

RISK MANAGEMENT PLAN

FOR

ACT Rescue and Foster (ARF) Inc

Reviewed November 2017

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EXECUTIVE SUMMARY - ACT Rescue and Foster (ARF) Inc

Risk can be considered to be inherent in everything we do.

In ACT Rescue and Foster (ARF) Inc activities, we currently manage and control our risks in a variety of ways.

We have a formalised, integrated a visible process to identify risk exposures across all our activities and to provide us with an assurance that these exposures are adequately controlled and any gaps are rectified.

Our aim is to achieve best practice in controlling all the risks to which ARF is exposed. We will achieve this by identifying our priority exposures, addressing these, incorporating appropriate risk management strategies, risk improvements and contingency planning into our business, monitoring and reviewing ongoing risks to account for changes in our operations and to enable us to make well-informed decisions on risk controls.

This document outlines the framework for ARF risk management. Within this framework, training will provide appropriate tools and practices for the effective management of risks. Our challenge is to infuse risk management into our culture, our everyday business operations and those of our contractors and business partners.

ORGANISATION BRIEF & BACKGROUND

ARF. (ABN 54 495 663 951) is an incorporated association of people in the Canberra (Australia) and surrounding region who rescue dogs from euthanasia and foster them temporarily in our own homes for as long as it takes to find them loving, permanent homes.

ARF aims to: Save and improve the lives of dogs primarily in the Canberra region, as well as in surrounding regions, including metropolitan and regional Sydney by:

- Rescuing and rehoming as many unwanted dogs as possible;
- Educating the community about responsible dog companionship;
- Working with local pounds to help achieve, develop and implement "minimum destruction" policies and procedures; and

Establishing and developing networks of communication for people involved in rescue and rehoming dogs.

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ACT Rescue and Foster (ARF) Inc Statistics

Type	Detail
Full Name of Group	ACT Rescue and Foster (ARF) Inc
Contact Name	Susan Black
Contact Phone	0412 800 643
Contact Address	PO Box 1308, Woden, 2606
Contact Email	committee@fosterdogs.org
Number of Volunteers.	153 members currently
Number of Paid Staff	N/A
Annual Income	TBA
Total Expenses	TBA
Active Since	2001
General Assets (Computers, furniture, etc)	Laptops/mobile phones/printers/Dog Runs/Marquee and stalls equipment/general dog equipment
Special Assets (Works of art, expensive items, etc)	N/A
Buildings – Type	N/A
Buildings – Contents	N/A
Motor Vehicles – Owned	N/A
Motor Vehicles – Non-Owned	N/A

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Types of Insurance Required

Type	Detail and standard limits	
<p>Public & Product Liability</p> <p>The policy covers the organisation, its employees and volunteers from their legal liability to third parties for personal injury and/or property damage if proven legally liable or negligent as defined in the policy.</p>	\$10mil	Yes
<p>Volunteer Workers Personal Accident Insurance</p> <p>Covering volunteers, work experience, work for the dole & Centre Link mutual obligation, people carrying out activities on behalf & at direction of the insured including direct travel to & from the voluntary activity for accidental injury or death.</p>	\$500pw or \$25,000 Death & Capital	Yes
<p>Protector Liability (Combined Professional Indemnity and Directors & Officers)</p> <p>Covers the directors, officers and bearers of the organisation against payments they are legally obligated to pay for actions arising out of their duties.</p> <p>Covers the organisation against claims of wrongful acts committed by the organisation or any of its employees or volunteer workers.</p> <p>Cover also extends to Employment Practices Liability and Fidelity as defined by the policy.</p>	\$1mil	Yes
<p>Property (Static)</p> <p>Loss of or damage to plant, content, equipment or stock whilst at specified premises shown on schedule.</p>	\$1mil	Yes
<p>Special Contingency/General Property (portable assets moving away from the premises)</p> <p>Loss of or damage to the Insured's specified equipment, tools or contents from fire, explosion, earthquake, strikes, lightning, storm and tempest, impact including whilst in transit including loading and unloading and burglary/theft from a securely locked vehicle, accidental and malicious damage.</p>	\$1mil	Yes
Buildings – Type	N/A	No
Motor Vehicles – Owned	N/A	No
Motor Vehicles – Non-Owned	N/A	No

RISK MANAGEMENT POLICY STATEMENT

ARF is committed to the management of risk to continue to protect:

- Clients and stakeholders
- Members of the public
- Environment
- Quality of service
- Assets and intellectual property
- Statutory obligations
- Image and reputation

Risk management is a key part of improving our business and services to be a leading organisation. Our aim is to achieve best practice in controlling all the risks to which our business is exposed.

To achieve this aim, risk management standards will be created, maintained and continually improved. This will involve risk identification and risk evaluation linked to practical and cost-effective risk control measures commensurate with our business.

Risk management is a continuous process demanding awareness and proactive action from all ARF volunteers to reduce the possibility and impact of accidents and losses, whether caused by ARF or externally.

Risk Management is a core responsibility for all volunteers. Suitable risk management activities will be incorporated into our business planning, operations and the management of our volunteers..

PRESIDENT

November 2017

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1. INTRODUCTION

1.1 Purpose Of This Document

The purpose of this document is to set out a plan for ensuring that Risk Management is considered and included in the business and operations of ARF, and to provide guidelines for its implementation.

