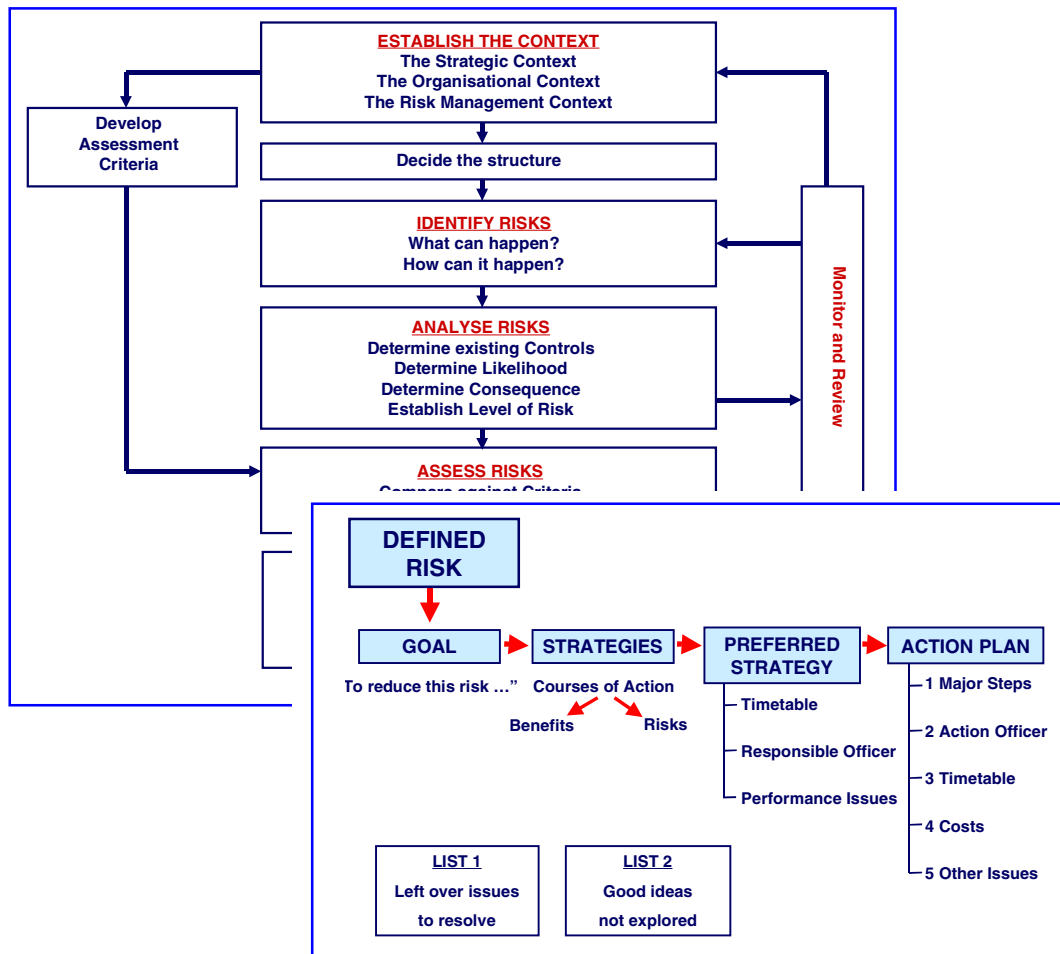


RISK MANAGEMENT FOR COMMUNITY GROUPS



Reference Manual

Contents

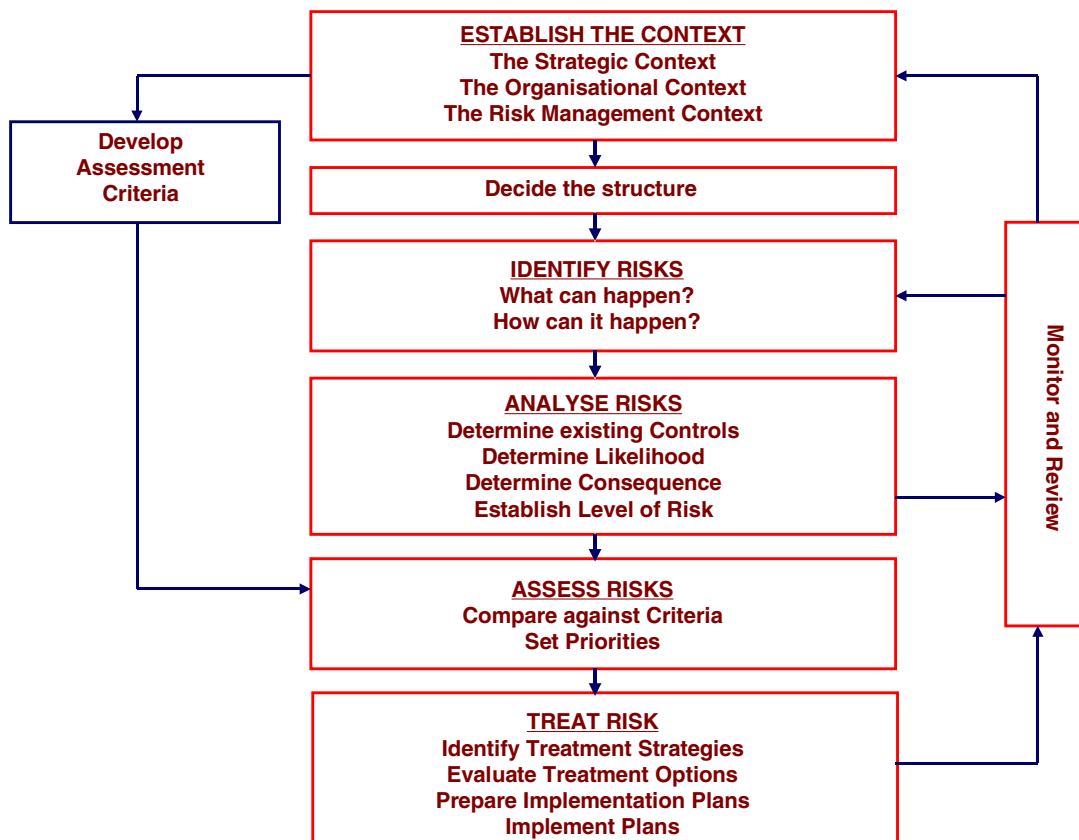
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Managing Risk as a Way of Life

Our objective should be that our organisation embraces risk management as a way of life, a way of protecting and improving the way we plan and carry out our activities.. We should follow the Australia and New Zealand Risk Management Standard AS/NZS 4360. This risk management standard is easy to understand and is suitable for almost any type of organisation or activity. It provides a robust methodology for risk identification, discussion and an appropriate treatment to reduce the risk.

