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1 INTRODUCTION

This document sets out a risk management framework for the Berri Barmera Council. It clearly details the aims, objectives and actions required to deliver a best practice approach to integrating risk 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 Management Policy.

The Risk Management Policy defines the responsibilities of all staff in respect to risk management.

The Risk Register is the principle repository for risks across council. The risk register enables areas to profile risks, monitor controls and priorities treatment actions. The risk register also facilitates standardized reporting of risks.

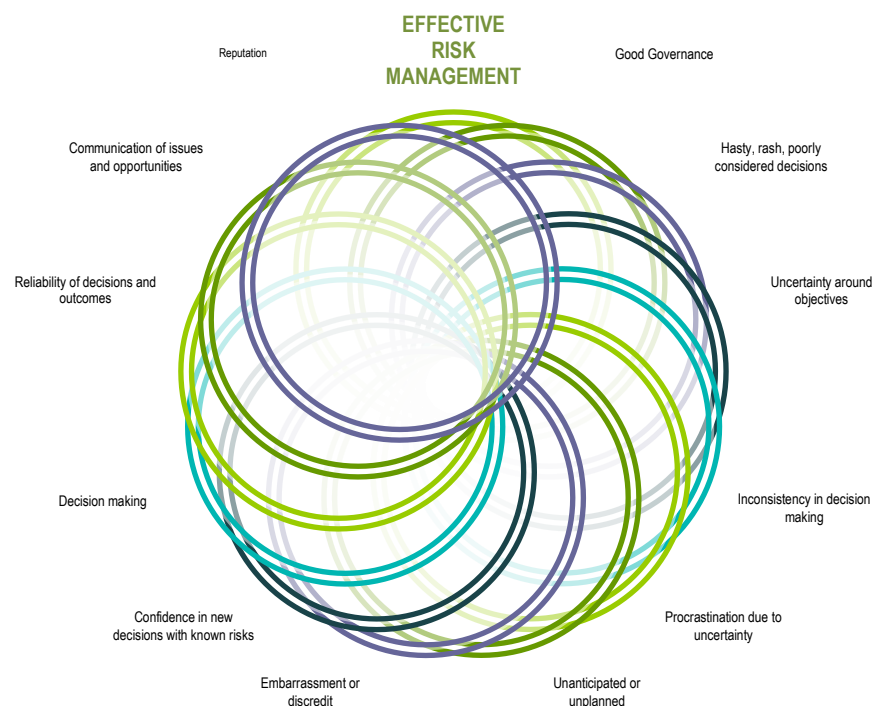
1.1 Risk Management – What is it?

A risk is defined as:

- any effect of uncertainty on objectives. An effect is a deviation from the expected – positive or negative.

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.

Managing risk is an integral part of good business practice. Effectively managing risk enables managers to improve outcomes by identifying and analysing a wide range of issues and by providing a systematic way to make informed business decisions. A structured risk management approach also enhances and encourages the identification of greater opportunities for continuous improvement through innovation. The objective is not to eliminate all risk but to ensure that risk is managed at an acceptable level in a cost effective manner.



It should be recognised that risk management may be applied at all levels of Council activities as indicated below:

Strategic and Corporate Plan

Departmental Plan

Project Organisation

Event Organisation

Day to Day Activities

1.2 Principles

For risk management to be a value adding process the following principles should be considered and recognize that risk management;

- creates and protects value
- is an integral part of all Council processes
- is part of decision making
- explicitly addresses uncertainty
- is systematic, structured and timely
- is based on the best available information
- is tailored
- takes human and cultural factors into account
- is transparent and inclusive
- is dynamic, iterative and responsive to change, and;
- facilitates continual improvement of Council

1.3 Aim

The aim of the **Risk Management Framework** is to:

