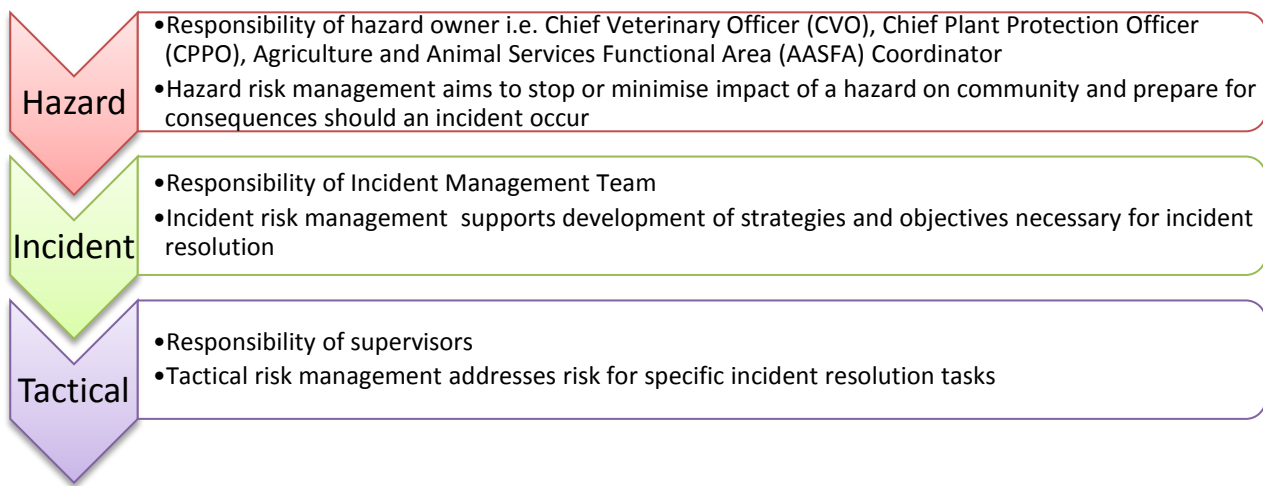


Risk management for emergencies

Effective emergency risk management minimises impacts on community through prevention, mitigation and treatment.

Risk management is everyone's responsibility with particular onus on hazard owners, [incident managers and supervisors](#). Risk management for emergencies can be understood at three levels:



Hazard and incident level

Risk management supports prevention, mitigation and planning. Risk management is required to identify areas of risk prior to and during an emergency response. Risks and the associated control activities are then incorporated into the planning process.

Completing the [Hazard and incident risk assessment template](#)

Numbers below correspond to cells on the template. Referenced tables are in the template.

1. Succinctly identify the risk. Update the footer (including the date and version) and filename with the risk.
2. Determine the context and parameters of the risk within which risks will be managed e.g. area, timeframe or hazard.
3. Determine the acceptable level of risk as determined by the risk owner i.e. the acceptable level of protection (ALOP). Further management actions will be required when estimated risk is higher than the acceptable level.
4. Number the risks sequentially.
5. Describe risks that contribute to the risk, applicable to the context.
6. Identify the risk owner, which can include one or multiple agencies, roles, industry organisations, and/or community groups. Do not enter individual's names, use their role.
7. Identify what may cause or contribute to the risk.
8. Describe the impact on the response/organisation if the risk occurs, i.e. consequence.
9. List the existing control measures that mitigate each risk (using the hierarchy of controls).
10. Rate the consequence for the area(s) of impact for the current control measures – Table 1.
11. Assess likelihood of risk occurring for the current control measures – Table 2.
12. Determine the risk rating for the likelihood and consequence – Table 2. This rating can be used to determine action priorities. Refer to Table 3 for acceptance of risk.
13. Future risk treatment options may be required to further reduce the risk, particularly if the

- risk is very high, high or medium, and considered intolerable (Table 3).
14. Rate the residual consequence for the area(s) of impact based on the future control measures – Table 1.
 15. Assess residual likelihood of risk occurring based on future control measures – Table 2.
 16. Determine the residual risk rating (i.e. remaining risk after treatment which can contain unidentified risk) based on the likelihood and consequence – Table 2. Refer to Table 3 for acceptance of risk.
 17. Identify risks that would benefit from an audit to support acceptable management actions.
 18. State the overall residual risk with the agreed mitigations in place.
 19. Provide a recommendation for risk tolerance to avoid, mitigate, accept or share the risk, including any further management actions.
 20. Enter the names, roles and agencies/organisations (if relevant) of people involved in the preparation of the risk assessment and the date completed.
 21. Obtain approval from relevant role (Table 3); enter the name, role and date of approval.