1.2 Goals of Risk Management at ACT RESCUE AND FOSTER (ARF) INC

The goals behind introducing Risk Management into ARF are threefold:

- To provide an assurance that ARF has identified its highest-risk exposures and has taken steps to properly manage these.
- To ensure that ARF business planning processes include a focus on areas where risk management is needed.
- To establish a process across ARF that will integrate the various risk control measures that the Organisation already has.

2. CONTEXT AND BACKGROUND

2.1 What Is Risk Management?

Risk is usually defined as an assessment of the **possibility** of some adverse event occurring and the likely **consequences** of this event.

Risk is inherent in the functions and activities of the organisation and its volunteers. As the consequences of an adverse event may include an inability to meet stakeholder requirements, financial loss, organisational embarrassment, operational disruption, legal problems, and so forth, it is important that management policies, procedures and practices are in place to minimise ARF's exposure to risk.

Risk Management involves adopting and applying a systematic process to identify, analyse, assess, control and monitor risk so that it is reduced and maintained within an acceptable level. Risk Management is a business tool and a part of "good management" and good planning processes.

2.2 What Benefits Will a Risk Management Plan Give?

Risk Management will assist us to achieve ARF's corporate objectives by:

- Implementing a visible, formalised and consistent process for managing ARF's exposures to risk, thereby supporting continuous improvement in ARF's programs and providing an assurance of more effective outcomes.
- Incorporating identified risk management solutions into planning and administrative processes resulting in more structured, accountable and effective business planning and project management.
- Building on existing risk management strategies.

Risk Management will be applied to all ARF activities. This will help us to:

- Ensure that the quality and reliability of services.
- Ensure services meet requirements and are delivered within cost and schedule.
- Protect volunteers, property, information and all other assets.
- Protect the dogs.
- Comply with all legal requirements relative to areas of risk.
- Maintain supporters assistance.

2.3 Background

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ARF has exposure to a diverse range of risks.

ARF formalises existing management controls and risk mitigation strategies, and relates them to our planning processes to develop a more rigorous, measurable and integrated risk management framework.

ARF's main risk mitigation strategies include administrative, contractual, technical, safety and management controls as a part of business and program activities - for example:

- Detailed standards, checks, tests and quality assurance.
- Policy and procedure manuals and guidelines.
- Contingency planning.

Additionally ARF has formalised a number of existing administrative and management controls and risk mitigation strategies, and relate these to our planning processes thus developing a more rigorous, measurable and integrated risk management framework across all activities and projects.

3. RISK MANAGEMENT AT ACT RESCUE AND FOSTER (ARF) INC

3.1. Overview of ACT RESCUE AND FOSTER (ARF) INC's Risk Management Process

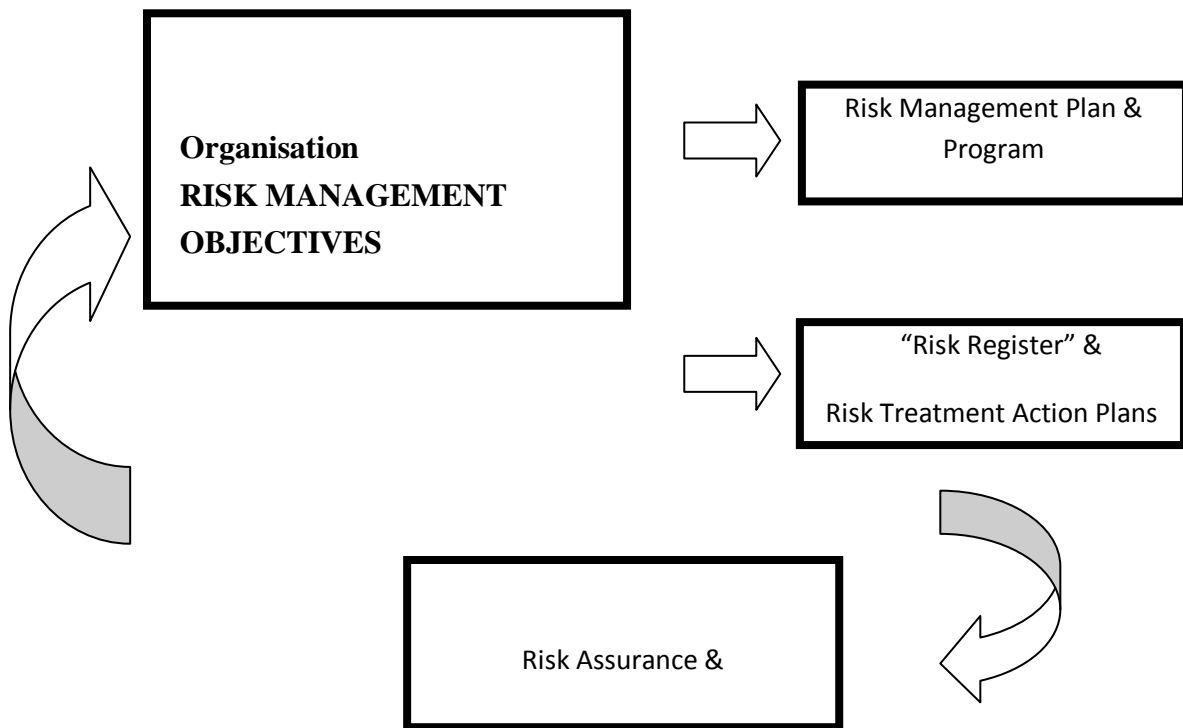
ARF's risk management policy sets out our attitude to, and objectives for, managing risk. It is the benchmark by which all decisions in the handling of risk will be tested.

