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6. PLANNING

6.1 Actions to Address Risks and Opportunities

6.1.1 General

LRTA's planning process integrates actions to address both quality management and occupational health and safety risks and opportunities. This dual approach ensures that both the QMS and OHSMS are designed to:

- Achieve intended outcomes,
- Prevent or reduce undesired effects such as process non-conformance and workplace incidents, and
- Facilitate continuous improvement.

LRTA's strategic planning process considers both external and internal factors affecting LRTA, ensuring that risks and opportunities for both quality and safety are identified, assessed, and managed. The use of tools such as SWOT Analysis and TOWS Analysis allows LRTA to analyze risks and opportunities from both a quality and health and safety perspective.

Actions identified during this planning process are incorporated into the Risks and Opportunities Register (for QMS) and HIRAC (Hazard Identification, Risk Assessment, and Control) Registry (for OHSMS). Both tools ensure that risks are assessed at an organizational and process level, and that appropriate controls or mitigation measures are implemented.

6.1.2 Managing Risks and Opportunities in QMS and OHSMS


6.1.2.1 QMS

For the QMS, the **Risks and Opportunities Register** is the main tool used to address risks related to process inefficiencies, customer satisfaction, and service delivery. Identified risks could include potential failures in product quality or delays in service. Opportunities are also identified, such as areas for improvement, innovation, and customer engagement.

The planning process for QMS includes the following steps:

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- Identification of risks and opportunities related to achieving quality objectives;
- Establishment of control measures to mitigate risks;
- Integration of actions into the strategic and operational plans; and
- Monitoring and reviewing the effectiveness of actions taken.

6.1.2.2 OHSMS


For the OHSMS, **HIRAC Registry** is used to identify, evaluate, and control workplace hazards. The risk assessment process ensures the elimination or reduction of OH&S risks associated with operational activities. It covers routine, non-routine, and emergency situations, ensuring that workers are protected at all times.

In the HIRAC Guidelines, the process involves the following seven (7) steps:

1. **Classify Work Activities:** Organize and categorize all work activities based on their nature or location. This classification helps in systematically identifying potential hazards associated with each activity.
2. **Identify Hazards:** Examine each classified activity to pinpoint any potential hazards that could cause harm to employees or others. Hazards can be physical, chemical, biological, ergonomic, or psychosocial in nature.
3. **Conduct Risk Assessment:** Analyze the identified hazards to evaluate the likelihood of occurrence and the potential severity of their consequences. This assessment helps in prioritizing risks based on their significance.
4. **Recommend Control Measures:** Develop and implement strategies to eliminate or mitigate the identified risks. Control measures can range from engineering controls and administrative policies to personal protective equipment.
5. **Implement Control Measures:** Put the recommended risk control strategies into action within the workplace.

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6. Monitor and Review: Continuously observe the effectiveness of the control measures and make necessary adjustments to ensure ongoing safety.
7. Document the Process: Keep detailed records of all HIRAC activities, findings, and actions taken for accountability and future reference.

The HIRAC Registry is organized and distributed across seven (7) strategic areas, with responsibility assigned to the respective offices. These areas include:

- a. Train Operation Management
- b. Traffic Operation Management
- c. Station Operations Management
- d. Engineering Management
- e. Medical Management
- f. Project Management Offices (PMOs)
- g. Various Offices, Perimeter Areas (main line and depot), and Viaduct.

The assigned offices are tasked with ensuring that the register is properly prepared, regularly reviewed, and updated to maintain its effectiveness in addressing current controls. This includes incorporating any adjustments needed to address newly identified hazards.

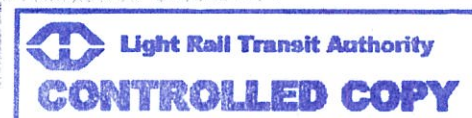
The results of risk assessments for both systems are documented and managed through their respective tools, ensuring that quality risks and safety hazards are addressed effectively, and continuous improvement opportunities are leveraged.


6.1.3 Determination of Legal Requirements and Other Requirements

The LRTA establishes, implements and maintains processes to:

- a) determine and have access to up-to-date legal requirements and other requirements that are applicable to its hazards, OH&S risks and OH&S management system;

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- b) determine how these legal requirements and other requirements apply to the organization and what needs to be communicated;
- c) take these legal requirements and other requirements into account when establishing, implementing, maintaining, and continually improving its OH&S management system.

The LRTA shall maintain and retain documented information on its legal requirements and other requirements and shall ensure that it is updated to reflect any changes.