Risk Management Standard AS/NZS 4360



This risk management process takes you through some simple steps. . .

Risk Management is not difficult but it does require rigour and discipline in applying the method. The sequence involves:

- 1 Preparation and understanding of the context in which the risk assessment is being carried out (what are we trying to accomplish? What areas of concern will we be looking at?)
- 2 Identification of potential risks and outcomes (What could happen and what would be the result if it did happen?)
- 3 Identification and valuing of controls in place which have a mitigating effect on the risk (What's in place now that reduces either the likelihood of the risk occurring or the consequence if the risk does occur?)
- 4 Analysis of the risk in terms of its likelihood to occur and consequence if it does occur thus producing a risk that is either acceptable or unacceptable. (Determined by using the Risk Likelihood/Consequence Matrix.)
- 5 Development and implementation of an appropriate strategy and action plan to reduce the unacceptable risks. (What action can we take to reduce either the Likelihood or Consequence of the risk?)
- 6 Appropriate monitoring and reporting of both the treatment strategy and overall effectiveness of the risk management process.

Risk management is only a tool. How well it works for us is determined by how much effort we put in and how diligent we are in following the processes.

There are two other basic principles we should remember about Risk Management.

- **1** — *Manage risk where risk occurs* — across the whole organisation, all of its activities, indoors, outdoors, projects, programs, age groups, administration, assets and equipment, publicity, fundraising, financial management.
- **2** — *Establish some priorities* — what do we see as the most important types of risks when confronted with a number of Unacceptable Risks. There will often be more risks than you can manage. Some risks are more important than others.

For example, our risk prioritisation might cover these areas:

- **Priority Level 1**

- Injury to Fatality outcomes
- Damage to Image, Reputation, Credibility

- **Priority Level 2**

- Damage to Private Property
- Damage to Organisational Assets
- Damage to the Environment

Benefits of Risk Management

- Effective activities
- A reduction in the need for crisis management
- A universal application — can be used by any organisation
- Proactive (we are looking for problems and opportunities in advance)
- Cost Effective (easy and inexpensive to do, reduces costs associated with problems)
- Compliance (following whatever rules may be in place)

Some Definitions

What is RISK?

Risk is the chance of something happening that will have an impact upon objectives.

Risk is measured in terms of likelihood and consequences.

AS/NZS 4360 - Risk Management Standard

RISK MANAGEMENT PROCESS

***Risk Management Process* is the systematic application of management policies, procedures and practices to the tasks of identifying, analysing, evaluating, treating and monitoring risk.**

AS/NZS 4360 - Risk Management Standard

Holistic Risk Management

Another thing to have in place in our minds is that we are talking here about holistic risk management. Holistic — the whole organisation. We can look at that in a number of ways.



The Risk Management Process

- **Establish the Context**
- **Identify Risks**
- **Analyse and Evaluate Risks**
- **Develop Risk Treatment Strategies**
- **Monitor & Review**

This step is an important activity in the AS/NZS 4360 risk management standard but for the organisation it should not be difficult. It requires the team to recognise what its aims and goals are. What are your objectives? What does your organisation exist for? What are your services or deliverables? Who are your members, customers or clients? This shared understanding is important because it provides you with the boundaries or context for your risk assessments.