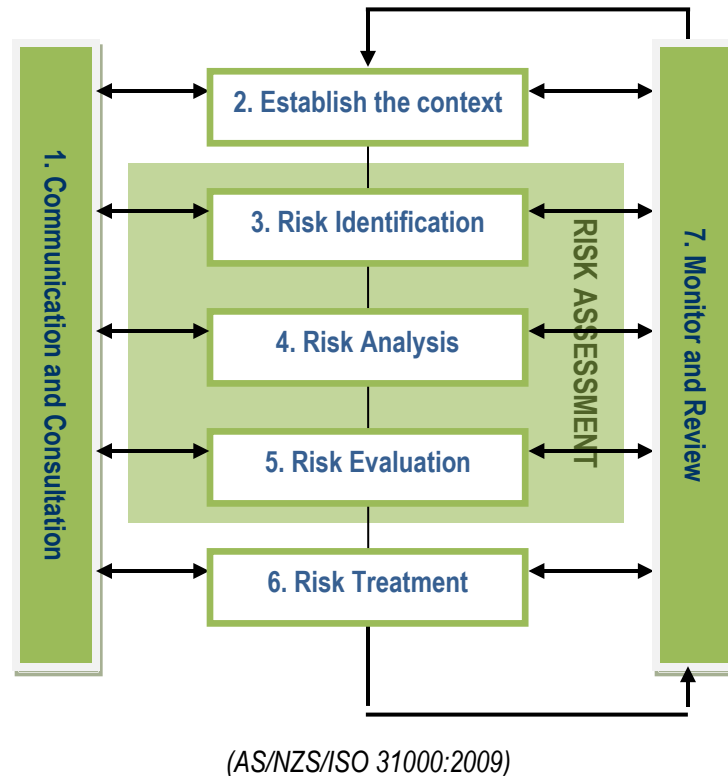
- Provide staff and management with a systematic and formalised process for identifying and managing risk;
- Ensure a consistent approach to risk management is adopted across Council;
- Ensure risks are identified and effectively managed using appropriate internal controls;
- Allow resource allocation towards risk mitigation controls to be considered during strategic planning and corporate plan development;
- Allow for the allocation of internal audit resources to those areas which are identified as high risk; and
- Provide appropriate documentation standards, resources, tools and reporting systems
- Develop an organisational ethos and operating culture which achieves the integration of the risk management process into all staff and management activities.

1.4 Responsibilities

Council	<ul style="list-style-type: none">- Council is responsible for overseeing and monitoring the assessment and management of risk across the Council.
CEO	<ul style="list-style-type: none">- As the Chief Executive Officer of the Council, the is responsible for the management and administration of the Council, including risk- Ensure that the principles and practices of risk are communicated to staff and embedded into strategic and operational practices and planning processes.- Foster and encourage an environment where managing risk is accepted as the day-to-day responsibility of all individuals
Department Manager	<ul style="list-style-type: none">- Manage risks within their Department.- Ensure that adequate resources are available to implement the Risk Policy and and to monitor and review risks in accordance with the Risk Management Framework.- Notify extreme risks to the CEO.- Update progress on risks as required.- Report annually to the Risk Management Committee on their departments risk profiles using the Councils Risk Register.
All staff	<ul style="list-style-type: none">- Comply with risk management processes and practices in accordance with the Risk Management Policy and the Risk Management Framework..- Co-operate with designated University risk specialists (including but not limited to Legal and Risk Branch and the HSW Team in the Human Resources Branch).- Report risks through the Council Risk Register. <p><i>NB: Health safety & welfare issues are assessed and recorded in accordance with the WHMS.</i></p>
Risk Personnel	<ul style="list-style-type: none">- Manage the Council Risk Register.- Facilitate the reporting process for internal and external bodies/stakeholders.
Audit Committee	<ul style="list-style-type: none">- Review and monitor the process of applied risk management in council.

2 RISK MANAGEMENT PROCESS

The process for managing Council's risks is consistent with the Risk Management Standards AS/NZS/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.



2.1 Step 1: Communication and Consultation

Communication and consultation are important elements in each step of the risk 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 management concepts across all management and staff.

2.2 Step 2: Establish the Context

Establishing the context in which the risk exists defines the basic parameters within which risks must be managed and sets the scope for the rest of the risk management process. Context may be established by considering:

- The external influences on Council
- The Council and its operations
- The risk profile of the activity for which the Council exists.

