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<td>8</td>
<td>Appendix C – Consequence Table</td>
<td>19</td>
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</table>
1 Preface

In this time of innovation and change the City of Unley encounters a range of risks that may threaten its ability to meet its objectives and faces some positive opportunities that, if embraced in a considered and constructive manner, will greatly assist in improving service delivery and performance.

Risk and opportunity management is about the proactive management of these uncertain events.

This document sets out a Risk and Opportunity Management Framework. It clearly details the aims, objectives and actions required to deliver a best practice approach to integrating risk & opportunity management into the leadership, business planning, staff culture and operational delivery of all our programs and services, and then to sustain this delivery in an environment of continuous improvement.

The Risk Management Framework should be read in conjunction with the Risk and Opportunity Management Policy.

Effective risk and opportunity management will help to ensure that the City of Unley maximises its opportunities and minimises the impact and likelihood of the risks it faces. This will improve our ability to deliver our priorities and improve outcomes for the City of Unley.

Training will be conducted on the risk and opportunity framework, policy and the new risk management standard. This is critical in ensuring our staff understand how risk and opportunity management can assist them in their daily activities.

1.1 Risk and Opportunity Management – What is it?

Risk and Opportunity management describes the planned and systematic approach used to identify, evaluate and manage the whole range of business risks and opportunities facing the City of Unley.

Risk and opportunity is defined as ‘something happening that may have an impact on the achievement of objectives’. Risk and opportunity management is a central part of any organisation's strategic management. It is the process whereby an organisation’s management team and operational managers methodically address the risks and opportunities attached to their activities with the goal of achieving sustained benefit within their activity and assess the portfolio of all activities.
1.2 Purpose

The purpose of the **Risk and Opportunity Management Framework** is to:

- Add value to the activities of the City of Unley;
- Assist in achieving the City of Unley’s goals and deliver programs and services within an acceptable level of risk;
- Provide staff and management with a systematic and formalised process for identifying and managing risk and opportunity;
- Ensure a consistent approach to risk and opportunity management is adopted across City of Unley;
- Ensure risks are identified and effectively managed using appropriate internal controls;
- Allow resource allocation towards risk mitigation strategies to be considered during strategic planning and business plan development;
- Develop an organisational ethos and operating culture which achieves the integration of the risk and opportunity management process into all staff and management activities.

2 Risk Management Process

The process for managing City of Unley’s risks is consistent with the International Risk Management Standard ISO 31000:2009. It involves five key steps and additional steps to ensure feedback through a monitoring and review process and appropriate communication and consultation. Opportunities are also undertaken in the following manner.
A ‘Risk Management Reference Sheet’ that summarises the following risk management process can be found in Appendix A.

2.1 Step 1: Communicate & Consult

Communication and consultation are important elements in each step of the risk and opportunity management process. Effective communication is essential to ensure that those responsible for implementing risk management, and those with a vested interest, understand the basis on which risk management decisions are made and why particular actions are required.

It is important that the communication approach recognises the need to promote risk and opportunity management concepts across all management and staff.

2.2 Step 2: Establishing the Context

Establishing the context defines the basic parameters within which risks must be managed and sets the scope for the rest of the risk and opportunity management process. The context includes the City of Unley’s external and internal environment.

External Context

Establishing the External Context is not only about considering the external environment, but also includes the relationship or interface between the City of Unley and its external environment. This may include:
- Business, social, regulatory, cultural, competitive, financial and political environment;
- Community impact;
- Health and Safety;
- Media;
- Legal and Regulatory obligations; and
- External stakeholders/ key third party service providers.

Establishing the external context is important to ensure that stakeholders and their objectives are considered when developing risk management criteria and that externally generated threats and opportunities are properly taken into account.

Internal Context

An understanding of City of Unley is important prior to undertaking the risk and opportunity management process, regardless of the level. Areas to consider include:

- Culture;
- Strategic Plan and Drivers;
- Annual business plan and annual budget;
- Council;
- Occupational Health and Safety;
- Key performance indicators;
- Governance; and
- Internal stakeholders;

Risk Management Context

The level of detail that will be entered into during the risk and opportunity management process must be considered prior to commencement. The extent and scope of the risk and opportunity management process will depend on the goals and objectives of the City of Unley activity that is being addressed, as well as the budget that has been allocated to that activity.

In each instance, consideration must also be given to the roles and responsibilities for driving and undertaking the risk management and opportunity process.