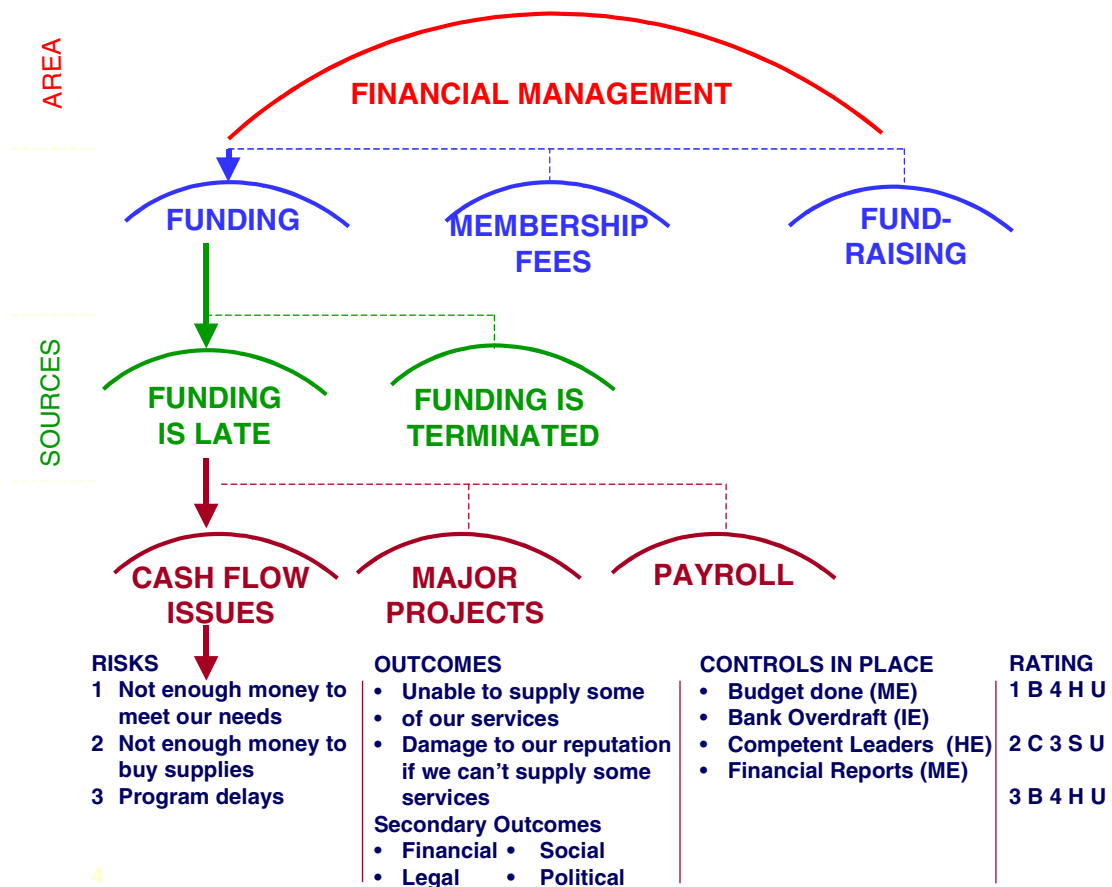
A SIMPLE, PRACTICAL METHOD

Three steps to work through

- 1 An exercise on a whiteboard/butcher paper
- 2 Some forms to fill in
- 3 Some ACTION to take place

Here's how to put it all together . . .

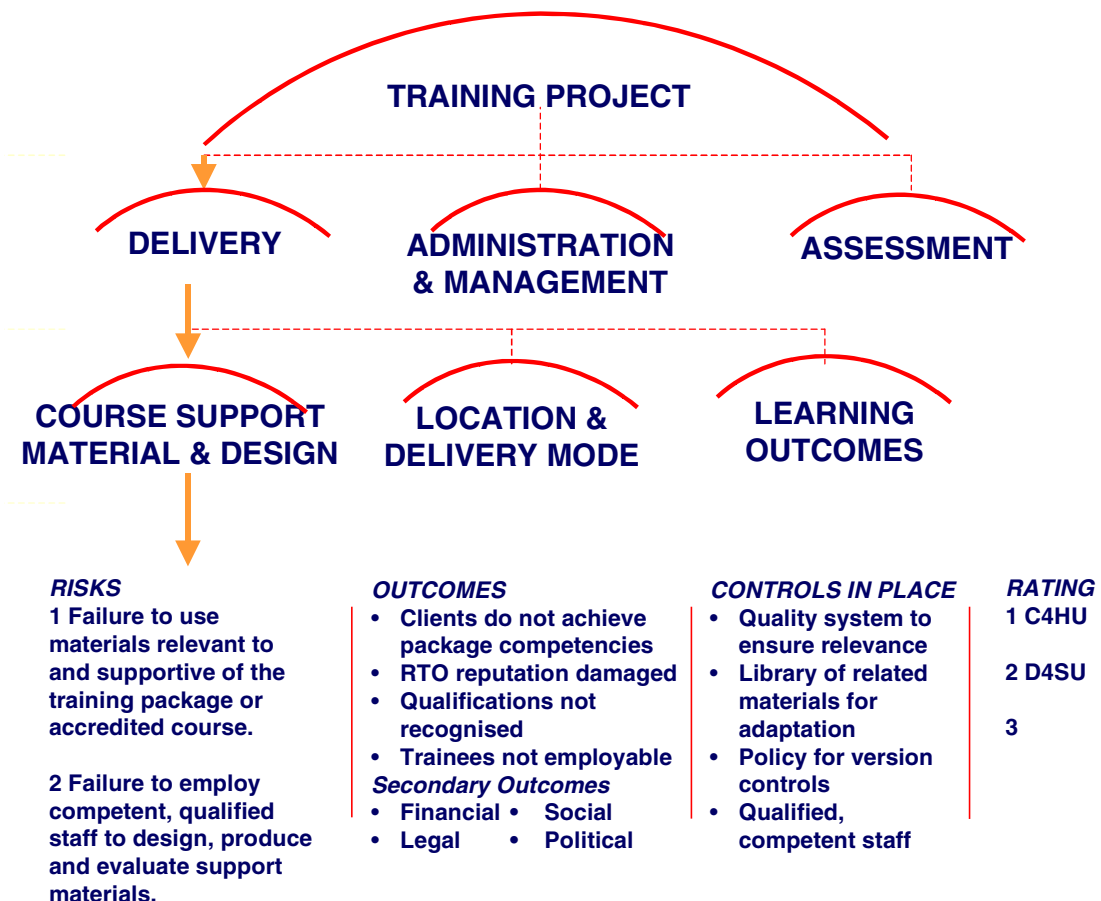
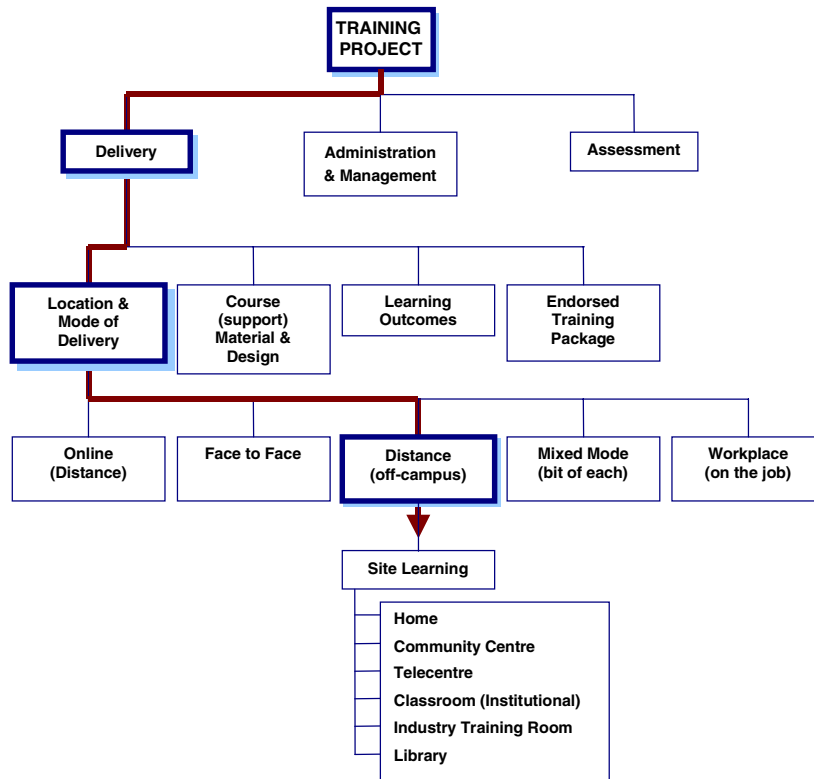
Have a simple system for defining Areas and Sources of Risk.