6.1.4 Planning Action

The LRTA shall plan:

- a) actions to:
 1. address these risks and opportunities
 2. address legal requirements and other requirements
 3. prepare for and respond to emergency situations
- b) how to:
 1. integrate and implement the actions into its OH&S management system processes or other business processes;
 2. evaluate the effectiveness of these actions.

The LRTA takes into account the hierarchy of controls and outputs from the OH&S management system when planning to take action.

When planning its actions, the LRTA considers best practices, technological options and financial, operational and business requirements.

6.2 Quality and OH&S Objectives and Planning to Achieve Them


LRTA's top management, through the ManCom, establishes quality and OH&S objectives at relevant functions, levels, and processes for both QMS and OHSMS. They are integrated into the Annual Corporate Plan and Departmental Plans.

6.2.1 Quality Objectives

Quality objectives are consistent with the Quality, Health and Safety Policy and

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are measurable, relevant to the conformity of services, and aimed at enhancing customer satisfaction.

The quality objectives take into account:

- Customer feedback,
- Operational performance metrics,
- The need for continuous improvement, and
- Compliance with regulatory requirements.

6.2.2 OH&S Objectives

Occupational health and safety (OH&S) objectives are established to prevent workplace incidents, injuries, and illnesses. These objectives are based on the results of the HIRAC process and are aligned with applicable legal and regulatory OH&S requirements. Similar to the quality objectives, OH&S objectives are measurable, communicated across the organization, and reviewed regularly to ensure their relevance.

The OH&S objectives include:

- Reducing workplace incidents and improving safety culture,
- Ensuring compliance with OH&S laws,
- Enhancing worker participation in safety initiatives, and
- Implementing preventive and corrective actions.

The implementation of these objectives follows the Plan-Do-Check-Act (PDCA) cycle, ensuring systematic monitoring and review.


Quality objectives are monitored through the **Quality Objectives and Plans Monitoring (QOPM)** while the OH&S objectives are tracked using the **OH&S Objectives and Targets Monitoring**. These are documented and continuously reviewed to ensure that both quality and OH&S objectives are being met. Adjustments are made as necessary based on performance data, stakeholder feedback, and changes in the internal or external environment.

LRTA plans actions to achieve both its quality and OH&S objectives. These plans include:

- The specific activities required,
- The allocation of necessary resources (e.g., personnel, budget, tools),
- The assignment of responsible individuals or departments,

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- The timeline for completion, and
- The method for monitoring and verifying the results.

6.3 Planning of Changes

LRTA ensures that any changes to the QMS or OHSMS are planned carefully to maintain the integrity of both systems and to ensure continued alignment with the organization's strategic goals.


When changes are proposed, the following factors are considered:

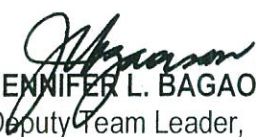
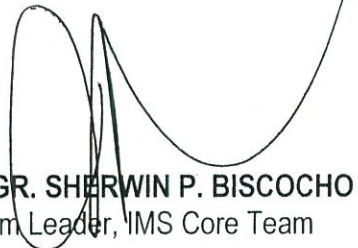


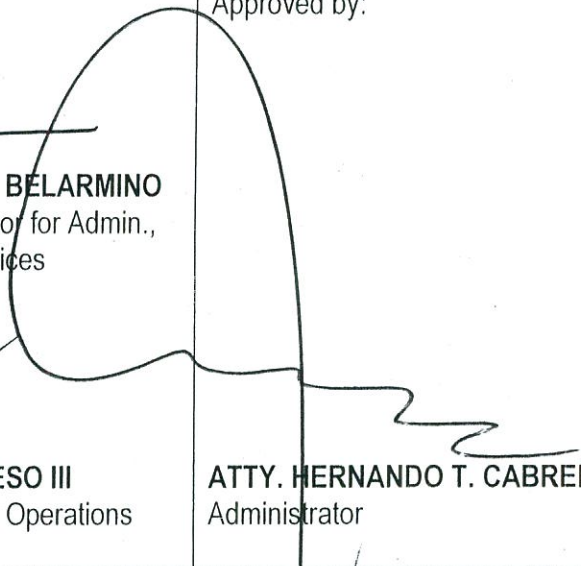
- The purpose of the changes and their potential impact on the organization's ability to meet quality and OH&S objectives,
- The availability of resources to support the changes,
- The need to ensure that the QMS and OHMS remain effective and integrated, and
- The reallocation of responsibilities and authorities as necessary.

Changes may involve adjustments to processes, procedures, responsibilities, or resources. These changes are planned to ensure that the objectives of both systems continue to be met without compromising safety or quality.

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