| Using the following table, please describe the major risks associated with the proposed project. Describe the management actions proposed to be put in place to manage these risks. Include anything that may impede the timely delivery of the project or negatively impact on the quality of the outcomes. You should consider additional treatment for risks rated medium or higher. You must update this plan over the duration of the Project as risks are newly identified or risk assessments or management strategies change.  | We would expect to see risks associated with:* The availability of project staff with required skills
* Accessing the required project materials in the timeframes
* Significant events that may impact on the project, including unexpected weather events, travel alerts
* Other events that may delay or hinder the delivery of the project
* Work health and safety risks.
 |
| --- | --- |
| An example is given in the first row of the table. You may add or remove rows as necessary. |

| **Risk No** | **The risk** | **Potential causes/sources** | **Potential impacts** | **Current controls** | **Likelihood*** Remote
* Unlikely
* Possible
* Likely
* Almost certain
 | **Consequence*** Insignificant,
* Minor
* Moderate
* Major
* Catastrophic
 | **Risk level** | **Is the risk acceptable*** Yes
* No
* Yes with conditions
 |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Low** |
| **Medium** |
| **High** |
| **Extreme** |
| Eg | Insufficient capacity within org to deliver project outcomes | Loss of corporate memory. Key project staff on long term unexpected leave | Inability to effectively manage project and meet project objectives and timelines | Adequate – internal reporting arrangements and reporting processes means other staff would be able to step in and take over the operation of the project | Possible | Moderate | Low | Yes |
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| **Risk Matrix** |
| --- |
| **Likelihood** | **Almost certain** | Low | Medium | High | Extreme | Extreme |
| **Likely** | Low | Medium | Medium | High | Extreme |
| **Possible** | Low | Low | Medium | Medium | High |
| **Unlikely** | Low | Low | Low | Medium | Medium |
| **Remote** | Low | Low | Low | Low | Medium |
|  |
| **Consequence measure** | **Insignificant** | **Minor** | **Moderate** | **Major** | **Catastrophic** |

If the risk is *almost certain* and the consequence was *major* the risk rating would = EXTREME

| **Measures of Consequence** |  | **Measures of Likelihood** |
| --- | --- | --- |
| **Measure** | **Description** | **Measure** | **Description** |
| **Insignificant** | No loss of reputation to any partyNo impact on accountability, APS values, Code of Conduct or DelegationAll projects/programs outputs metInsignificant loss/damage to assets (< $100,000)No injury to any personsLoss or impairment of a small amount of non-critical informationMinor disruption to some elements of ICT systemThe department verbally informed of internal breach of intellectual property rights | **Remote** | May occur only in exceptional circumstancesHas not occured in the department in the past ten years< 10% Probability |
|  **Minor** | Some reputational damage to partiesSome loss of opportunity, minor breach of Code of ConductMost outputs met but quality of deliverables has slipped. Extra costs unlikely to exceed 2% of budget Assets require repair but can still be utilised ($100,000 - $1,000,000)Injuries requiring first aid for some peopleTemporary corruption/loss of non critical informationSeveral systems effected for up to 2 hoursThe department receives written complaint of internal breach of internal property rights | **Unlikely** | Should not occur in most circumstancesHas occurred in the department in the past ten years10 - 20% probability |
| **Moderate** | Moderate reputational damage to partiesMisuse of resource allocation. Increase in liabilities. Breaches of Code of ConductFailure to deliver some outputs, significant under achievement in other output targets. Extra costs unlikely to exceed 5% of budgetDamage/loss of some assets ($1,000,000 - $10,000,000)Injuries requiring treatment at a medical facilityCorruption/loss of non-critical information resourcesSeveral systems affected for more than 2 hoursThe department disclosure of intellectual property rights outside the agency | **Possible** | Could occur at some timeHas occurred in the department in the past five years20 - 40% probability |
| **Major** | Significant reputational damage to partiesMajor loss of opportunity. Large scale misuse of resources. Code of Conduct breachesUnder achievement of targets on most outputs, extra costs unlikely to exceed 10% of budgetDamage to large proportion of assets ($10,000,000 - $50,000,000)Injuries necessitating hospitalisation Loss/irrecoverable corruption of critical information resourcesAll ICT systems inaccessible for more than 24 hoursThe department incurs fines from courts and damage to reputation through breach of intellectual property rights. | **Likely** | Should occur in many circumstancesHas occurred in the department in the past two years40 - 80% probability |
| **Catastrophic** | Irreparable damage to reputation of partiesIrreparable damage to economic performance, widespread corruption, several breached of the Code of Conduct. Failure to deliver all outputs. Extra costs likely to exceed 10% of budgetdestruction of all assets (> $50,000,000)Life threatening injuries or deathTotal loss/corruption of all information servicesAll ICT systems lost/irrecoverableThe department breaches all relevant legislation/policies and guidelines | **Almost Certain** | Expected to occur in most circumstancesHas occurred in the department in the past year> 80% probability |