Start with the Area of Risk that you want to work with. In this example it is the big topic of *Financial Management*. But that Area is too big for effective assessment. So, break it down. Look at the sub-topic of *Funding*. That sub-topic can be broken down into more manageable topics — *Funding is Late*, *Funding is Terminated*. Notice how, under *Funding is Late*, we are down to a level — *Cash Flow Issues* — where the real risks are easier to see, analyse and manage.

There is value in dealing with groups of similar risks, rather than one risk at a time. And There is also value in resources and funding, in looking for strategies that will mitigate more than one risk at a time. So handle groups of similar risks at the same time. It becomes very efficient and cost effective.

A Second Example



Quantifying and Qualifying Risks

I believe that if risk is defined as the chance of something happening that will have an impact on objectives, measured in terms of likelihood and consequences, (Risk Management Standard AS/NZS 4360), then we have to have four things in place:

- A clear understanding of our Organisation's Goals (which we have from planning)
- A clear understanding of the likelihood of something happening
- A clear understanding of the consequences of something happening
- Some form of matrix allowing us to combine likelihood and consequence and arrive at a risk rating which allows us to separate Unacceptable from Acceptable Risk (We will examine the Matrix in detail later.)

And that brings me to another fundamental concept:

Fundamental: Unacceptable risk is truly 'unacceptable' and must be mitigated or reduced, even if that mitigation is to merely monitor and be ready to react as necessary. To ignore unacceptable risk is to court severe danger nowadays.

Now the hard part — *Qualitative or Quantitative?*

That's only a hard question until you think about it for a moment or two. Sure, we would all like quantitative measures upon which to rest our risk assessment questions. But we don't have that information very often, and we're not likely to get the budgets and resources necessary to get quantitative data upon which we can have a high level of confidence. If we wait for that we will never get our risk management programs off the ground. That's a reality. That's a practicality. Now let's get on with what we do have.

IDENTIFY THE RISKS

- **What can happen?**
- **What is the real effect?**

IDENTIFY THE OUTCOMES

- **Risk occurs — so what?**
- **What is the real effect?**

Controls in Place

What is a Risk Control?

A control measure is something already in place — it already exists and is not merely on someone's wish list. It may be an existing management policy and procedure, or some technical system, or some training program which reduces the risk — usually through impacting on likelihood or consequence. For example:

- a training program
- a policy
- a work procedure (work practice)
- contract management planning guidelines

Control Values

Code	Description
HE	The control is highly effective because it reduces the likelihood of the risk occurring and/or it reduces the consequences if the risk does occur.
ME	The control is moderately effective because it only partially reduces the likelihood of the risk occurring and/or partially reduces the consequences if the risk does occur. The control needs to be reviewed, abolished, amended, or replaced to make it a highly effective control.
IE	The control is ineffective because it does not reduce the likelihood of the risk occurring and/or it does not reduce the consequences if the risk does occur. The control needs to be reviewed, abolished, amended, or replaced to make it a highly effective control.

Determining Likelihood and Consequence

A difficult, but important, task when building the consequence and likelihood matrix is to determine what constitutes an *Almost Certain* and what constitutes a *Rare*; what is a consequence rated *Significant* and what rates a *Catastrophic*.

The answers may come from a number of sources, some subjective and qualitative, some objective and quantitative. With rising costs and diminishing budgets, it is not always within an organisation's ability to carry out scientific and technical measurements and studies. There is a growing body of evidence that suggests that a group of experienced people, armed with some history, some local knowledge – their own or by adding some selected stakeholders – working in good faith and within their training, skills, and knowledge can deliver a credible analysis.

Analysing Likelihood/Consequence for Risk Rating

Risk analysis is concerned with determining the likelihood of events, the magnitude of their consequences and the mitigating factors that would reduce the nature, frequency or deleterious effects of the consequences.

By this point you have a well defined risk with a definable outcome. You also know and have considered the value of existing controls on that risk. Combining that information you are ready to analyse the risk from the two key perspectives of likelihood and consequence.

In assessing likelihood and consequences, (with your assessment of the value of the existing controls in mind) ask the question:

- How likely is this risk to occur?
- If this risk does occur, what will be the consequences?
- What is the overall risk level?
- Is the risk Acceptable or Unacceptable?

The matrix is easy to use, and the formula is simple.

LIKELIHOOD + CONSEQUENCE

- CONTROLS IN PLACE

= VULNERABILITY

Likelihood and Consequence Matrix

Likelihood	Consequences				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
A Almost Certain	S	S	H	H	H
B Likely	M	S	S	H	H
C Possible	L	M	S	H	H
D Unlikely	L	L	M	S	H
E Rare	L	L	M	S	S

Unacceptable Risks

H = a High Risk, Attention, Time and Resources required

S = a Significant Risk, Attention required

Acceptable Risks

M = a Moderate Risk, Monitor

L = a Low Risk, Standard Operating Procedures to handle

They mean different things in different contexts, they mean different things and thus must be measured in terms of different values. A Major consequence may be a high dollar value, or it may mean High Profile Adverse Media coverage without any dollars attached? What is unacceptable to your organisation, and whether it is directly related to dollars and cents is not always the question — particularly in operational risk.