This "Risk Management Plan" sets out the manner in which ARF's Risk Management Policy is achieved. ARF's risk management approach and process follows that outlined by the Australian Standard for Risk Management, AS/NZS 4360:2004.

The end result of risk management is to provide ARF with a regular profile report of the status of risks and risk controls across the organization, and an assessment/assurance report of its major risks. Figure 1 below illustrates.

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Figure 1. Desired outcomes of ACT RESCUE AND FOSTER (ARF) INC’s Risk Management



3.2. Risk Management Structure and Responsibilities

All members of ARF are responsible for managing risk within their span of control, for promoting the application of risk management and assisting with the identification of global or broad based risks that could impact on ARF as a whole.

3.3 Implementation

ARF currently achieves the above requirements by developing suitable analysis and documentation of risks in implementation of activities, namely to:

- Identify risks in the immediate area and of wider organisation impact;
- Assess the probability of the risk eventuating;
- Assess the likely impact on the organisation if the risk occurs;
- Determine an overall risk rating on the basis of probability and impact;
- Record any existing controls or strategies which aim to reduce the risk;
- Determine if the risk exposure is acceptable or not; and
- Determine further action plans and contingency plans to manage the risk where appropriate.

Documentation of risks will form a Risk Register (refer below) which is open to review and updating. Risk information will be filtered to focus on only those risk exposures that are significant and relevant to providing assurance.

3.4 Monitoring and Review

The Register is formally reviewed and updated as needed. These formal reviews will include a summary ranking of risks by overall rating level to identify all “high” and “medium” level risks ARF as a whole to ensure that all are accounted for.

3.5 Deliverables

3.5.1 The Organisation

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ARF maintains a Risk Register (see later in this document) In addition, account has been taken of risk exposures that would apply only to ARF as a whole.

3.5.2 Training

To ensure the successful implementation of risk management throughout ARF, the Plan will be reviewed annually and endorsed by the Committee and made available to all members. Risk will be addressed as needed in core documents and where needed addressed in training/information sharing. In addition, ARF will ensure any updates and changes to the risk management policy and plan are circulated to all relevant personnel.

3.6 Monitoring and Review

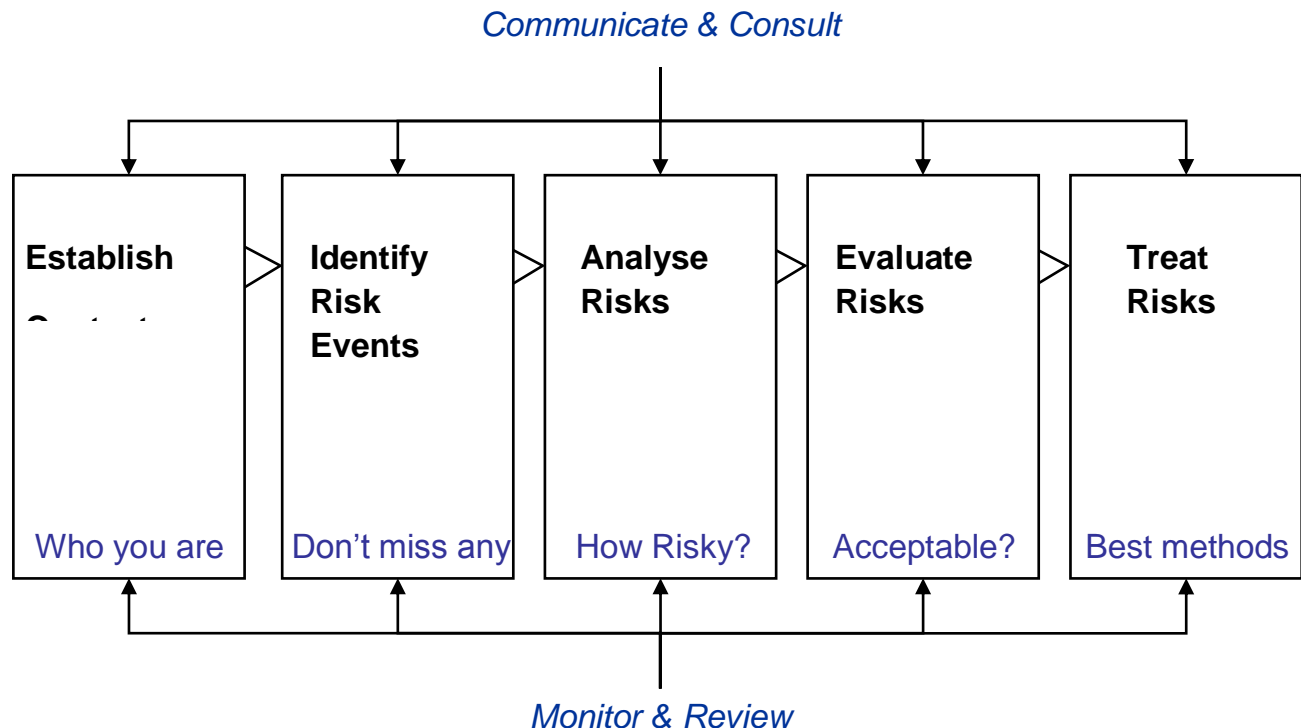
The Risk Plan is formally reviewed and updated **annually**, although other reviews and updates occur as necessary.