Any activity under review should relate to the strategic objectives, strategies and targets of council so that any identified risks are linked directly to the objectives which are most critical to the success of the Berri Barmera Council.

External Context

Establishing the External Context is not only about considering the external environment, but also includes the relationship or interface between the Council and its external environment. External influences are generally beyond Council's control. This may include:

- Business, social, regulatory, cultural, competitive, financial and political environment;
- Industry trends and practices;
- Council's strengths, weaknesses, opportunities and threats; and
- External stakeholders.

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 Council is important prior to undertaking the risk management process, regardless of the level. Areas to consider include:

- Culture;
- Strategic Drivers;
- Internal stakeholders;
- Structure;
- Capabilities in terms of resources such as people, systems, processes, capital; and
- Goals and objectives and the strategies that are in place to achieve them.

Risk Management Context

The level of detail that will be entered into during the risk management process must be considered prior to commencement. The extent and scope of the risk management process will depend on the goals and objectives of the Council 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 process.

Documentation

For a large project, Step 2 should be documented to demonstrate that all factors have been considered.

Documentation may include:

- Scope and intended outcomes of the risk management process;
- Success measures;
- Important elements of the internal and external environment; and
- Relevant Stakeholders.

2.3 Step 3: Risk Identification

Identification of risks to be managed requires a mix of knowledge, experience, lateral thinking and pessimism. 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 Council. Consider the following:

- What are the possible sources of risk?
- What is at risk?
- What are the effects or consequences?

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.

Risk Identification Methods

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

- Brainstorming sessions with all stakeholders;
- 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.

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: Risk Analysis

Risk analysis involves developing an understanding of the identified risks. Risk analysis provides input to risk evaluation and to decisions on whether risks need to be treated, and on the most appropriate risk treatment strategies and methods. Risk analysis 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, 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:

- Socio-political and Community Issues;
- Business Impact (including Legal);
- Public Safety; and
- 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 (Refer to Appendix D) 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 Berri Barmera Council, **likelihood** is rated from “rare” to “almost certain” as indicated in the table below.

Likelihood Rating	Description	Probability
E. Almost Certain	Is expected to occur in most circumstances - frequently during the year	>90%-100%
D. Likely	Will probably occur - once during the year	60%-90%
C. Possible	Might occur at some time – once every 3 years	30%-60%
B. Unlikely	Could occur at some time – once every 5 years	5%-30%
A. Rare	May only occur only in exceptional circumstances. This event is known to have occurred elsewhere – once every 5+ years	<5%

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: Risk Treatment*.

Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Almost Certain	E	Moderate	High	High	Extreme	Extreme
Likely	D	Moderate	Moderate	High	High	Extreme
Possible	C	Low	Moderate	Moderate	High	High
Unlikely	B	Low	Low	Moderate	Moderate	High
Rare	A	Low	Low	Low	Moderate	High

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: Risk Evaluation

Risk evaluation involves comparing the level of risk found during the analysis process with risk criteria established when the context was considered. Risk evaluation assists in making decisions whether risks are acceptable or unacceptable. Actions to occur following risk evaluation;

Acceptable

- Maintain existing controls

Unacceptable

- Establish treatment
- Establish priority treatment implementation

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 managements 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: Risk Treatment

The options for treatment of unacceptable risks must be considered in context. Treatment should be appropriate to the significance of the risk, and the cost of treatment commensurate with the potential benefits. It is important to consider all direct and indirect costs and benefits whether tangible or intangible. Essentially there are five treatment options:

- Avoid the Risk
- Reduce the risk
- Transfer the risk
- Finance the risk
- Retain the risk

Specific issues that may be considered in making decisions about options are listed below:

Decision Making Issues relating to Treatment of risks

Acceptability	Is the option likely to be accepted by relevant stakeholders?
Administrative efficiency	Is this option easy to implement or will it be neglected because of difficulty of administration or lack of expertise?
Compatibility	How compatible is the treatment with others that may be adopted?
Continuity of effects	Will the effects be continuous or only short term? Will the effects of this option be sustainable? At what cost?
Cost effectiveness	Is it cost effective, could the same results be achieved at a lower cost by other means?
Economic and social effects	What will be the economic and social impacts of this option?
Effects on the environment	What will be the environmental impacts of this option?
Equity	Are risks and benefits distributed fairly eg. do those responsible for creating the risk pay for its reduction?
Individual freedom	Does the option deny any basic rights?