Let's keep a *simple risk sentence* as our basic method of communicating risk. The sentence should look like this wherever we go in the organisation.

Likelihood B Likely	Consequence 4 Major	Rating H High	Acceptable / Unacceptable U Unacceptable
----------------------------------	----------------------------------	----------------------------	---

Likelihood and Consequences

LIKELIHOOD		
Level	Descriptor	Description
A	Almost Certain	The event is expected to occur in most circumstances.
B	Likely	The event will probably occur in most circumstances.
C	Possible	The event should occur at some time.
D	Unlikely	The event could occur at some time.
E	Rare	The event may occur only in exceptional circumstances.

CONSEQUENCE		
Level	Descriptor	Description
1	Insignificant	Minimal financial loss, no impact on overall program or functional outcomes (eg Confined to very small number of products, services or members), no adverse external criticism or publicity, no impact on staff.
2	Minor	Small financial loss, small impact on overall program or functional outcomes (eg Confined to a substantial minority of products, services to members), criticism by directly affected managers or customers, minimal impact on staff, members or overall morale.
3	Moderate	Medium financial loss, substantial impact on overall program or functional outcomes (eg Many products and services affected), some external criticism directed at executive, Board (eg by members and key stakeholders, low key media). Impact on staff noticeable, degree of change in morale.
4	Major	High financial loss, products and services curtailed due to failure to deliver, serious external criticism (eg key stakeholders, high profile media). Substantial impact on overall staff, members and morale with performance affected. Measurable increase in stress related issues.
5	Catastrophic	Abolition of the organisation, dismissal of executive, significant irreparable impact on members' prospects through mismanagement. Impact on staff, members and morale severe.

PRIORITY CRITERIA
<ul style="list-style-type: none"> • Injury to Fatality • Damage to Organisation's Assets • Damage to Private Property • Damage to Environment • Damage to Reputation/Credibility

Identify Risk Mitigation Strategy Options

Risk mitigation or treatment options that may be considered include:

- **Risk avoidance**

An informed decision is made to eliminate risk or to opt for another level of risk. Examples include cancelling a project or seeking alternative methods of service delivery.

- **Risk transfer**

The responsibility or burden for loss is shifted to another party through legislative or contractual arrangements, insurance or other means. For example, an organisation may transfer the risk of providing some specific service to a contractor.

- **Risk reduction**

Appropriate techniques and management principles are selectively applied to reduce (mitigate) either the likelihood or consequences (or both) of identified risks. For example, including a back-up diesel generator for a key function to reduce the likelihood of being out of action during a power outage, or moving an activity from one location to another because the second location is safer.

Evaluating Risk Mitigation Strategies

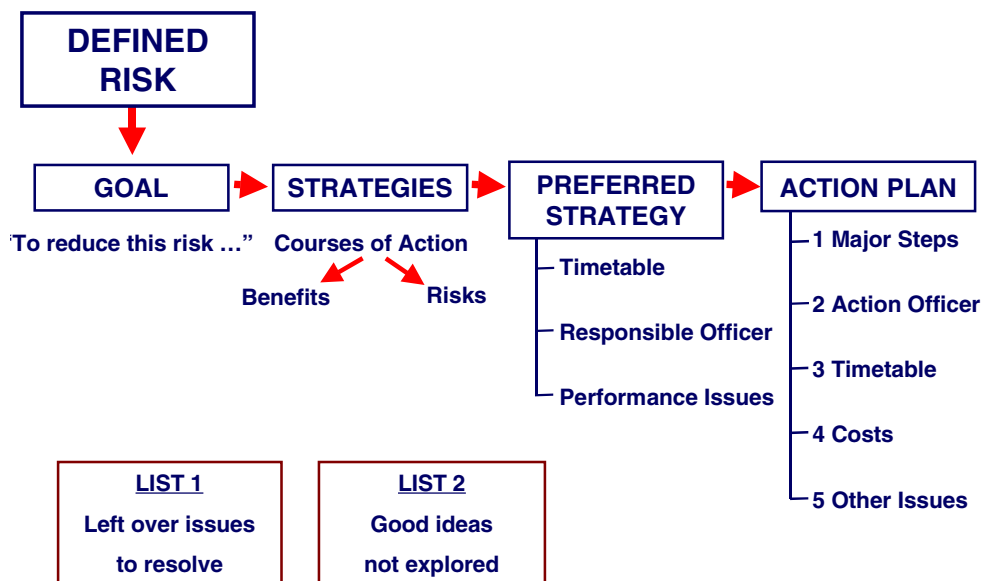
Risk treatment options should be evaluated on the basis of the extent of risk reduction achieved and the benefits or opportunities created. The evaluation should take into account the organisation's risk acceptance criteria as well as how risk is perceived by affected parties or stakeholders. Selection of the most appropriate option involves balancing the cost of implementing each against the benefits derived from each. A number of options may be applied, individually or in combination.

Where large reductions in risk can be obtained with relatively lower expenditure, such options should be implemented. However, careful consideration should be given to rare (but severe) risks which may justify risk reduction measures not justifiable against economic criteria alone.

Strategies are detailed statements of process which outline how the Goal is to be achieved. A Goal can have one or many Strategies. A question which might be asked when developing Strategies is:

How are you going to achieve the Goal?

RISK MITIGATION STRATEGY DEVELOPMENT



STRATEGY SOURCES

- **Communication** (Internal/External)
- **Training**
- **Documentation**
- **Resourcing**
- **Systems**
- **Planning** (Additional)

Because Risk Management is something that has to be done relatively quickly — so as not to hold up the project or activity — simple sources of effective strategies should be found.

In these six words, you can usually find something that can help lower the level of risk. Not always, but most of the time.