2.3 Step 3: Identify Risks (Risk Identification)

The next step in the risk management process is to identify the risks to be managed. Comprehensive identification using a well-structured systematic process is critical, because a risk not identified at this stage may be excluded from further analysis.
Identification should include risks whether or not they are under the control of the City of Unley.

Key elements of the identification stage are covered in the City of Unley’s budget and business planning frameworks, and both have risk and opportunity management incorporated into the process. It is logical to combine these management practices as they have the same ultimate goal, the achievement of objectives.

A number of questions should be asked when attempting to identify risks. These include:

- What can happen?
- Where could it happen?
- When could it happen?
- Why would it happen?
- How can it happen?

Answering these questions will assist in the generation of a list of risks and events that may have impact on achieving set objectives and our business plans.

Risk Identification Methods

There are a number of different methods to identify risks, some of which may include:

- Brainstorming sessions with all stakeholders;
- Risk Identification workshops;
- Annual strategic, business planning and budget workshops;
- Checklists developed for similar events/projects/activities; and
- An examination of previous events/projects/activities of this type.

Changes in the external and internal environments of local governments may present risks. Monitoring of such changes can facilitate the early identification of unforeseen risks.

For identification of risks in large projects, refer to the City of Unley Risk and Opportunity Model – Examples of Risks and Opportunities for assistance in recognising risks within different categories.

Documentation

Where there are a number of risks identified within an activity, all identified risks should be documented in the ‘Risk Description’ column of the ‘Risk Assessment Template’, which can be found in Appendix B.
2.4 Step 4: Analyse Risks (Risk Analysis)

Once all risks have been identified, the next step of the risk and opportunity management process is to analyse the risks. This step involves considering the controls or mitigating activities already in place that reduce the level of risk. These controls or mitigating activities should be identified and documented in ‘Existing Controls in place’ column of the ‘Risk Assessment Template’ in Appendix B. Controls may include inspection regimes, Job Safety Analysis’s (JSA’s) Standard Operating Procedures (SOP’s), other documentation of work practices, defining responsibilities and accountabilities, and monitoring and reviewing processes.

This step also involves analysing the positive and negative consequences of the risk (ie its impact or magnitude of effect), and the likelihood that those consequences may occur (ie its frequency or probability). The consequence and likelihood are rated against established criteria (refer to Appendix A).

Consequence

When scoring the consequence associated with a risk, consideration needs to be given to its impact in terms of:

- Reputation and Public Image;
- Financial/Business Impact;
- Public /Staff Safety/OHS;
- Legal/Regulatory;
- Environment.

The impact scale is rated from “insignificant” to “catastrophic” as indicated in the Consequence Table in the ‘Risk Management Reference Sheet’ in Appendix A. In determining the overall consequence score, the highest individual score should be applied. The Consequence Table in Appendix C provides specific examples on the types of incidents and their associated impact scale, to assist staff in determining the Consequence rating that applies to the identified risk.

Likelihood

For the City of Unley, likelihood is rated from “rare” to “almost certain” as indicated in the table below.
<table>
<thead>
<tr>
<th>Likelihood Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>E. Almost Certain</td>
<td>Is expected to occur in most circumstances eg monthly</td>
</tr>
<tr>
<td>D. Likely</td>
<td>Will probably occur in most circumstances eg quarterly</td>
</tr>
<tr>
<td>C. Possible</td>
<td>Might occur at some time eg annually</td>
</tr>
<tr>
<td>B. Unlikely</td>
<td>Could occur at some time eg greater than annually</td>
</tr>
<tr>
<td>A. Rare</td>
<td>May occur only in exceptional circumstances eg greater than annually</td>
</tr>
</tbody>
</table>

### Documentation

All controls identified should be documented in the ‘Controls in place’ column of the ‘Risk Assessment Template’, which can be found in Appendix B.

All risk ratings should be documented in the ‘Consequence’ and ‘Likelihood’ columns of the ‘Risk Assessment Template’, which can be found in Appendix B.

### 2.5 Step 5: Evaluate risks (Risk Evaluation)

The next step in the risk and opportunity management process is the evaluation of risks. The purpose of this step is to establish an initial risk rating based on the consequence and likelihood levels identified in Step 4: Analyse risks.

### Risk Impact Matrix

The initial risk rating for each risk is calculated by plotting the likelihood and consequence response scores on the Risk Impact Matrix (refer below) to give a risk rating of Extreme, High, Moderate or Low. This rating provides a measure of the level of risk and will identify the risks that require further treatment in Step 6: Treat risks.