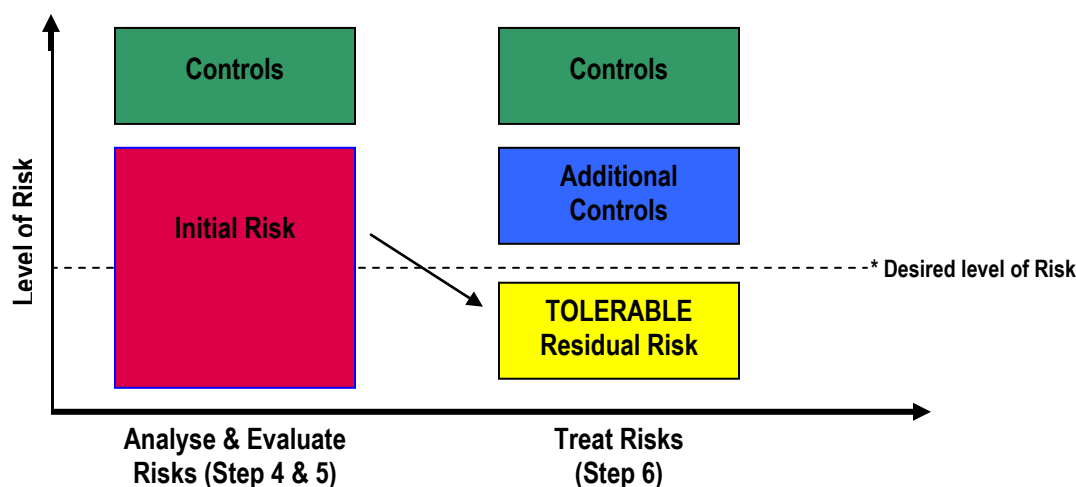
Jurisdictional authority	Does this level of government have the authority to apply this option? If not, can higher levels be encouraged to do so?
Leverage	Will the treatment options lead to additional benefits in other areas?
Objectives	Are Council's objectives advanced by this option?
Regulatory	Does the treatment (or lack of treatment) breach any regulatory requirements?
Political acceptability	Is it likely to be endorsed by the relevant government authority? Will it be acceptable to communities?
Risk creation	Will this treatment introduce new risks?
Timing	Will the beneficial effects be realised quickly?

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: Risk Analysis 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 Council 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 evaluate 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 2012) rather than a timeframe (eg. 2 weeks)

Step 7: Monitor and Review

It is important to understand that the risk management process is a continual one. It is essential to incorporate ongoing monitoring and review procedures into all Council activities in order to capture any new risks arising from changing business circumstances and to review implementation of current risk mitigation strategies. 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 RISK MANAGEMENT TOOLS

3.1 General Risk Management

All standard risk assessments conducted on everyday activities, functions or events of Council can be documented in the tools described in Section 2: Risk Management Process. The tools highlighted in the explanation of this process are as follows:

- Appendix A – Risk Management Reference Sheet
- Appendix B – Risk Assessment Template
- Appendix C - Project/Event Risk Management Plan
- Appendix D – Consequence Table

3.2 Operational Risk Review

An annual operational risk review process will provide comprehensive information on the key risks facing each department. The review is an opportunity for department managers to revisit risks identified from the previous year to ensure that they are still relevant and the risk ratings are up to date, as well as identify new risks. At the completion of the risk assessment process, management must consider each risk and decide the risk level acceptability in the context of the strategic objectives.

Actions agreed and controls identified will be recorded for each risk. The date for submitting actions should also be agreed and recorded. Where a risk has been rated as an extreme or high risk, senior management attention is required to address the risk issue through the development of appropriate risk treatment plans. The risk rating enables management to make conscious and visible risk management decisions.