For example:

For communications: Can I open up the line of communications in some way? Will that help people understand the risk and thus be better positioned to manage that risk?

For training: Can I develop a short training activity which will help mitigate the risk?

For documentation: Can I provide a checklist, or a step-by-step process document that will help overcome the likelihood of the risk occurring?

There are other words that could be on this list, but these are the main ones which provoke our thinking.

Action Plans — Implementing the Strategy

What we will actually do to carry out the strategy.

It must be precisely defined, include timetables, and so forth.

That is, the WHAT, WHO, WHEN.

**The Action Planning Rule
(what level of detail?)**

**Something Executable (But not Trivial)
Something Measurable (In Time and/or in Cost)**

Risk Mitigation Plan

Group: _____ Leader: _____

Area/Source of Risk: _____

Risk #	IDENTIFIED RISK	When ID'd (date)	Rating (H/S)		
MITIGATION STRATEGY					
IMPLEMENTATION PLAN					
#	Action	Action Officer	Completed by	Done (date)	Comments
1					
2					
3					
4					

Risk Management Forms

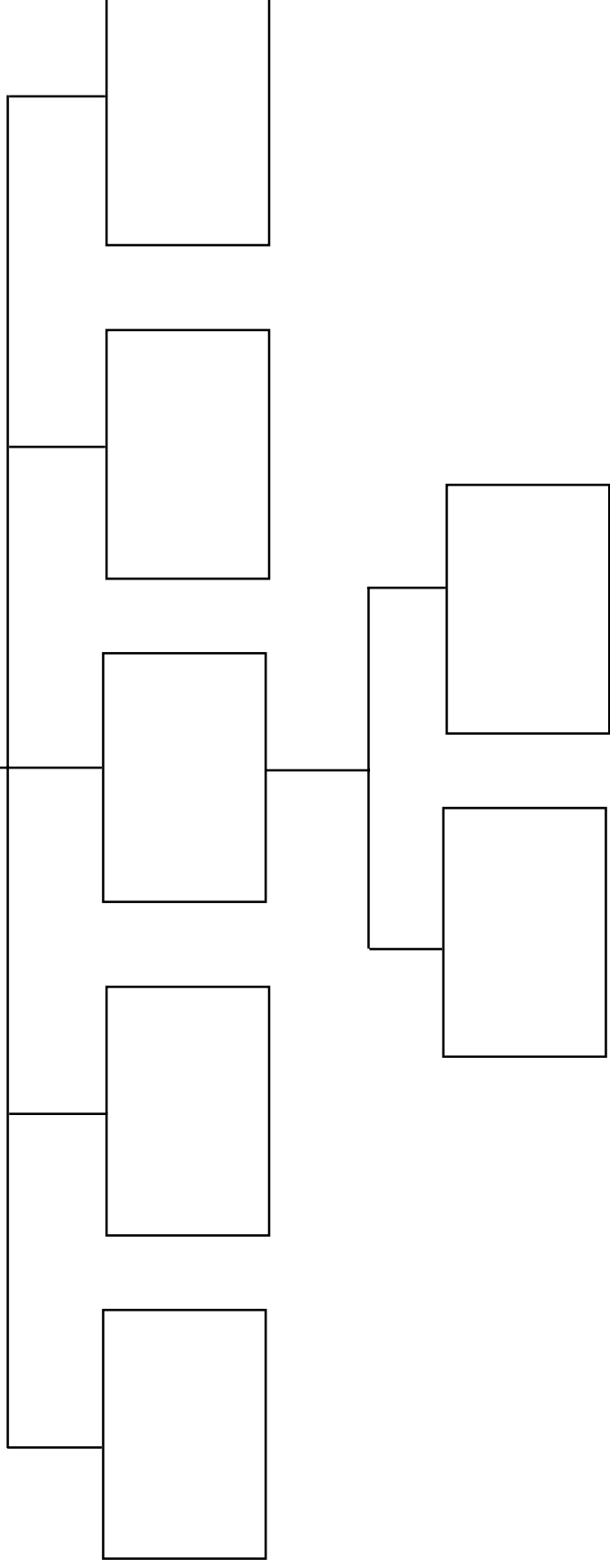
RISK MANAGEMENT — ASSESSMENT FORM — Areas and Sources of Risk

Name of Group: _____ Leader: _____ Date Assessment Completed: _____

Assessment Team: _____

Area of Risk

Sources of Risk



AREA: _____ SOURCE: _____
DATE: _____

① Identified Risk(s)

② Outcomes _____

③ Controls in Place _____

Rating (tick one)

- HE ME IE
- HE ME IE
- HE ME IE
- HE ME IE
- HE ME IE
- HE ME IE
- HE ME IE
- HE ME IE

④ Rating

	L	C	B	A/U
1	---	---	---	---
2	---	---	---	---
3	---	---	---	---
4	---	---	---	---
5	---	---	---	---
6	---	---	---	---
7	---	---	---	---
8	---	---	---	---
9	---	---	---	---
10	---	---	---	---

⑤ Strategies

CONTROL VALUES

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ME	The control is moderately effective because it only partially reduces the likelihood of the risk occurring and/or partially reduces the consequences if the risk does occur. The control needs to be reviewed, abolished, amended, or replaced to make it a highly effective control.
IE	The control is ineffective because it does not reduce the likelihood of the risk occurring and/or it does not reduce the consequences if the risk does occur. The control needs to be reviewed, abolished, amended, or replaced to make it a highly effective control.

LIKELIHOOD/CONSEQUENCE MATRIX

Likelihood	Consequences				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
A Almost Certain	S	S	H	H	H
B Likely	M	S	S	H	H
C Possible	L	M	S	H	H
D Unlikely	L	L	M	S	H
E Rare	L	L	M	S	S

Unacceptable Risks

H = a High Risk, Attention, Time and Resources required

S = a Significant Risk, Attention required

Acceptable Risks

M = a Moderate Risk, Monitor

L = a Low Risk, Standard Operating Procedures to handle

LIKELIHOOD & CONSEQUENCE

LIKELIHOOD		
Level	Descriptor	Description
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5	Catastrophic	Abolition of the organisation, dismissal of executive, significant irreparable impact on members' prospects through mismanagement. Impact on staff, members and morale severe.