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Insignificant</th>
<th>Minor</th>
<th>Moderate</th>
<th>Major</th>
<th>Catastrophic</th>
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<tbody>
<tr>
<td>Almost Certain</td>
<td>E</td>
<td>Moderate</td>
<td>High</td>
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<td>Rare</td>
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<td>Low</td>
<td>Low</td>
<td>Moderate</td>
<td>Moderate</td>
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</tbody>
</table>

All risks with an initial rating of “Extreme” or “High” will require additional controls. Moderate and Low risks may be excluded from the implementation of additional controls at management’s discretion. However, the rationale for not implementing additional controls for these risks should be documented to demonstrate the completeness of evaluation.
undertaken. This should be documented in the ‘Additional Controls to be put in place’ column of the ‘Risk Assessment Template’ (Appendix B).

Documentation

The risk rating should be documented in the ‘Rating’ column of the ‘Risk Assessment Template’.

2.6 Step 6: Treat Risks (Risk Treatment)

The next step of the risk management process involves identifying a range of options for treating risks, evaluating the options and developing additional controls for implementation. Selecting the most appropriate option involves balancing the costs of implementing each option against the benefits derived from it. It is important to consider all direct and indirect costs and benefits.

The objective is not to eliminate all risk but rather to ensure that the risk is maintained at a tolerable level in a cost effective manner.

It should also be recognised that the risk treatment itself may introduce new risks that need to be identified, assessed, treated and monitored.

Residual Risk

Based on the additional controls put in place, Step 4: Analyse risks should be conducted again, to establish a revised/residual risk rating. The extent to which additional controls are required is determined by level of tolerable residual risk with which the City of Unley is comfortable. This is demonstrated by the following:

*Acceptable level of risk, or at a level which cannot be removed / cost effectively controlled.

Documentation

Additional controls should be documented in the ‘Additional Controls to be put in place’ column of the ‘Risk Assessment Template’ in Appendix B. Steps 4 and 5 should then be repeated to evaluated the revised tolerable risk rating which can also be documented in the ‘Risk Assessment Template’.

Based on the revised risk rating, each additional control to be implemented should then be prioritized. This number can be recorded in the ‘Priority’ column of the ‘Risk Assessment Template’.

The following two columns of ‘Responsibility’ and ‘Timeframe’ should then be completed to indicate the staff member responsible for ensuring the additional controls are implemented in the specified timeframes. In this case, the timeframe should be documented as an end date (eg. 1 June 2009) rather than a timeframe (eg. 2 weeks).
2.7 Step 7: Monitoring and Review

Risk and opportunity management is a dynamic process. New risks and opportunities will be identified and some will be removed or will be no longer valid. The assessments of likelihood and consequence will need to be reviewed, particularly in the light of the management actions undertaken and contingency arrangements will need to be updated in response to changing internal and external events.

Key strategic/corporate risks and opportunities are kept under regular review by the Management team and Managers regularly review operational risks/opportunities in line with the planning and budget management frameworks. It is critical that regular monitoring and review is undertaken by each business unit of critical activities and projects.

Any risks rated ‘Extreme’ or ‘High’ should be monitored on a regular basis to ensure that the rating assigned, controls identified, and treatment plans established remain valid.

3 Roles and Responsibilities

Key responsibilities as they relate to risk and opportunity are:

Council will:
- Review and endorse the City of Unley’s risk and opportunity management policy
- Ensure a framework is in operation that delivers a consistent approach to risk and opportunity management in the City of Unley
- Review Audit Committee reports and monitor that effective risk management and controls have been implemented

Audit Committee will:
- Review reports from management, and the External Auditors
- High level review of the City of Unley’s risk management activities
- Review the risk profile of the City of Unley and ensure high level risk are suitably controlled and treated

The Chief Executive will:
- Implement the Risk and Opportunity Management Policy and Framework across the City of Unley
- Ensure appropriate delegations are in place for staff to undertake risk management activities
- Ensure risk and opportunity management is embedded in to all critical functions and activities across the City of Unley

The General Managers will:
- Promote the adoption of the Framework within their work areas
- Promote a proactive risk management culture in accordance with business risk management initiatives
• Monitor and lead the implementation of risk assessments appropriate to their work area in accordance with the framework and ensure that risks are identified and managed in their strategic planning, business planning and budget review process.

• Ensure that proposed events and significant projects within their jurisdiction are not approved without a formal risk assessment that effectively identifies and manages risks and opportunities with them.