These annual reviews include:

- A review of the summary ranking of risks by overall rating level to identify all “high” and “medium” level risks across the organisation as a whole to ensure that all are accounted for in the organisation’s broader planning and reviewing processes of its services and operations.
- A statement, provided through the Governance subcommittee (and its report) to the Annual General Meeting of ARF’s risk performance over the previous twelve months.

4. INITIAL RISK IDENTIFICATION AND RISK TREATMENT

The Organisation has adopted policies to assist with the efficient and consistent preparation of Risk Registers and Risk Treatment Action Plans across the Organisation. These policies follow the risk assessment process outlined in AS/NZS 4360:2004 and so enables the application of that standard to ARF’s business.



4.1 Risk Criteria

ARF sees three criteria for setting its risk management priorities, as follows. Further risk identification, risk assessments and risk treatment need to be carried out bearing these in mind.

- Risks affecting ARF's **reputation or ability** to perform.
- Risks affecting ARF's **management** of and **accountability** for performance.
- Risks affecting the **safety, security and health** of ARF's volunteers and dogs.

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ACT RESCUE AND FOSTER (ARF) INC
RISK MANAGEMENT PLAN

Version

Date

I certify that this is the latest copy of ACT RESCUE AND FOSTER (ARF) INC’s Risk Management Plan.

All Committee members have been briefed on this plan as per the schedule below.

.....
Signed

.....
Wendy Parsons

.....
President

.....
Date

Should you have any questions in relation to ACT RESCUE AND FOSTER (ARF) INC’s Risk Management Plan, please contact the President (Wendy Parsons) on 6231 6342. Or the Public Office Holder (Susan Black) on 0412 800 634

For information the ARF Committee (as at November 2017)

- Wendy Parsons – President
- Dianne Heriot - Treasurer
- Helen Shannon - Secretary
- Susan Black - Vice President
- Teresa Kent
- Sarah Rullis
- Aine Dowling
- Emma Hotham
- Melrose Brown
- Kirsten Doyle

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Mission Statement

ARF (ABN 54 495 663 951) is an incorporated association of people in Canberra and the surrounding region who rescue dogs from euthanasia and foster them temporarily in our own homes for as long as it takes to find them loving, permanent homes.

ARF aims to: Save and improve the lives of dogs primarily in the Canberra region, as well as in surrounding regions, including metropolitan and regional Sydney by:

- Rescuing and rehoming as many unwanted dogs as possible;
- Educating the community about responsible dog companionship;
- Working with local pounds to help achieve, develop and implement "minimum destruction" policies and procedures; and
- Establishing and developing networks of communication for people involved in rescue and rehoming dogs

Objectives

- **Objective 1**

Save and improve the lives of dogs primarily in the Canberra region, as well as in surrounding regions, including metropolitan and regional Sydney

Activities

Activity 1

Rescuing and rehoming as many unwanted dogs as possible;

Activity 2

Educating the community about responsible dog companionship;

Activity 3

Working with local pounds to help achieve, develop and implement "minimum destruction" policies and procedures

Activity 4

Establishing and developing networks of communication for people involved in rescue and rehoming dogs

Assets

Venue/s

- N/A

Equipment

- Limited equipment eg small marquee, dog accessories (eg runs)

Vehicles

- N/A

Reputation

- A leader in Canberra and surrounding areas for rescuing and rehoming dogs.
- A close professional relationship with Domestic Animal Services, Canberra for ethical rescue and rehoming.
- A close professional relationship with Queanbeyan Animal Services, NSW for ethical rescue and rehoming.
- Strong working relationships with surrounding animal services and shelters as demonstrated by the securing of the 16d Exemption under the Companion Animal Regulations 2008.
- Close working relationships with veterinary providers in the ACT and NSW.

- Strong working relationships with other rescue groups.

Skills & knowledge

- Including:
 - Strong local knowledge.
 - Exceptional communication channels via the ARF website, social media, mailing lists etc.
 - The ARF Committee – which focuses on leadership and governance issues on a daily basis.
 - Strong local contacts and relationships.
 - Animal behaviour skills (eg behaviour assessment; professional trainers brought in to train foster carers).
 - Support and advice for foster carers.

