

CONTROL EFFECTIVENESS				Notes & Queries:			
(SCORE) RATING	DESCRIPTION	EXAMPLE	%				
(1) Good	Nothing more to be done except review and monitor the existing controls. ----- Controls are well designed for the risk, address the root cause and Management believes that they are effective and reliable.	TBC	Do we need these examples?				
(2) Satisfactory	Most controls are designed correctly and are in place and effective. ----- Some work to be done to improve operating effectiveness or Management has doubts about operational effectiveness and reliability.	TBC					
(3) Poor	While the design may be largely correct in that they treat most of the root causes of the risk, they are not currently effective ----- OR ----- Some of the controls do not seem correctly designed to treat root causes. Those that are correctly designed are operating effectively.	TBC					
(4) Very Poor	----- Significant control gaps. ----- Either controls do not treat root causes or they do not operate effectively.	TBC					
(5) Uncontrolled	----- Virtually no credible control. ----- Management has no confidence that any degree of control is being achieved due to poor control design and/or very limited operational effectiveness.	TBC					

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1							
2		LIKELIHOOD TABLE					
3		SCORE	RATING	DESCRIPTION	EXAMPLE		
4		5	ALMOST CERTAIN	Will occur in most circumstances	The event will occur on an annual basis. Once a year or more frequently.		
5		4	LIKELY	Will probably occur in most circumstances	The event has occurred several times in your career. Once every three years.		
6		3	POSSIBLE	Could occur at some time	The event might occur once in your career. Once every 10 years.		
7		2	UNLIKELY	Not expected to occur	The event does occur somewhere from time to time. Once every 30 years.		
8		1	RARE	May occur in exceptional circumstances only	Heard of it occurring elsewhere. Once every 100 years.		
9							
10							

CONSEQUENCE TABLE									
Score	Rating	Achievement of Strategic Objectives	People (Staff & Volunteers)	Financial/Economic & Social Impact	Reputation	Assets & Environment	Business Disruption	Positive Consequences	
1	Insignificant	Small delay in achievement of objective or project Impact contained to business unit level	Temporary loss of non-essential staff - minor skills impact	Minimal (<1%) deficit / overspend of project or business unit budget No economic or social impact	Internal impact limited to business unit or project Minor or isolated public complaints	No damage to assets or environment	Delays are unimportant		
2	Minor	Lack of achievement of project or delay or non-achievement of up to 5% of objective or large project Impact contained to Registry level	Temporary loss of key staff - minor capability impact	Deficit / overspend of project or business unit budget (1-5%) that cannot be funded from another source within Branch Minor economic / social impact contained to few individuals	Isolated media attention (State of origin) Internal impact limited to Branch or high-profile, large or strategic project Short term but significant public complaints	Minor instances of environmental or asset damage that could be reversed	Inconvenient but not real ongoing business impact (OUTAGE = 0 TO 72 HOURS)		
3	Moderate	Delay of large project, or non-achievement of between 5-20% of Trust objective or large project Short term impact on FCA objectives	Permanent loss of key staff - unavailability of core skills affecting services	Deficit / overspend of project / Branch budget (>5% to <10%) that cannot be funded from another source in FCA Isolated but significant economic / social impact	Senate Estimates Questions Other external scrutiny, including ANAO Negative mention in national media Small value individual litigation Sustained public complaints	Isolated but significant instances of environmental or asset damage that might be reversed with intensive effort	Short term impact on business operations (OUTAGE = 0 TO 7 DAYS)		
4	Major	Substantial delay or non-achievement of between 20-50% of Trust objective or large project Medium term impact on FCA objectives	Loss of critical mass of staff - unavailability of critical skills or personnel	Deficit / overspend of Branch budget (10% to 15%) that cannot be funded from another source in FCA Severe economic / social impact to communities	Questions in Parliament Parliamentary inquiry Negative impact on Minister or Department's reputation	Severe loss of environmental or asset amenity and danger of continuing environmental or asset damage	Significant impact on business drivers (OUTAGE = 0 TO 14 DAYS)		

		Medium term impact on FCA objectives		Severe economic / social impact to communities	Minister or Department's reputation Serious public, political or media outcry Medium value isolated case of litigation Sustained and significant public complaints				
5	Extreme	More than 50% of a FCA objective not met Substantial impact on FCA objectives	Loss of critical mass of key staff - protracted unavailability of critical skills / people	Deficit / overspend of budget (> 25%) that cannot be funded from elsewhere within Department or Portfolio Major economic / social impact to communities or multiple industries, stakeholders, partners	Royal Commission Judicial inquiry Very serious legislative non-compliance Long term negative impact on Minister or Department's reputation High value, large volume of litigation	Major widespread loss of environment or assets and progressive, irrecoverable environmental or asset damage	Threatens achievement of FCA objectives (OUTAGE = 0 TO > 14 DAYS)		

Risk ratings outcomes - management and reporting response

5	Low	Manage by routine procedures. Maintain existing risk mitigation treatments and monitor.
6	Medium	Management responsibility must be specified. Consider specific responses and specifically monitor
7	High	Senior management attention required, management responsibility specified. Consider additional specific responses and specifically monitor
8	Severe	Immediate action required by the Executive with detailed planning, allocation of resources and regular reporting to eliminate or reduce risk