Corporate Services will:
• Monitor, review and update the Framework across the organisation.
• Provide leadership and guidance in the application of the Framework and associated tools.
• Ensure suitable training is available to use the policy, framework and tools.

Managers will:
• Ensure the adoption and operation of the Framework across their work areas.
• Ensure that risks and opportunities are identified, assessed and managed in accordance with the process outlined in the Framework.
• Promote a positive risk and opportunity management culture with their staff.

All staff members are to:
• Understand and apply the risk and opportunity management policy, framework and related procedures.
• Actively contribute to the management of risks and opportunities within the scope of their work.
• Report any risks identified to their manager or supervisor in a timely manner.

4 Risk and Opportunity Management Tools and References

4.1 General Risk Management

All standard risk assessments conducted on everyday activities, functions or events of the City of Unley can be documented in the tools described in Section 2: Risk and Opportunity Management Process.

The tools highlighted in the explanation of this process are as follows:

• Appendix A – Risk and Opportunity Management Reference Sheet
• Appendix B – Risk Assessment Template
• Appendix C – Consequence Table

4.2 Business Planning, Budgeting and Operational Risk Review
The annual budget and business planning review process will provide comprehensive information on the key risks facing City of Unley at a corporate level. The operational risk review undertaken at the Business Unit level should feed into this process. This review will be undertaken in conjunction with the Senior Management Team and will result in the identification of risks that are common across a number of Business Units.

4.3 Strategic and Capital Projects

A risk assessment should be undertaken as part of any strategic or capital project. Business units are required to identify and assess any risks as a result of significant changes/projects. These risks are to be included in any project management plans and any operational plans of the business units.

5 Risk Management Elements

Risk management is not just about the risk assessment process. There are many other areas that also incorporate risk management principles. These areas include, amongst others, Insurance, Emergency Management, Business Continuity Planning, Occupational Health & Safety and Procurement. For further guidance of risk management examples specific to the City of Unley, please refer to the Business and Opportunity Risk Model – Examples document.

5.1 Insurance

Insurance is a means of arranging funding for particular types of losses in return for paying a premium. This is just one way City of Unley addresses the risk of possible lack of financial resources to pay for damage to property and other consequential costs.

Areas covered by insurance include public liability, professional indemnity, personal accident (to employees, Elected Members and volunteers), income protection, hirer’s liability, workers compensation, motor vehicles, and assets and buildings.

The annual Risk Management Review conducted by the Local Government Mutual Liability Scheme (“Public Liability and Professional Indemnity Insurers for City of Unley”) is one of the mechanisms the insurers use to establish what existing controls and practices are in place. The review covers most areas of City of Unley operations and specifically areas that have a level of civil liability exposure, or areas that require a formal risk management approach. Risk action plans are developed to respond and deal with any issues raised by the scheme.

5.2 Emergency Management

Community Emergency Response Plan

The Community Emergency Response Management Plan outlines City of Unley’s involvement in and details the action plans and contingencies in place for dealing with community risk scenarios from an emergency through to a crisis to a declared disaster. This document identifies the possible hazards faced by the community in the City of Unley,
and puts processes in place to address City of Unley’s response mechanisms in the event of an incident.

**Business Continuity Plan**

In order to achieve the City of Unley’s strategic drivers, it has acknowledged the requirement to develop and implement a Business Continuity Plan. This plan is designed to manage risk by reducing the likelihood and the impact of a disruption or an event of failure and is developed to enable the resumption of critical business functions and support operations within the City of Unley. A Business Continuity Plan will also assist in maintaining the image and reputation by ensuring that the City of Unley can continue to deliver critical business services to the community during the period of an emergency situation/crisis.

### 5.3 Occupational Health, Safety and Welfare

Occupational Health, Safety and Welfare (OH&S&W) is an element of risk management in that it addresses risks facing employees conducting their everyday activities. OH&S is the responsibility of the Human Resources business unit and is not an area that is explained in detail for the purposes of the Risk Management Framework. For further information on OH&S practices within the City of Unley, please contact the Corporate OHS Advisor.

OH&S risks are identified through the LGA Workers Compensation Scheme (WCS) risk review process which is an annual appraisal of the City of Unley’s performance. Risk action plans are developed from this annual review.