The extreme or high risks identified in the review that do not have effective controls in place will be identified as an area worth consideration for follow up by the Management Team. All significant exposures will be reported annually as part of reporting to the Audit Committee and subsequently Council.

3.3 Strategic Risk Review

An annual strategic risk review process will provide comprehensive information on the key risks facing Council at a corporate level. The operational risk review undertaken at the department level will feed into this process. This review will be undertaken in conjunction with the Management Team and will result in the identification of risks that are common across a number of departments.

3.4 Project / Event Risk Management

Whenever a new program or activity is established within Council, the 'Project / Event Risk Management Plan' (refer to Appendix C) can be used in order to conduct a risk assessment. This tool is similar to that used for the standard risk assessment however it also provides assistance in identification of risks, and

highlights a number of common risk management areas that need to be addressed when establishing a new program/project or coordinating an event.

4 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, Internal Audit, Insurance, Emergency Management, Business Continuity Planning, and Work Health and Safety.

4.1 Internal Audit

Internal Audit's role in risk management is to provide assurance that management has identified key risks and is managing them appropriately.

4.2 Insurance

Insurance is a means of arranging funding for particular types of losses in return for paying a premium. This is just one way Council 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 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 Council") is one of the mechanisms the insurers use to establish what existing controls and practices are in place. The review covers most areas of Council operations and specifically areas that have a level of civil liability exposure, or areas that require a formal risk management approach. The results from this annual review has an impact on the level of premiums paid on an annual basis.

4.3 Emergency Management

Murray Mallee Zone Emergency Management Plan

The Murray Mallee Zone Emergency Management Plan (MMZEMP) is required under the State Emergency Management Plan (SEMP). The Zone Emergency Management Committee (ZEMC) ensures that the MMZEMP is developed and reviewed using an all-hazards approach across the full PPRR spectrum (i.e. prevention, preparedness, response and recovery). The MMZEMP includes a summary of the risk management processes conducted in the zone based on priority hazards; a summary of the endorsed context (description) of the Zone (included as an Annex) including geography, climate and weather, population/demography, community capacity, essential services etc; Details of the ZEMC including a map of the Zone and ZEMC membership; Confirmation of a review of the appropriate Hazard Plans to ensure all required activities have been addressed in the plan; and A Zone Recovery Plan as an attachment

Council Business Continuity and Emergency Management Plan

In order to achieve Councils strategic drivers and to outline councils involvement in emergencies, the Berri Barmera Council has acknowledged the requirement to develop and implement a Business Continuity and Emergency Management 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

Council. It will also assist in maintaining the image and reputation of Council, by ensuring that Council can continue to deliver critical business services to the community during the period of an emergency situation / crisis.

- Identify the possible hazards faced by the community in the Berri Barmera Council district area, and puts processes in place to address Councils planning, preparedness, response and recovery mechanisms in the event of an incident.

4.4 Work Health and Safety

Work Health and Safety (WHS) is an element of risk management in that it addresses risks facing employees conducting their everyday activities with a focus on injury and illness prevention. WHS is addressed through Councils WHS Management System and is not an area that is explained in detail for the purposes of the Risk Management Framework.

*Electronic version on the Intranet is the controlled version.
Printed copies are considered uncontrolled.
Before using a printed copy, verify that it is the current version.*

5 Appendix A – Risk Management Reference Sheet

Risk Management Reference Sheet

Risk Management Defined

Risk Management is defined as the systematic application of management policies, practices, and procedures to the task of identifying, analysing, assessing, treating and monitoring risk. Essentially it involves anticipating what can go wrong, why and what can be done.

Risk Management does not mean that risks can be prevented or avoided completely. Rather it enables us as a Council to reduce the impact of risk to an acceptable level, be informed with our decision making, and to make contingency arrangements. For further information, please refer to the Risk Management Framework.

So what is a risk?

Anything that can prevent the Council 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.

Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Almost Certain	E	Moderate	High	High	Extreme	Extreme
Likely	D	Moderate	Moderate	High	High	Extreme
Possible	C	Low	Moderate	Moderate	High	High
Unlikely	B	Low	Low	Moderate	Moderate	High
Rare	A	Low	Low	Low	Moderate	High

Likelihood

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

Likelihood Rating	Description	Probability
E. Almost Certain	Is expected to occur in most circumstances - frequently during the year	>90%-100%
D. Likely	Will probably occur - once during the year	60%-90%
C. Possible	Might occur at some time – once every 3 years	30%-60%
B. Unlikely	Could occur at some time – once every 5 years	5%-30%
A. Rare	May only occur only in exceptional circumstances. This event is known to have occurred elsewhere – once every 5+ years	<5%

6 Appendix B – Risk Assessment Template

Risk Assessment

[Function / Activity]

Created By:

Date Created:

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

[illegible]

7 Appendix C – Project/Event Risk Management Plan

Project / Event Risk Management Plan

Please use this form in conjunction with the Risk Management Reference Sheet (Appendix A)

Please direct any queries regarding this form to the Human Resources and Risk Manager

Title:

Date (if applicable):

Organiser:

Location:

Number of Attendees / Participants:

Responsible Manager:

Description of Project / Event:

Has Insurance cover been requested through the Property Officer? Yes ☐ No ☐

(If No, enquire with the Property Officer to determine if Insurance cover is required)

Risk Checklist

Question		If YES:
Will there be children present?	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> • Ensure children are supervised • Ensure person facilitating has senior first aid • Ensure person has mandate notification
Will there be alcohol involved?	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> • Ensure liquor license is obtained • Ensure activity does not conflict with Council By-Law (eg. Dry zones) • Ensure Council has approval for event / project • If a large event / project, ensure community consultation has been conducted (eg. Local residents / restaurants)
Are external parties involved?	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> • Ensure proof of public liability insurance is obtained • Ensure there is an agreement of services provided • Ensure third party is appropriately qualified / accredited if applicable • Ensure all amusement rides are registered with DAIS and check serial numbers
Does the number of people attending exceed 50?	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> • Ensure venue appropriately caters for number of attendees (eg. Toilets, parking, building capacity etc) • Ensure crowd control / security has been organised • If 50 or above, ensure skilled first aid attendants are present • If under 50, ensure First Aid Kit is supplied • Ensure appropriate emergency services are notified of event and preliminary arrangement made if required to provide attendance or assistance(eg. St Johns, SAPOL etc)
Will electrical or sporting equipment be present?	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> • Ensure safety aspects of the activity/equipment have been considered • If electrical equipment, ensure safety testing has been conducted on equipment • If external parties equipment, ensure a certificate or proof of testing has been supplied and equipment is tagged
Is the activity to occur on Council owned property?	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> • Ensure adequate maintenance has occurred • If indoors, check with Property that venue complies with safety standards • If outdoors, check with Open Space & Recreation that reserve has been inspected for safety and that reticulation marking has been undertaken • Ensure all relevant permits have been applied for • Ensure layout / set up of equipment (stage, table, chairs etc) has been provided to ensure adequate space

Question		If YES:
Are other activities occurring in the vicinity on the same day?	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> • Ensure liaison with other Activity Organiser occurs • Ensure no double booking of property has occurred
Will food or beverages be provided / served?	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> • Ensure Environmental Health Officers been made aware of activity • Ensure that food handlers are aware of food handling and service regulations • Ensure food handling training has been provided to people serving food • Ensure appropriate safety aspects of serving food and beverages have been considered
Will attendees be participating in organised activities?	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> • Ensure safety aspects of the activity/equipment have been considered
TOTAL NO CHECKED 'YES'		If 'Yes' has been answered for more than 3 questions, a Risk Assessment is required

