

## RISK MANAGEMENT PLAN

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## Document approval

This document requires the following approval:

Name	Title	Organisation
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## **1 PURPOSE**

### **1.1 Obligation**

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- 1.1.1 The Australian Society for Simulation in Healthcare (ASSH) is committed to establishing a sound Risk Management framework for all Projects undertaken.
- 1.1.2 Project Management Plans link to this Risk Management Plan to create a robust risk management framework for all Projects.
- 1.1.3 Specific risks indentified for a Project are documented in a Risk Register in accordance with this Risk Management Plan.

### **1.2 Objectives**

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- 1.2.1 The Risk Management Plan is an integral part of the project governance framework.
- 1.2.2 The objectives of the Risk Management Plan are to:
  - a) manage risks such that an acceptable risk profile is established for the Project
  - b) maximise the chance of achieving project objectives by managing risks.

### **1.3 Risk Management Context**

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- 1.3.1 Risk is part of the environment within which any organisation operates. Risk management:
  - a) involves the systematic identification of threats, analysis, treatment, and, where appropriate, acceptance of risks
  - b) is integral to efficiency and effectiveness, enabling ASSH to proactively identify, evaluate and manage risks, opportunities and issues arising out of activities.
- 1.3.2 Risk management typically involves a balance between the pressures to be risk-takers and the pressures for prudence and risk-avoidance.
- 1.3.3 This Plan seeks to establish an environment where the Project Board can determine what an acceptable project risk profile is.

## 2 Approach

### 2.1 Risk Management Framework

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- 2.1.1 ASSH incorporates risk management into its business planning. Specific risk assessments are also conducted in relation to projects and major initiatives or undertakings.
- 2.1.2 Risk identification, analysis and treatment are undertaken using ASSH's risk management methodology and tools (identified in this Plan), which are based on the Australian/New Zealand Standard for Risk Management 4360:2004.
- 2.1.3 Risk management for the Project will be consistent with this framework.

### 2.2 Managing Project Risks

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- 2.2.1 The Risk Management Plan covers the identification, analysis, prioritisation and treatment of project threats as well as the implementation of risk management procedures to control specific risks that are still rated as *high*, or of *significant* risk, after mitigation.
- 2.2.2 The risk management methodology comprises four parts:
  - a) Identification and Analysis of Threats
  - b) Risk Treatment
  - c) Risk Monitoring
  - d) Risk Management Procedures.

### 2.3 Risk versus Issues

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- 2.3.1 For clarity, the following definitions are used in this document to differentiate between a Risk and an Issue:

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<b>Risk</b>	A Risk is the chance of something happening that will have an impact upon objectives. Risk is measured in terms of consequences and likelihood and expressed in terms of its magnitude.
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<b>Issue</b>	An Issue is something which has happened that will have an impact upon objectives.
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### **3 Methodology**

#### **3.1 Identification of threats**

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- 3.1.1 Threats are defined as events that, should they occur, will limit ASSH's ability to successfully achieve the project objectives. Threats will be identified using the following processes:
- a) consideration of the threats identified during similar previous projects
  - b) consideration of the threats against each of the objectives identified in the Project Management Plan
  - c) consideration of the threats in terms of Project Milestones, Deliverable and Tasks that they affect
  - d) undertaking risk workshops to promote understanding of the process and to solicit new threats
  - e) consideration of risk by the Project Team and Project Board
  - f) establishing a formal threat submission process.
- 3.1.2 Risk workshops will be held with Key Project Stakeholders and any expert advisors to identify threats associated with Project activities and overarching project management.
- 3.1.3 While risk workshops provide an opportunity for collective consideration of risks, threats may emerge during the conduct of a Project. These must be reported by submission of a Risk Register Lodgement Form.
- 3.1.4 Where existing controls are in place, they are recorded in the Risk Register together with the Risk Analysis information.
- 3.1.5 Where no controls are in place, the Project Manager is responsible for ensuring a Risk Analysis is conducted.