### 5.4 Job Safety Analysis (JSA)

The detailed job safety analysis and standard operating procedure uses similar principles and practices to what has been described in the risk and opportunity framework. It is encouraged that the JSA, hazard management procedures and subsequent risk analysis and control plan is incorporated in to the risk management practices of the business unit as they allow a mechanism for the identification of key risk and practices that may prevent the achievement of the City of Unley’s objectives. For further information on the JSA’s, please refer to the JSA Standard Operating Procedure through the Corporate OHS Advisor.

### 5.5 Project Management

The City of Unley is currently preparing detailed project management procedures and guidance that links to the risk and opportunity management framework. It is critical that this is inter-linked with good risk and opportunity management.
6 Appendix A – Risk Management Reference Sheet

Risk and Opportunity Management Reference Sheet

Risk and Opportunity Management Defined

Risk and Opportunity management describes the planned and systematic approach used to identify, evaluate and manage the whole range of business risks and opportunities facing the City of Unley.

Risk is inherent in all our activities and we need to be continuously managing risks using a formal systematic process of identifying, evaluating, treating, monitoring and communicating risks associated with any activity, function or process.

Risk and Opportunity Management does not mean that risks can be prevented or avoided completely. Rather it enables the City of Unley to reduce the impact of risk to a tolerable level, be informed with our decision making, and to make contingency arrangements.

For further information, please refer to the Risk and Opportunity Management Framework.

So what is a risk?

Anything that can prevent the City of Unley from achieving its objectives.

The level of risk relates to the likelihood of something happening (ie its frequency or probability) and the potential consequences (ie its impact or magnitude of effect).

The level of risk is influenced by any controls, or measures, currently in place to minimise the likelihood of the occurrence or its consequences.
Risk Impact Matrix

Risk is measured in terms of consequence and likelihood.

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Insignificant</th>
<th>Minor</th>
<th>Moderate</th>
<th>Major</th>
<th>Catastrophic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost Certain</td>
<td>E</td>
<td>Moderate</td>
<td>High</td>
<td>High</td>
<td>Extreme</td>
</tr>
<tr>
<td>Likely</td>
<td>D</td>
<td>Moderate</td>
<td>High</td>
<td>High</td>
<td>Extreme</td>
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<tr>
<td>Possible</td>
<td>C</td>
<td>Low</td>
<td>Moderate</td>
<td>Moderate</td>
<td>High</td>
</tr>
<tr>
<td>Unlikely</td>
<td>B</td>
<td>Low</td>
<td>Moderate</td>
<td>Moderate</td>
<td>High</td>
</tr>
<tr>
<td>Rare</td>
<td>A</td>
<td>Low</td>
<td>Low</td>
<td>Moderate</td>
<td>Moderate</td>
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</tbody>
</table>

Likelihood

The level of possibility that the City of Unley could be exposed to risk.

<table>
<thead>
<tr>
<th>Likelihood Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>E. Almost Certain</td>
<td>Is expected to occur in most circumstances</td>
</tr>
<tr>
<td>D. Likely</td>
<td>Will probably occur in most circumstances</td>
</tr>
<tr>
<td>C. Possible</td>
<td>Might occur at some time</td>
</tr>
<tr>
<td>B. Unlikely</td>
<td>Could occur at some time</td>
</tr>
<tr>
<td>A. Rare</td>
<td>May occur only in exceptional circumstances</td>
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Risk Assessment Template and Process

The risk assessment template contained in Appendix B is to be used to document risk and the controls to be put in place to manage the risks to a tolerable level.

The key focus of the risk assessment template is to focus on the key actions and timeframes that are allocated to manage the risk to an acceptable level for the City of Unley. A focus on the high and extreme risks allows for the actions to be directed towards the areas that require the most urgent attention.

Monitoring

The risks identified utilising the risk assessment review template need to be updated on a regular basis.

The assessments of likelihood and consequence will need to be reviewed, particularly in the light of the management actions undertaken and contingency arrangements will need to be updated in response to changing internal and external events. This should be undertaken as part of the regular review of business planning and projects undertaken within the City of Unley.
Appendix B – Risk Assessment Template – *Provided to capture risk assessments undertaken across the City of Unley*

**Risk Assessment**

*Business Line / Activity*

Created By:
Date Created:

Please refer to the Risk Management Reference Sheet (Appendix A) for further information in relation to Risk Ratings

<table>
<thead>
<tr>
<th>Ref</th>
<th>Risk Description</th>
<th>Existing Controls in place</th>
<th>Consequence Likelihood</th>
<th>Additional Controls to be put in place</th>
<th>Revised Rating</th>
<th>Priority</th>
<th>Responsibility</th>
<th>Timeframe</th>
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</tbody>
</table>
## Appendix C – Consequence Table