PRIORITY CRITERIA
<ul style="list-style-type: none"> • Injury to Fatality • Damage to Organisation's Assets • Damage to Private Property • Damage to Environment • Damage to Reputation/Credibility

RISK MITIGATION ACTION PLAN

Group: _____ Leader: _____

Area/Source of Risk: _____

Risk #	IDENTIFIED RISK	When ID'd (date)	Rating (H/S)		
MITIGATION STRATEGY					
IMPLEMENTATION PLAN					
#	Action	Action Officer	Completed by	Done (date)	Comments
1					
2					
3					
4					

How To Do A Risk Assessment

How to Document the Risk Process

RISK MANAGEMENT — ASSESSMENT FORM — Areas and Sources of Risk

Name of Group: _____ Leader: _____ Date Assessment Completed: _____

Assessment Team: _____

Area of Risk

Sources of Risk

Risk Management Areas and Sources of Risk

The Forms

The graphic above shows the Risk Management Areas and Sources of Risk page. This is where your recording starts.

- Write the Name of the Group
- Write the Leader's name
- Write the date the assessment is completed
- Write the members of the assessment team
- Write the risk Area in the top empty box
- Write the Sources of risk (from that risk Area) in the lower boxes. (This is a sample. Your combination of boxes will vary from subject to subject.)

An Example

<p>AREA: Property and Facilities, Community Hall SOURCE: Fire, Bushfire, Smoke DATE: 8 April 2002 WORK AREA: Property and Assets LEADER: Robert Smith</p>																					
<p>1 Identified Risk(s)</p> <ul style="list-style-type: none"> #1 Lack of fire sprinklers in Hall and presence of highly combustible materials stored in equipment room. #2 Bush fire danger north end of Hall from heavy concentration of dry undergrowth. #3 Significant smoke from annual bush fires near Hall. 																					
<p>2 Outcomes</p> <ul style="list-style-type: none"> #1 Significant property damage potential and loss of equipment; loss of life #2 Potential loss of property; Temporary lost of venue from lesser damage #3 Health concerns; Lost activity time 	<p>3 Controls in Place</p> <ul style="list-style-type: none"> Bush Fire Brigade well trained, available Security systems for early warning in place Overhead fans in place in Hall <p>Rating</p> <ul style="list-style-type: none"> ME ME IE 																				
<p>4 Rating</p> <table border="1"> <tr> <td></td> <td><u>L</u></td> <td><u>C</u></td> <td><u>R</u></td> <td><u>A/U</u></td> </tr> <tr> <td>#1</td> <td>B</td> <td>4</td> <td>H</td> <td>U (before)</td> </tr> <tr> <td>#2</td> <td>C</td> <td>3</td> <td>S</td> <td>U</td> </tr> <tr> <td>#3</td> <td>A</td> <td>4</td> <td>H</td> <td>U</td> </tr> </table>		<u>L</u>	<u>C</u>	<u>R</u>	<u>A/U</u>	#1	B	4	H	U (before)	#2	C	3	S	U	#3	A	4	H	U	<p>5 Strategies</p> <ul style="list-style-type: none"> Risk #1 - Conduct urgent review of the Hall and develop business case, including cost, for installation of required sprinkler system. Temporary mitigation of some aspects of this risk by relocating some of the combustible materials to a private contractor's business which has sprinkler system in place. Monitor this risk and adjust its rating after installation of sprinkler system is complete and tested Risk #2 - Organise a working party for the long weekend to clear bush at north end of Hall, making sure bush cleared by summer fire season later this year. Risk #3 - Retain the risk and close the Hall if smoke cannot be cleared by the fan system.
	<u>L</u>	<u>C</u>	<u>R</u>	<u>A/U</u>																	
#1	B	4	H	U (before)																	
#2	C	3	S	U																	
#3	A	4	H	U																	

Running a Risk Assessment Session

The most successful general risk assessments will come from bringing together a group of people with a shared understanding of the topics you are going to discuss. If you have documented data or evidence, use it. If you do not have documented evidence, use the power of the team. Discuss, argue, and arrive at a consensus.

If you have not requested a facilitator to assist you, have one of your own people act as the facilitator. Brainstorm the general risks on a whiteboard following the forms in this manual. As you complete your discussions have one of the team act as a scribe and transfer the information from the whiteboard to the forms.

Do not hurry the process as you will gain from the detailed discussion and considered opinions from around the team. We are estimating that small groups may complete the assessments in one 4-hour session. Others might take two or three sessions. We believe you will find the time well spent with a number of rewards for your efforts: a more professional approach to the risks you take, an improved and shared understanding among the participants of the work you do, the risks you face, and a sense of achievement in having contributed to the good governance of the organisation.

Documenting the Risk Assessment Session

There should be a minute taker appointed for each session. This person will record the wording of the risk and the details of the assessment of the risk on the forms provided as mentioned above, as well as discussion on controls in place, treatment strategies for unacceptable risks, future review dates for acceptable risks and any other relevant data. The minutes should be validated by participants as soon as is practicable after the session, and the minutes should be filed in a Risk Management folder.

Identifying Risks

Step by Step

The form is titled 'Identifying Risks' and is divided into several sections. At the top, there are three fields: 'AREA:', 'SOURCE:', and 'DATE:'. Below these is a large section labeled '1) Identified Risk(s)' with several horizontal lines for writing. A large triangle is drawn over this section, pointing towards the 'Identified Risk(s)' label. Below this are two columns: '2) Outcomes' and '3) Controls in Place', each with several lines. To the right of these columns is a 'Value' column with a 'pick option' label and a grid of checkboxes. At the bottom, there are two columns: '4) Rating' and '5) Strategies', each with several lines.