#### **3.2 Risk Analysis**

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- 3.2.1 The objectives of analysis are to separate the low (acceptable) risks from the high (unacceptable) risks; and to provide data to assist in the evaluation and treatment of risks.
- 3.2.2 Qualitative measures are considered to determine the Likelihood (or probability) of a threat occurring. These measures are defined in the Risk Assessment Matrix in paragraph 5.1
- 3.2.3 Qualitative measures are considered to determine the Consequence (or impact) of a threat occurring. These measures are defined in the Risk Assessment Matrix in paragraph 5.2
- 3.2.4 The Risk Analysis will be conducted to assess the Inherent Risk; i.e. the analysis is conducted before any controls are established.
- 3.2.5 The Risk Analysis will be conducted to assess the Residual Risk; i.e. the analysis is conducted having established controls.

### 3.3 Risk Treatment

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3.3.1 Risk treatment involves identifying the range of options for treating risk, assessing those options and then establishing agreed controls.

3.3.2 Risk treatment options include:

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<b>Mitigation</b>	reduce the potential Consequence or Likelihood
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<b>Abatement</b>	pass the identified risk to someone else
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<b>Actuary Adjustment</b>	allocate funds to cover the risk
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3.3.3 Risk treatment is undertaken for both Inherent Risk (i.e. before any controls are established) and for Residual Risk (i.e. after establishing controls).

### 3.4 Documentation

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3.4.1 The completed Risk Analysis and Risk Treatment is documented in the Risk Register (for both Inherent Risk and Residual Risk).

3.4.2 Deadlines for the execution of Risk Controls are scheduled in accordance with project management procedures. An escalation process will occur for risks rated as high or significant which are not effectively treated within an acceptable timeframe.

## 4 Risk Register Lodgement Form

<b>Perceived Threat:</b>	
<b>Cause of Threat:</b>	
<b>Consequence of Threat:</b>	

<b>Consequence (Pre-Treatment)</b>	<b>Likelihood (Pre-Treatment)</b>	<b>Existing Treatment (if any)</b>	<b>Recommended Treatment (if known)</b>	<b>Consequence (Post-Treatment)</b>	<b>Likelihood (Post - Treatment)</b>

## 5 Risk Assessment Matrix

### 5.1 Likelihood

Level	Likelihood	Amplification
A	<b>Almost certain</b>	You expect the risk to occur in almost all circumstances; or, in the given circumstance, it will almost certainly occur.
B	<b>Likely</b>	You believe that the risk will probably occur in the majority of circumstances; or, in the given circumstance, the likelihood is high.
C	<b>Possible</b>	You think that the risk might occur in some circumstances; or, in the given circumstance, there is a reasonable chance the risk will occur.
D	<b>Unlikely</b>	You think the risk might occur in occasional circumstances; or, in the given circumstance, the likelihood is low.
E	<b>Remote</b>	You believe the risk will only occur in exceptional circumstances.

### 5.2 Consequence

5.2.1 The table below describes the five ratings that be selected to show how severe the consequence/impact would be if a risk occurs.

Rating	People (staff)	Innovation	Effective Business Outcomes	Governance
5 <b>Catastrophic</b>	<ul style="list-style-type: none"> <li>protracted unavailability of major body of staff performing key functions, including through death, injury, illness complete failure of workforce strategies, e.g. ongoing inability to recruit and retain suitable staff</li> </ul>	<ul style="list-style-type: none"> <li>protracted failure of technology</li> </ul>	<ul style="list-style-type: none"> <li>welfare of clients significantly affected (not a minor or isolated instance)</li> <li>key providers cannot provide effective services for a significant period of time</li> </ul>	<ul style="list-style-type: none"> <li>systemic fraud/illegal activities –integrity undermined failure to address systemic failure in key services / obligations / financial management</li> </ul>