Note: key potential changes from some older versions:

Ref 5-2 is HIGH

Ref 1-3 is MEDIUM

Use of SEVERE instead of VERY HIGH

HB AS4360 (refers to ISO risk handbook 2004)

Residual Risk Level for each identified risk
(Determined by Likelihood & Consequence Ratings)

Risk Probability Matrix					
Likelihood Label	Consequence Label				
	1. Insignificant	2. Minor	3. Moderate	4. Major	5. Extreme
5. Almost Certain	Medium	High	High	Severe	Severe
4. Likely	Medium	Medium	High	High	Severe
3. Possible	Low	Medium	Medium	High	High
2. Unlikely	Low	Low	Medium	Medium	High
1. Rare	Low	Low	Low	Medium	Medium

Risk Treatment & Corrective Action Table			
Severe	High	Medium	Low
Immediate control action to be initiated and the activity ceased immediately.	Consider an alternative activity unless appropriate controls are implemented.	May be handled at an Operational level, with responsible manager oversight	Risk noted and treated appropriately by those affected.
Consider an alternative activity unless appropriate controls are implemented.	Responsible Director/s will develop Risk Action Plans.	Develop and implement action plan and timeframe.	Managed by routine procedures and reporting mechanisms.
	Implement controls, allocate actions and budget to mitigate risk.	Monitor and review effectiveness of controls.	
Risk Action Plans to be developed and implemented under the direct control of the Executive.	Report to the CG&RM on the effectiveness of controls.		
The risk will be recorded on the Strategic Risk Register (for AR&CC reporting) and all documentation must be retained for future reference.	The risk will be recorded on the Strategic Risk Register (for AR&CC reporting) and all documentation must be retained for future reference.		

	A	B	C	D	E	F	G	H
1								
2								
3								
4								
5								
6		Risk Categories						
7								
8		Strategic	Operational	Legal / Regulatory	Financial	Knowledge	Natural	
9		Compliance	Physical Assets	<i>Human Resources</i>	Compliance	Information Management	Environmental	
10		Resource Allocation	Building & Contents	WHS Mgt System	Accounts Payable	Strategy & Planning	Climate Change	
11		Authority & Responsibility	Plant	Policy & Procedures	Accounts Receivable	Hardware	Storm & Tempest	
12		Strategic Planning	Equipment	Training & Accreditation	Funding & Liquidity	Software	Sea Level Rise	
13		Reputation	Fleet	Contracts of/for Employment	Interest Rates	Networks		
14		Stakeholders	Contractor Management	Compliance	Investment Strategy	Security		
15		Relationship Management	Insurance Program	Workers' Comp Cover		Archiving		
16		Risk Management	Museum Management	Fraud/Corruption		Data Base Development		
17		Business Continuity Plan	Archiving	Public Safety (incl Tours)		Intellectual Property		
18		Customer Satisfaction	Maintenance Program			Records Management		
19		Heritage	Human Capital					
20								
21								
22								

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1																
2	Probability Matrix															
3											Changed from V High in last version. Back in line with EY IA schedules					
4	Lookup Value 1	Lookup Value 2	Lookup Value 3	Probability												
5	5	1	✓	51	Medium											
6	5	2	✓	52	High											
7	5	3	✓	53	High											
8	5	4	✓	54	Severe											
9	5	5	✓	55	Severe											
10	4	1	✓	41	Medium											
11	4	2	✓	42	Medium											
12	4	3	✓	43	High											
13	4	4	✓	44	High											
14	4	5	✓	45	Severe											
15	3	1	✓	31	Low											
16	3	2	✓	32	Medium											
17	3	3	✓	33	Medium											
18	3	4	✓	34	High											
19	3	5	✓	35	High											
20	2	1	✓	21	Low											
21	2	2	✓	22	Low											
22	2	3	✓	23	Medium											
23	2	4	✓	24	Medium											
24	2	5	✓	25	High											
25	1	1	✓	11	Low											
26	1	2	✓	12	Low											
27	1	3	✓	13	Low											
28	1	4	✓	14	Medium											
29	1	5	✓	15	Medium											
30																
31																
32																
33	Drop Down Lists															
34																
35																

36	Risk Treatment															
37																
38	Yes															
39	No															
40																
41																
42	Risk Registers															
43																
44	Acc	Accommodation		First draft developed												
45	SHFT	SHFT		Aggregated / organisational level												
46	AMO	Asset Management & Operations														
47	CIT	Corporate Services & IT		TBC - Still in development												
48	EdT	Educational & Tours														
49	Fin	Finance														
50	HRV	Human Resources & Volunteers														
51	LPM	Property & Procurement														
52	Mkt	Marketing & Customer Experience														
53																
54																
55																
56	Risk Categories															
57																
58	Financial															
59	SRR - Safety			Added for Strategic RR; Board reporting												
60	SRR - People			Added for Strategic RR; Board reporting												
61	SRR - Stakeholders			Added for Strategic RR; Board reporting												
62	SRR - Asset Management			Added for Strategic RR; Board reporting												
63	Knowledge															
64	Legal / Regulatory															
65	Natural															
66	Operational			HC.moved to PEOPLE												
67	Reputational			TBD												
68	Strategic															
69																
70																