Policies and Procedures

- Policies and procedures documented.
- Extensive advice and documentation available on line via the web site at: www.fosterdogs.org (Volunteers' site)

Stakeholders

- Government – including ACT Domestic Animal Services
- Volunteers

General Public

- For support in terms of attendance at functions and donations and most importantly as adopters of dogs.
- **ARF members**
- **Foster Carers**
- **Our supporters**
- **Our vet partners**
- **Our Adopters**

Emergency Contacts

Type	Title	Name	Contact
Insurance	Public Office Holder	Susan Black	0412 800 634
Other	President	Wendy Parsons	026231 6342

ARF Inc - Key Risks and Controls

Public Contact

Risk No.	Activity/Asset/Stakeholder	Risk Event (What will happen?)	Consequences (and Level) (What is the result?)	How will risk occur (any particular circumstances?)	Current Controls (what prevents the risk?)	Likelihood
Outdoor Activities						
1	General Outdoor Activities that may involve dogs including <ul style="list-style-type: none"> Public Relations/fundraising events 	Miscellaneous accident Injury – major and minor Incorrect advice given	Possible litigation Bad press 3 - Moderate	Negligence Misbehaviour Accident	Clear advice available on ARF role and policies/procedures Stalls co-ordinator runs each stall.	2 - Unlikely
2	General Outdoor activities usually involving dogs - including <ul style="list-style-type: none"> Visiting homes of potential foster carers Conducting yard checks 	Miscellaneous accident Injury – major and minor Incorrect advice given	Possible litigation Bad press 3 Moderate	Negligence Misbehaviour Accident (eg needle sticks, bites attacks) Illness	Clear advice available on ARF role and policy/procedures Foster carer’s manual Regular foster carer training undertaken. .	3 - Possible
3	General Outdoor activities involving dogs: <ul style="list-style-type: none"> Temperament Testing 	Miscellaneous accident Injury – major and minor	Possible litigation Bad press 3 - Moderate	Negligence Misbehaviour Accident (eg needle sticks, bites attacks)	Training provided for behaviour assessors New behavioural assessors generally buddy with more experienced tester.	3 - Possible

					Testing is conducted in teams not individually. All behavioural assessors must sign to being fit to undertake the duties	
4	<p>General Outdoor activities involving dogs:</p> <ul style="list-style-type: none"> Foster caring duties 	<p>Miscellaneous accident Injury – major and minor Infected and contagious animal (eg Canine parvovirus) entering a foster carer’s home.</p>	<p>Possible litigation Bad press Loss of public confidence Reduction in numbers</p> <p>4 - High</p>	<p>Negligence Misbehaviour Accident (eg bites attacks) Illness Other dogs at risk Adoption imminent and not able to be complete due to illness, and public confidence eroded.</p>	<p>Foster carer’s manual Regular foster carer training undertaken Support structures in place to support foster carers eg mentors, closed facebook page.</p> <p>Foster carers kept informed of developments eg when disease, to the best of our knowledge is prevalent in our community and behaviours are modified as necessary. Foster carers, where appropriate skilled in mitigation techniques (eg quarantining)</p>	3- Possible

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					Access to the necessary equipment to mitigate the infection.	
Indoor Activities						
5	<p>General Indoor Activities that may involve dogs including</p> <ul style="list-style-type: none"> Public Relations events 	<p>Miscellaneous accident</p> <p>Injury – major and minor</p> <p>Incorrect advice provided</p>	<p>Possible litigation</p> <p>Bad press</p> <p>3 - Moderate</p>	<p>Negligence</p> <p>Misbehaviour</p> <p>Accident</p>	<p>Clear advice available on ARF role and policies/procedures</p> <p>Stalls co-ordinator runs each stall.</p>	2 - Unlikely
	•					
6	<p>General Indoor Activities involving dogs:</p> <ul style="list-style-type: none"> Foster Caring Duties 	<p>Miscellaneous accident</p> <p>Injury – major and minor</p> <p>Infected and contagious animal (eg Canine parvovirus) entering a foster carer’s home.</p>	<p>Possible litigation</p> <p>Bad press</p> <p>Loss of public confidence</p> <p>Reduction in numbers</p> <p>4 - High</p>	<p>Negligence</p> <p>Misbehaviour</p> <p>Accident (eg bites attacks)</p> <p>Illness</p> <p>Other dogs at risk</p> <p>Adoption imminent and not able to be complete due to illness, and public confidence eroded.</p>	<p>Foster carer’s manual.</p> <p>Regular foster carer training undertaken</p> <p>Support structures in place to support foster carers eg mentors, closed facebook page.</p> <p>Foster carers kept informed of developments eg when disease, to the best of our knowledge is</p>	3- Possible

					<p>prevalent in our community and behaviours are modified as necessary.</p> <p>Foster carers, where appropriate skilled in mitigation techniques (eg quarantining)</p> <p>Access to the necessary equipment to mitigate the infection.</p>	
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Committee Activities

7	<p>Committee activities include:</p> <ul style="list-style-type: none"> • Committee Meetings • Annual General Meeting • Responding to queries 	<p>Miscellaneous accident Injury – major and minor Inaccurate advice provided Advice misinterpreted</p>	<p>Possible litigation Bad press Reduction in numbers</p> <p>3 - Moderate</p>	<p>Negligence Misbehaviour</p>	<p>All policies/Practices documented including updated governance manual All briefed on policies. Support structures in place Subcommittee structure in place</p>	2- Unlikely
8	<p>Liaison with relevant stakeholders eg:</p> <ul style="list-style-type: none"> ○ Domestic Animal 	<p>Inaccurate advice provided Advice misinterpreted</p>	<p>Possible litigation Bad Press Loss of public</p>	<p>Negligence Misbehaviour Access to dogs</p>	<p>Key policies and practices documented</p>	3- Possible