Identifying the Risks

This is where you begin your risk identification.

- Write in the *Area* of Impact
- Write in the *Source* of the Risk
- Write in the *Date* of the risk assessment
- Write in the *Identified Risks* with enough detail to make it clear what you are assessing as a risk
- If there are more than ten identified risks, use photocopies of the form page to list the rest

Identifying Outcomes

Step by Step

The form is titled 'Identifying Outcomes' and is divided into several sections. At the top, there are three fields: 'AREA:', 'SOURCE:', and 'DATE:'. Below these is a large section labeled '1) Identified Risk(s)' with several horizontal lines for writing. A large triangle is drawn over this section, pointing towards the 'Outcomes' section. Below this are two columns: '2) Outcomes' and '3) Controls in Place', each with several lines. To the right of these columns is a 'Value' column with a 'pick option' label and a grid of checkboxes. At the bottom, there are two columns: '4) Rating' and '5) Strategies', each with several lines.

Identifying the Outcomes

- Write in the *Outcome(s)* for each risk in detail
- If you have more than ten identified risks, photocopy as many copies of the form needed to write the outcomes for the risks.

Identifying Controls and then Values

Step by Step

AREA: SOURCE: DATE:

① Identified Risk(s)

② Outcomes

③ Controls in Place

Value (tick only)

HE ME IE

HE ME IE

HE ME IE

HE ME IE

HE ME IE

④ Rating

L C M A T

⑤ Strategies

Identifying and Assessing the Controls

- On the next section of the form, write the *Control* in place for each risk
- Tick the *Value* of the control as the group assess it (Is the control highly effective at minimising the risk, moderately effective or ineffective? HE, ME or IE? see definitions on page 20)

Rating the Risk

Step by Step

AREA: SOURCE: DATE:

① Identified Risk(s)

② Outcomes

③ Controls in Place

Value (tick only)

HE ME IE

HE ME IE

HE ME IE

HE ME IE

HE ME IE

④ Rating

L C M A T

⑤ Strategies

Assigning the Risk Rating

If the risk falls in the acceptable categories (Moderate or Low), document the assessment meeting, and file the risk to be reviewed at a future date.

Unacceptable risks must be treated by developing options and strategies and incorporated within the Risk Control Statement to lower the level of risk.

- Using the matrix, assess the likelihood and consequence of the risk occurring
- Write those values (ie the *Rating*) from the matrix onto the form
- Under **L** write the letter corresponding to the likelihood (C = Possible)
- Under **C** write the number corresponding to the consequence (4 = Major)
- Under **R** write the letter in the square on the matrix where the likelihood and consequence meet (for example, C + 4 = H)
- Under **U/A** write either U for unacceptable risk (white squares on the matrix) or A for acceptable risk (black squares)

Implementing the Risk Mitigation Action Plan

Step by Step

Group: _____ Leader: _____

Area / Source of Risk: _____

Risk #	IDENTIFIED RISK	When ID'd (date)	Rating (H/S)		
MITIGATION STRATEGY					
IMPLEMENTATION PLAN					
#	Action	Action Officer	Completed by	Done (date)	Comments
1					
2					
3					
4					

Risk Mitigation Action Plan

This page is for recording **unacceptable risks only**

- On this form write the *Group*, the *Leader's* name and *Area* or *Source* of the risk
- Write the *Risk Number* and *Description* (from page 2 of the form set)
- Write the Date the risk was identified at *When Id'd (date)* (from page 2 of the form set) and the letter corresponding to the *Risk Rating* (*H* for high or *S* for significant)
- Write the *Mitigation Strategy* in the form of a full description
- Write the steps under *Action*
- Write the name of the person who will do the action under *Action Officer*
- Write the date you want the action completed under *Completed by*
- Write the actual date the action was completed under *Done (date)*
- Write any useful comments in the last column

WORK AREA: Property and Facilities, Community Hall		Leader: Robert Smith		Date: 8 April 2002	
AREA/SOURCE: Property and Assets — Fire/Bushfire/Smoke					
Risk #	IDENTIFIED RISK	When ID'd (date)	Rating (H/S)		
#1	Potential for a fire in the Hall and lack of sprinklers, as well as presence of highly combustible materials stored there may result in significant fire damage and loss of venue.	8 April 2002	B - 4 - H - U		
MITIGATION STRATEGY					
Risk #1 - Conduct an urgent review of the Hall and develop business case, including cost, for introduction of required sprinkler system. Meanwhile, temporary mitigation of some aspects of this risk by relocating some of the combustible materials to a contractor's business which has sprinkler system in place.					
IMPLEMENTATION					
#	Action	Action Officer	Completed by	Done (date)	Comments
1	Develop plan for review of the Hall and movement of combustible materials from location.	RS	15 April 2002		Consult with DC (Cleaning Contractor), FR (Hall Manager) and TR (Community Liaison Officer).
2	Develop specs and gain quotes for required sprinkler system.	JF	20 April 2002		See local providers for assistance with quotes.
3	Remove (temporarily) as much combustible material as possible.	KL	15 April 2002		Work with FR (Hall Mgr) and team to carry out this task.
4	Develop business case to sell local Council on sprinkler installation, based on risks.	JF	25 April 2002		Aim for presentation at Council Management Meeting on 25 April. Include cost-benefit analysis as well as HR issues and safety.
5	On approval of case, issue a contact for installation.	RS	10 May 2002		Use similar contract forms to other contracted services.
6	Supervise installation and when complete, revise risk register.	JF	30 Jun 2002		JF to supervise contractors. KL will do JF's duties during this time.
7	Arrange return of combustibles to the Hall.	KL	10 Jul 2002		Work with FR (Hall Mgr) on team to carry out this task.



Our Mission



Our mission is to strive for excellence in partnering our clients. We achieve this through our focus on leadership, corporate and business planning, operational and strategic risk management, policy and procedure documentation, and associated activities.



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