined with keeping the discussions focussed and moving through the risks so they are all completed. Expect to spend around 75% of time on the HSSE risks and 25% on other risks.
 - vi. The Major Accident Risks (MARs) are the most complicated and most important – these will take more time than the others.
 - vii. Competition Law compliance is high impact (5) for users when conducting this exercise in a JV – make sure the JV take this risk seriously and follows the appropriate JIG Core Principles.
 - viii. Business Principles (ABC, AML and Trade Sanctions) is potentially high impact for directors, shareholders and users. Some Sites will have more risk than others e.g. the Site or JV buys

and sells fuel in its own name (Marketing entity or JV), is engaged in a high value procurement order or high value construction project, has visiting airlines that are impacted by Trade Sanctions, has to deal with government officials or has a government shareholder. Sites should seek support from their owners/stakeholders if they are considered high risk.

- ix. The requirements for Financial and Legal risks are pretty black and white and most experienced Facilitators will be able to cope. Alternatively consider a financial and legal specialist dialling in remotely to help facilitate these sections.
- Business Risk Assessment Completion
 - a. Site Manager completes any remaining actions identified during FD.
 - b. Completed BRA presented to Site Board/Management committee / Company management for acceptance of risk level and approval of critical barrier checks and frequency of checks.
- Embedding the BRA in the SITE Management System
 - a. Recommend Site Stakeholders (JV Reps, Area Mgrs, Company Mgrs) regularly seek assurance that (i) critical barrier checks are being completed at the required frequency, (ii) any critical barrier check non-conformances are corrected to prevent reoccurrence and (iii) risk reduction actions are being closed within the target date.
 - b. Yearly - BRA reviewed by Site Management Team and represented to the Site Stakeholders.
 - c. 3 Yearly – recommended Site gets an external facilitator (from one of the Participants if a JV, or from Company Head Office, or a competent 3rd party) to review BRA with Site Management Team.

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On 31/03/2020

References Updated (v2) 06/03/2021