	<p>Services</p> <ul style="list-style-type: none"> Other rescue organisations 	<p>Relationship breakdown</p> <p>Changes in the operations of pound environments</p>	<p>confidence</p> <p>Incorrect advice issued</p> <p>4- High</p>	<p>reduced.</p> <p>Limited capacity to rescue.</p> <p>Reduced number of dogs available for re-homing.</p>	<p>All Committee members aware of policies and practices</p> <p>Committee has very regular and open communication channels.</p> <p>Where necessary committee consensus is reached on critical decisions.</p> <p>Lobby key stakeholders where appropriate.</p> <p>Foster relations with other regional pounds</p> <p>Regularly review the DAS MoU</p>	
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Example
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Assets

Risk No.	Activity/Asset/Stakeholder	Risk Event (What will happen?)	Consequences (What is the result?)	How will risk occur (any particular circumstances?)	Current Controls (what prevents the risk?)	Likelihood
9	<p>Equipment, including:</p> <ul style="list-style-type: none"> Marquee General goods (eg calendar) 	<p>Equipment damaged or misused</p>	<p>Possible litigation</p> <p>Bad press</p> <p>2- Minor</p>	<p>No training to use equipment</p> <p>Lack of knowledge in handling assets</p>	<p>Marquee erected and dismantled – Stalls coordinator oversees.</p> <p>Equipment register in place and equipment tracked and where necessary advice</p>	1 - Rare

					provided on how to use/set up (eg dog runs)	
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Stakeholders

Risk No.	Activity/Asset/Stakeholder	Risk Event (What will happen?)	Consequences (What is the result?)	How will risk occur (any particular circumstances?)	Current Controls (what prevents the risk?)	Likelihood
10	Volunteers	Miscellaneous accident Injury – major and minor Illness Incorrect advice provided	Possible litigation Bad press 4 - Major	Policies and practices not followed Occupational hazards Negligence Misbehaviour	Clear advice available on AFR role policy/procedures- Volunteering policy being reviewed Volunteers fit for purpose Supervision in place when necessary	3- Possible
11	Foster Carers	Miscellaneous accident Injury – major and minor Illness	Possible litigation Bad press 4 - Major	Policies and practices not followed Occupational hazards Negligence Misbehaviour	Foster carer’s manual. Regular foster carer training undertaken Support structures in place to support foster carers eg mentors, closed facebook page. Foster carers kept informed of	3- Possible

Example Only

					<p>developments eg when disease, to the best of our knowledge is prevalent in our community and behaviours are modified as necessary.</p> <p>Foster carers, where appropriate skilled in mitigation techniques (eg quarantining)</p> <p>Access to the necessary equipment to mitigate the infection.</p>	
12	Other rescue organisations	Integrity of Committee decision making questioned.	<p>Possible litigation Bad press</p> <p>3 - Moderate</p>	Policies and practices not followed	<p>Compliance with relevant legislation</p> <p>Policies/Procedures documented and lodged with appropriate authorities.</p> <p>Clear advice available on ARF role and policy/procedures</p>	3- Possible

13	Government Agencies	Integrity of Committee decision making questioned.	Possible litigation Bad press 3 - Moderate	Policies and practices not followed	Compliance with relevant legislation Policies/Procedures documented and lodged with appropriate authorities. Clear advice available on ARF role and policy/procedures	2 - Unlikely
14	Sponsors	Inappropriate sponsor on board (eg unethical)	Damage to ARF reputation	Not sufficient vetting of sponsor	All sponsors considered by Committee Sponsors policy developed	2- Unlikely

Example

General Group Administration

Risk No.	Activity/Asset/Stakeholder	Risk Event (What will happen?)	Consequences (What is the result?)	How will risk occur (any particular circumstances?)	Current Controls (what prevents the risk?)	Likelihood
15	Group Administration	Clients not satisfied. Volunteers not satisfied. Breakdown of Committee. Integrity of Committee decision making questioned.	Loss of members Loss of volunteers Loss of revenue Loss of confidence Unable to perform key corporate responsible Bad press.	Correct Procedures not followed Mismanagement of funds	Compliance with relevant legislation Policies/Procedures documented and lodged with appropriate authorities.	3 - Possible

			Not enough volunteers. Lack or reduction in donations. 3 – Moderate			
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Risk No.	Activity/Asset/Stakeholder	Risk Event (What will happen?)	Consequences (What is the result?)	How will risk occur (any particular circumstances?)	Current Controls (what prevents the risk?)	Likelihood
16	Community Assistance Program	Eligibility of client not checked properly Procedure on dog results in complications	Community assistance clients pursues additional costs of care for dog 3 – Moderate		Eligibility of client checked Guidelines carefully explained to client Program is a trial evaluation will be conducted	3 - Possible

Note: ARF's interest in this programme now is advisory only. Funding donated to local Canberra community organisation. Risk to be removed.

Example Only Terminology Utilised for above Risk Plan

Consequences						Almost Certain	The event is expected to occur in most circumstances.	More than once per year.
Level	Rank	Financial Impact	Objectives	Reputation and Image	Activities/Operations			
1	Insignificant	Less than \$1,000	Negligible impact upon objectives	Unsubstantiated, low impact, low profile or no news item.	Less than 1 hour			
2	Minor	\$1,000 to	Minor effects	Substantiated, low impact, low	1 hour to 1 day.			