<table>
<thead>
<tr>
<th>Impact Scale</th>
<th>Reputation &amp; Public Image</th>
<th>Financial/ Business Impact</th>
<th>Public/Staff Safety/OHS</th>
<th>Legal/Regulatory</th>
<th>Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Insignificant</td>
<td>• No adverse effect on public image&lt;br&gt;• Insignificant level of community concern&lt;br&gt;• Negligible adverse impact upon social health and well being of the community which has little or no impact upon established community relationships and links</td>
<td>• Low financial loss – impact of less than $10k&lt;br&gt;• Small delays in undertaking routine needs or tasks for ½ day.</td>
<td>• No injuries or no significant injuries&lt;br&gt;• Negligible loss or damage to property / infrastructure</td>
<td>• Minor encroachment on legislation/standard</td>
<td>• “Nuisance” category under the SA Environment Protection Act (1993) met&lt;br&gt;• Contamination – on-site release immediately contained</td>
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<tr>
<td>2. Minor</td>
<td>• Minor adverse effect on public image&lt;br&gt;• Minor level of community concern&lt;br&gt;• Minor adverse impact upon social health &amp; well being of the community that may have a minor impact upon established community relationships &amp; links.</td>
<td>• Medium financial loss – impact of between $10k and $100k&lt;br&gt;• Minor impact in undertaking routine needs or tasks for 1 day</td>
<td>• First aid treatment required resulting in lost time (&gt;1day)&lt;br&gt;• Minor loss or infrastructure damage</td>
<td>• Minor legal, regulatory or internal policy failure</td>
<td>• “Nuisance” category under SA Environment Protection Act (1993) met</td>
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<tr>
<td>3. Moderate</td>
<td>• Moderate adverse effect on public image&lt;br&gt;• Moderate level of community concern&lt;br&gt;• Social health and well being of the community affected by moderately reduced opportunities for participation in community life and/or decision making, moderate incidences of increased isolation etc.</td>
<td>• High financial loss – impact of between $100,000 and $1 million&lt;br&gt;• Capability / production impaired, moderate impact on stakeholders &amp; routine needs or tasks for 1 – 3 days.&lt;br&gt;• Minor legal issues, non compliances and breaches of regulation</td>
<td>• Medical treatment/ hospitalisation required&lt;br&gt;• Moderate loss/or infrastructure damage</td>
<td>• Moderate legal, regulatory or internal policy failure</td>
<td>• “Material” category under the SA Environment Protection Act (1993) met&lt;br&gt;• Contamination – on-site release contained with outside assistance</td>
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<td>4. Major</td>
<td>• Major adverse effect on public image&lt;br&gt;• Significant level of community concern&lt;br&gt;• Social health and well being of the community seriously affected by major community unrest and/or significant breakdown of established community relationships and links.</td>
<td>• Major financial loss - impact of between $1 million and $5 million&lt;br&gt;• Loss of capability, disruption to production, major impact on stakeholders &amp; routine needs or tasks for 3 – 5 days.&lt;br&gt;• Serious breach of regulation with investigation or report to authority with prosecution and/or moderate fine possible</td>
<td>• Serious &amp; extensive injuries requiring hospitalisation/ rehabilitation&lt;br&gt;• Serious structural damage to infrastructure or serious loss of assets</td>
<td>• Major legal, regulatory or internal policy failure</td>
<td>• “Serious” category under the SA Environment Protection Act (1993) met&lt;br&gt;• Contamination – off-site release with no detrimental effects</td>
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<td>5. Catastrophic</td>
<td>• Huge effect on public image&lt;br&gt;• Community outrage&lt;br&gt;• Social health &amp; well being of the community hugely affected by major community unrest and/or significant breakdown of established community relationships &amp; links.</td>
<td>• Huge financial loss/exposure – impact greater than $5 million&lt;br&gt;• Projects &amp; programs failure, inability to meet minimum acceptable standards, most objectives not met&lt;br&gt;• Major breaches of regulation, major litigation</td>
<td>• Fatality of a member of staff or public&lt;br&gt;• Critical loss, irreversible damage property / infrastructure</td>
<td>• Critical legal, regulatory or internal policy failure</td>
<td>• “Serious” category under the SA Environment Protection Act (1993) met&lt;br&gt;• Toxic release off-site with detrimental effect</td>
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</tbody>
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