Rating		People (staff)	Innovation	Effective Business Outcomes	Governance
4	<b>Major</b>	<ul style="list-style-type: none"> <li>• staff health/safety seriously affected</li> <li>• significant industrial disruption</li> <li>• substantial misalignment between workload trends and workforce strategies</li> <li>• consistent, serious breakdown in communication</li> <li>• systemic breaches of ethical conduct</li> </ul>	<ul style="list-style-type: none"> <li>• key technology ineffective or unavailable too long/frequently to consistently meet business requirements</li> <li>• decision-making process on major issues impaired by inadequate information or data quality</li> </ul>	<ul style="list-style-type: none"> <li>• welfare of one or more clients affected, beyond inconvenience</li> <li>• client service consistently inadequate</li> <li>• serious inequity / inconsistency - key services</li> <li>• key contractors do not meet required standards</li> <li>• contracting guidelines consistently not met</li> <li>• breakdown-key stakeholder relationship</li> </ul>	<ul style="list-style-type: none"> <li>• fraud - significant monetary loss or increase in incidence of medium monetary loss</li> <li>• failures in major obligations / financial management not addressed promptly</li> <li>• serious damage to reputation</li> </ul>
3	<b>Moderate</b>	<ul style="list-style-type: none"> <li>• staff not fully developed / supported; staff morale affected loss of corporate knowledge</li> <li>• modest imbalance between workload requirements and workforce capability</li> <li>• communications not fully effective; individual ethical breaches</li> </ul>	<ul style="list-style-type: none"> <li>• systems not integrated – impairment to business</li> <li>• inefficiencies</li> <li>• decision-making process on day to day operational issues impaired by inadequate information or data quality</li> </ul>	<ul style="list-style-type: none"> <li>• reduced services-inconvenient not welfare threatening</li> <li>• standards occasionally not met</li> <li>• contract management practices occasionally do not meet guidelines</li> <li>• some inconsistency in services; not cohesive</li> <li>• temporary disruption - stakeholder relationship</li> <li>• poorly recorded and explained decisions</li> </ul>	<ul style="list-style-type: none"> <li>• increased exposure to non compliance which could lead to fraud</li> <li>• governance structures unable to oversee some issues (but main priorities covered)</li> </ul>

Rating		People (staff)	Innovation	Effective Business Outcomes	Governance
2	<b>Minor</b>	<ul style="list-style-type: none"> <li>• inconsistent approach to staff development</li> <li>• occasional workload issues arise</li> <li>• occasional breakdown in communication on day to day issues</li> </ul>	<ul style="list-style-type: none"> <li>• occasional breakdowns in technology – causing some delay infrequently</li> </ul>	<ul style="list-style-type: none"> <li>• services occasionally do not fully meet client needs; very minor service issues, such as occasional delays in non-critical services</li> <li>• minor inconsistencies in ASSH processes</li> <li>• minor payment delays</li> </ul>	<ul style="list-style-type: none"> <li>• isolated low value non compliance or indiscretion</li> <li>• very small budget discrepancy</li> <li>• minor delay in governance oversight</li> </ul>
1	<b>Insignificant</b>	<ul style="list-style-type: none"> <li>• minor staff inconvenience</li> <li>• slight delay in communicating on minor, day to day issues</li> </ul>	<ul style="list-style-type: none"> <li>• very minor lapses in system effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• very minor delays in service</li> <li>• minor administrative issues or inconsistencies</li> </ul>	<ul style="list-style-type: none"> <li>• minor error in cost attribution</li> </ul>

### 5.3 Magnitude

5.3.1 The magnitude is defined by a combination of likelihood and consequence, as follows:

Risk Analysis Matrix - Level of Risk					
Likelihood	Consequence				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
<b>A</b> Almost certain	S	S	H	H	H
<b>B</b> Likely	M	S	S	H	H
<b>C</b> Possible	L	M	S	H	H
<b>D</b> Unlikely	L	L	M	S	H
<b>E</b> Remote	L	L	M	S	S

### 5.4 Guide to acceptability

High	Significant	Moderate	Low
Major impact on the objective ASSH is seeking to achieve or on the critical success factors. Needs to be addressed as a priority (even if only means accepting the risk if no action is possible).	Probably unacceptable. Serious consequences for the objective ASSH is seeking to achieve or for critical success factors; or likely to occur too often. Attention is required soon or during planning.	May need attention in order to protect or enhance the objective or critical success factors. Or may accept, as not cost effective to take action.	Probably acceptable. Minimal impact on the objective or critical success factors. Any action to further lower the risk is low priority

## 6 Risk Register

Threat	Impact if threat occurs	Inherent Risk			Controls	Residual Risk			Further action
		L	C	M		L	C	M	
	•				•				•

- L – Likelihood
- C – Consequence
- M – Magnitude