		\$10,000	that are easily remedied	news profile.			
3	Moderate	\$10,000 to \$50,000	Some objectives affected	Substantiated, public embarrassment, moderate impact, moderate news profile.	1 day to 1 week.		
4	Major	\$50,000 to \$150,000	Some important objectives cannot be achieved	Substantiated, public embarrassment, high impact, high news profile, Third Party actions.	1 week to 1 month.		
5	Severe	More than \$150,000	Most objectives cannot be achieved	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, Third party actions.	More than 1 month.		
Likelihoods							
Level	Descriptor	Description		Frequency			
1	Rare	The event may occur in exceptional circumstances.		Less than once in 30 years.			
2	Unlikely	The event could occur at some time.		Could occur once in 30 years.			
3	Possible	The event should occur at some time.		At least once in 10 years.			
4	Likely	The event will probably occur in most circumstances.		At least once in 3 years.			

5

**Example
Only**

ARF Rescue and Foster Inc – Risk Matrix

Likelihood	Consequences				
	1	2	3	4	5
5					
4					
3			RN2 RN3 RN12 RN15	RN4 RN6 RN8 RN10 RN11	
2		RN14	RN1 RN5 RN7 RN13		
1		RN9			

Risk Level Definition

Risk Level	Definition	Acceptable or Unacceptable	Action Necessary
E	Extreme	Unacceptable	Management to instigate policy and have insurance
H	High	Unacceptable	Management to instigate policy and have insurance
M	Moderate	Acceptable	Handled by operational formal policies
L	Low	Acceptable	Handled by day to day operations

**Example
Only**

ARF Inc - Risk Treatment Schedule and Plan

Risk Level	Risk #	Activity	Risk Event	Current Controls	After Control Impact Likelihood		Accept (Y/N)	Contingency	Person Responsible
L3	1	Outdoor Activities that may involving dogs	miscellaneous accident – major and minor injury	See Risk Register	Unlikely	Rare	Y	<ul style="list-style-type: none"> Contingency plan #1 	ARF Committee
L3	2	Outdoor Activities usually involving dogs	miscellaneous accident – major and minor injury	See Risk Register	Possible	Unlikely	Y	<ul style="list-style-type: none"> Contingency plan #1 	ARF Committee
L3	3	General Outdoor Activities involving dogs	miscellaneous accident – major and minor injury	See Risk Register	Moderate	Unlikely	Y	<ul style="list-style-type: none"> Contingency plan #1 	ARF Committee
L4	4	General Outdoor Activities involving dogs	miscellaneous accident – major and minor injury	See Risk Register	Moderate	Possible	Y	<ul style="list-style-type: none"> Contingency plan #1 Contingency Plan #6 	ARF Committee
L3	5	Indoor Activities that may involve dogs	miscellaneous accident – major and minor injury	See Risk Register	Moderate	Unlikely	Y	<ul style="list-style-type: none"> Contingency plan #1 	ARF Committee
								<ul style="list-style-type: none"> 	

Risk Level	Risk #	Activity	Risk Event	Current Controls	After Control Impact Likelihood		Accept (Y/N)	Contingency	Person Responsible
L4	6	Indoor Activities that involving dogs	miscellaneous accident – major and minor injury	See Risk Register	Moderate	Possible	y	<ul style="list-style-type: none"> Contingency plan #1 Contingency Plan #6 	ARF Committee
L3	7	Committee Activities	Miscellaneous accident Injury – major and minor Inaccurate advice provided Advice misinterpreted	See Risk Register	Unlikely	Rare	y	<ul style="list-style-type: none"> Contingency Plans#1, 2, 3, 4 and 5 	ARF Committee
L4	8	Liaison with Stakeholders	Inaccurate advice provided Advice misinterpreted	See Risk Register	Moderate	Possible	Y	<ul style="list-style-type: none"> Contingency Plan #1, 2, 3, 4 and 5 	ARF Committee
L2	9	Equipment	Equipment damaged or missed	See Risk Register	Rare	Rare	Y	<ul style="list-style-type: none"> Contingency plan 5 	ARF Committee

Risk Level	Risk #	Activity	Risk Event	Current Controls	After Control Impact Likelihood		Accept (Y/N)	Contingency	Person Responsible
L4	10	Volunteers	Miscellaneous accident Injury – major and minor	See Risk Register	Possible	Unlikely	Y	<ul style="list-style-type: none"> Contingency Plan #1 Contingency plan #5 	ARF Committee
L4	11	Foster Carers	Miscellaneous accident Injury – major and minor	See Risk Register	Possible	Unlikely	Y	<ul style="list-style-type: none"> Contingency Plan #1 Contingency Plan #5 	ARF Committee
L3	12	Other Rescue Organisations	<ul style="list-style-type: none"> Integrity of Committee decision making questioned 	See Risk Register	Possible	Unlikely	Y	<ul style="list-style-type: none"> Contingency Plan #5 	ARF Committee
L3	13	Government Agencies	<ul style="list-style-type: none"> Integrity of Committee decision making questioned 	See Risk Register	Unlikely	Rare	Y	<ul style="list-style-type: none"> Contingency Plan #5 	ARF Committee
L3	14	Sponsors	<ul style="list-style-type: none"> Inappropriate sponsor on board (eg unethical) 	See Risk Register	Unlikely	Rare	Y	<ul style="list-style-type: none"> Contingency Plan #7 	ARF Committee