Tactical risks

Tactical risk management relates to specific events, tasks or operations that are conducted at a tactical or command level and are used to enhance planning processes. Some tasks may involve multiple risk assessments to address different risks associated with the task. For example transporting carcasses have health and safety risks to operators and biosecurity risks, each with different areas of impact and treatment (or control).

Task risk assessments:

- are required when stipulated in operating procedures
- should be conducted or reviewed prior to a task being undertaken

Completing the [Task risk assessment template](#)

Referenced tables are in the template.

1. Task - Identify the task, e.g. Maintaining biosecurity entering and exiting properties
2. Context – Determine the context of the risk, including parameters, conditions or boundaries within which risks will be managed e.g. a specific property, type of property, area or region.
3. Risk factors/causes - identify what may cause or contribute to the risk.
4. ALOP - Determine the acceptable level of risk as determined by the risk owner. Further management actions will be required when estimated risk is higher than the acceptable level.
5. Specific risk – Identify the specific risk
6. Area(s) of impact - List area(s) of impact from Table 1. Multiple areas of impact can be incorporated in a single risk assessment or each area of impact may have individual risk assessments. Areas of impact may be clarified if required e.g. health & safety – hearing.
7. Current risk treatments - List (using a numbered list) the current risk treatments or controls. These controls should be included in the task procedures where relevant. Treatments should take account of hierarchy of control.
8. Current risk - Evaluate the current risk profile using the likelihood, consequence and risk rating tables – Tables 1 and 2. The area of impact will provide a guide to the consequence rating. If multiple areas of impact are included on a single risk assessment and give different consequence ratings, it may be practical to split into separate risk assessments. Alternatively, use the greatest consequence measure.
9. Proposed risk treatment - Determine the proposed risk treatment based on the risk rating. Refer to Table 3 for the appropriate level of response. Proposed risk treatment(s) must be entered for very high, high and medium ratings.
10. Residual risk (is the remaining after risk treatment and can contain unidentified risk) - Re-assess the risk profile after treatment using Tables 1 and 2.
11. State the overall residual risk with the agreed mitigations in place.
12. Provide a recommendation for risk tolerance to avoid, mitigate, accept or share the risk, including any further management actions.
13. Prepared by and date - Enter the names, roles and agencies/organisations (if relevant) of people involved in the preparation of the risk assessment and the date completed.
14. Obtain approval from relevant role (Table 3); enter the name, role and date of approval.

Definitions

Term	Definition
Acceptable level of protection (ALOP)	Level of risk (Table 3) accepted by the risk owner as determined by the risk assessors at the start of the risk assessment process.
Context	Defining parameters within which risks will be managed and sets the scope for the risk management process.
Risk owner	Person or entity with accountability and authority to manage risk. Risk owners are required to regularly monitor control effectiveness, risk ratings and future treatment action status to confirm impact of any changes in risk.
Risk tolerance – 1. Avoid 2. Mitigate 3. Share 4. Accept	<p>An organisation's readiness to bear the risk after treatment in order to achieve its objectives.</p> <p>If the assessed risk level is above the acceptable/tolerable level for that category of risk then treatment may be required. If it is equal to or below the acceptable/tolerable level for that category of risk then the risk can be accepted. Delegations must be followed for the acceptance of risks. There are four broad treatment options available for mitigation of identified risks.</p> <ol style="list-style-type: none"> 1. Avoid - Avoid the event that would lead to the risk. 2. Mitigate – Reduce likelihood and/or consequence. 3. Share - Share responsibility for management of an activity for which risk has been identified to another party, or, transfer certain consequences (usually financial) to another party. 4. Accept/Retain - Risks are accepted or retained when: <ul style="list-style-type: none"> • There are no treatment options available • The level of risk meets the residual target outlined in the context • The level of risk is above the target level; however, an informed decision is taken to accept risk at that level • Risk treatment would cost more than the consequences of the risk.
Risk treatment	<p>Process of selection and implementation of measures to modify risk using the hierarchy of control. The purpose of risk treatment is to manage the likelihood and consequence of the identified risks by limiting their impact.</p> <ul style="list-style-type: none"> • Risks deemed as Very High (requiring urgent attention) or High (intervention required) must be prioritised for treatment. • Risks deemed as Medium (active management) should be reviewed on completion of Very High and High risk treatments. • Risks ranked Low require ongoing monitoring but no treatment.

Further information

- Australian / New Zealand Standard for Risk Management Principles and Guidelines, AS/NZS ISO 31000:2009
- [Code of practice: How to manage work health and safety risks](#)
- [Enterprise risk management framework \(IND-P-207\)](#)
- [NSW Treasury Internal Audit and Risk Management Policy for the NSW Public Sector, TPP15-03](#)