8 Appendix D – Consequence Table

Impact Scale	Generic impact description	Socio-political & Community issues	Business Impact	Public Safety/Human	Environment
1. Insignificant	Some loss but not material; existing controls and procedures should cope with event or circumstance	<ul style="list-style-type: none"> No adverse effect on public image Insignificant level of community concern Negligible adverse impact upon social health and well being of the community which has little or no impact upon established community relationships and links 	<ul style="list-style-type: none"> Low financial loss – impact of less than \$5k Small delays in undertaking routine needs or tasks for ½ day. 	<ul style="list-style-type: none"> No injuries or no significant injuries Negligible loss or damage to property / infrastructure 	<ul style="list-style-type: none"> “Nuisance” category under the SA Environment Protection Act (1993) met Contamination – on-site release immediately contained Slight, quickly reversible damage to few species.
2. Minor	Event with consequences that can be readily absorbed by requires management effort to minimise impact	<ul style="list-style-type: none"> Minor adverse effect on public image Minor level of community concern Minor adverse impact upon social health & well being of the community that may have a minor impact upon established community relationships & links. 	<ul style="list-style-type: none"> Medium financial loss – impact of between \$5k and \$20k Minimal impact in undertaking routine needs or tasks for 1 day 	<ul style="list-style-type: none"> First aid treatment required Minor loss or infrastructure damage 	<ul style="list-style-type: none"> “Nuisance” category under SA Environment Protection Act (1993) met Some minor adverse effects to few species/ ecosystem parts that are short term and immediately reversible
3. Moderate	Significant event or circumstances that can be managed under normal circumstances	<ul style="list-style-type: none"> Moderate adverse effect on public image Moderate level of community concern 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. 	<ul style="list-style-type: none"> High financial loss – impact of between \$20k and \$50k Capability / production impaired, considerable impact on stakeholders & routine needs or tasks for 1 – 3 days. Minor legal issues, non compliances and breaches of regulation 	<ul style="list-style-type: none"> Medical treatment required Moderate loss/or infrastructure damage 	<ul style="list-style-type: none"> “Material” category under the SA Environment Protection Act (1993) met Contamination – on-site release contained with outside assistance Temporary, reversible damage, loss of habitat and migration of animal population, plants unable to survive, pollution requires physical removal, land contamination localised and can be quickly remedied
4.	Critical event or circumstances	<ul style="list-style-type: none"> Major adverse effect on public image 	<ul style="list-style-type: none"> Major financial loss - impact 	<ul style="list-style-type: none"> Serious & extensive 	<ul style="list-style-type: none"> “Serious” category under

Major	that can be endured with proper management.	<ul style="list-style-type: none"> • Significant level of community concern • Social health and well being of the community seriously affected by major community unrest and/or significant breakdown of established community relationships and links. 	<ul style="list-style-type: none"> • of between \$50k and \$100k • Severe loss of capability, disruption to production, major impact on stakeholders & routine needs or tasks for 3 – 5 days. • Serious breach of regulation with investigation or report to authority with prosecution and/or moderate fine possible 	<ul style="list-style-type: none"> • injuries • Serious structural damage to infrastructure or serious loss of assets 	<ul style="list-style-type: none"> • the SA Environment Protection Act (1993) met • Contamination – off-site release with no detrimental effects • Death of individual animals, large scale injury, loss of keystone species and widespread habitat destruction
5. Catastrophic	Event or circumstance with potentially disastrous impact on business or significant material adverse impact on a key area.	<ul style="list-style-type: none"> • Huge effect on public image • Community outrage • Social health & well being of the community hugely affected by major community unrest and/or significant breakdown of established community relationships & links. 	<ul style="list-style-type: none"> • Extensive financial loss/exposure – impact greater than \$100k • Loss of production/capability, failure to meet stakeholder's needs for more than 5 days • Projects & programs failure, inability to meet minimum acceptable standards, most objectives not met • Major breaches of regulation, major litigation 	<ul style="list-style-type: none"> • Fatalities • Critical loss, irreversible damage property / infrastructure 	<ul style="list-style-type: none"> • “Serious” category under the SA Environment Protection Act (1993) met • Toxic release off-site with detrimental effect • Death of animals in large numbers, destruction of flora species, air quality requires evacuation, permanent and wide spread land contamination, irreversible soil erosion or severe compaction, widespread introduction of weeds