Risk Level	Risk #	Activity	Risk Event	Current Controls	After Control Impact Likelihood		Accept (Y/N)	Contingency	Person Responsible
L3	15	Group Administration	<ul style="list-style-type: none"> • Clients not satisfied • Volunteers not satisfied • Breakdown of Committee • Integrity of Committee decision making questioned 	See Risk Register	Moderate	Rare	Y	<ul style="list-style-type: none"> • Contingency Plan #5 	ARF Committee
L3	16	NB: recommend removal	•					•	

Example Only

ACT Rescue and Foster - Risk Contingency Plans

Miscellaneous accident –Injury

CONTINGENCY PLAN 1	
Risk	Miscellaneous accident - minor injury
Recommended response and impact	See Risk Plan
Other proposed actions	Reporting to the committee Insurance in place
Resource requirements	Insurance in place Volunteering policy being reviewed Volunteers supported (eg Stalls Co-ordinator at fundraising; behavioural assessors trained and work undertaken in teams). Foster carer manual
Responsibilities	ARF Committee
Timing	Immediately
Reporting and monitoring required	AFR Committee immediately informed
Prepared by:	ARF Committee
Date:	June 2009

Reviewed by:	ARF Committee
Date:	Annually (updated November 2017)

**Example
Only**

Information Recovery Plan

Do your backups really work?

CONTINGENCY PLAN 2	
Risk	Information Recovery Plan
Recommended response and impact	External providers manage public and members' sites. Back ups in place Manual records kept as necessary
Other proposed actions	not required
Resource requirements	Continual monitoring Web sites monitored and continually updated and back ups regularly undertaken ISP Providers have in place comprehensive contingency plans Project to review ICT presence
Responsibilities	(Helen Shannon and Teresa Kent
Timing	As appropriate
Reporting and monitoring required	ARF Committee informed
Prepared by:	ARF Committee
Date:	June 2009
Reviewed by:	ARF Committee
Date:	Annually (updated November 2017)

Financial Plan

CONTINGENCY PLAN 3	
Risk	Emergency Financial Plan
Recommended response and impact	Determine immediate fundraising options Determine whether costs can be deferred for a period
Other proposed actions	
Resource requirements	Committee to urgently consider and determine course of action
Responsibilities	Treasurer in consultation with ARF Committee
Timing	As appropriate
Reporting and monitoring required	Follow procedures on financial reporting
Prepared by:	ARF Committee
Date:	June 2009
Reviewed by:	ARF Committee
Date:	Annually (updated November 2017)

Backlog Recovery Plan

If your organisation can't operate for a number of weeks, how will you clear the backlog of work that piles up?

CONTINGENCY PLAN 4	
Risk	Backlog Recovery Plan (cross reference with contingency plan 2)
Recommended response and impact	ARF Committee meet and determine action and if necessary Communication subcommittee to action Committee direction
Other proposed actions	Update all Stakeholders of delays with communication/processing
Resource requirements	
Responsibilities	Communication subcommittee
Timing	As appropriate
Reporting and monitoring required	Updates on addressing backlog
Prepared by:	ARF Committee
Date:	June 2009
Reviewed by:	ARF Committee
Date:	Annually (updated November 2017)

Media Plan

How about a set of pre-written statements for the press?

CONTINGENCY PLAN 5	
Risk	Media Plan
Recommended response and impact	Communication Subcommittee in place President has media skills/contacts
Other proposed actions	Ascertain reasons for adverse media coverage Redress negative media via media channels available ARF Committee briefed and action plan determined Provide facts and advice to ARF members
Resource requirements	
Responsibilities	Communication subcommittee in consultation with ARF Committee
Timing	As appropriate
Reporting and monitoring required	Updates on action taken on redressing adverse media coverage
Prepared by:	ARF Committee
Date:	June 2009
Reviewed by:	ARF Committee
Date:	Annually (updated November 2017)

Disease

CONTINGENCY PLAN 6

Risk	Disease
Recommended response and impact	See Risk Plan
Resource requirements	Foster carers kept informed when disease, to the best of our knowledge is prevalent in our community and behaviours are modified as necessary. Foster carers, where appropriate skilled in mitigation techniques (eg quarantining) Access to the necessary equipment to mitigate the infection. Foster carers manual
Responsibilities	ARF Committee
Timing	Immediately
Reporting and monitoring required	AFR Committee immediately informed
Prepared by:	ARF Committee
Date:	November 2011
Reviewed by:	ARF Committee
Date:	Annually (updated November 2017)

Stakeholder Management

CONTINGENCY PLAN 7	
Risk	Stakeholder Management – Relationship Breakdown
Recommended response and impact	See Risk Plan
Resource requirements	
Responsibilities	ARF Committee

Timing	Immediately
Reporting and monitoring required	AFR Committee immediately informed
Prepared by:	ARF Committee
Date:	November 2011
Reviewed by:	ARF Committee
Date:	Annually (updated November 2017)

**Example
Only**