Risk Register - The Context

Identifying the context sets the scene for how the risk assessment will proceed, what risks will be considered, how they will be rated and what actions and decisions will follow from the process to manage or reduce the risks identified.

Topic of the Risk Assessment	
Purpose of the risk register, a specific event, project or undertaking.	The directorate is undertaking a targeted call for expressions of interest in a voluntary redundancy to certain cohorts of officers.
Details	
Provide a summary of the activities and goals/objectives of the risk assessment. This may include defining responsibilities, the scope of the risk assessment (what is included and excluded) and how the risk assessment will be conducted.	This risk assessment will consider strategic, operational and work health and safety risks posed to the directorate and its employees arising from the call for expressions of interest in a voluntary redundancy and the associated reduction in staff.
Owner	
Directorate:	
Agency / Branch / Event:	
Risk Assessment Undertaken By:	
Approving Authority:	
Next Review Date:	
Local Version Control:	

Agency Risk Reference Number	Risk Category	The Risk	Impact/Outcome	Further Treatments to Improve Rating
1	Compliance / Regulation	The directorate will lack capability to perform critical legislative functions.	The directorate will breach its legislative obligations	*e.g., assessment of expressions of interest will include identification of critical roles and ability to replace within existing resources*
2	Products and Services	The directorate will experience disruptions in the services it delivers to members of the ACT community	There will be a reduction in services provided to the ACT community	*e.g., directorate will prioritise expressions of interest in areas that do not provide frontline services* *e.g., the directorate will identify and implement methods to streamline business processes to mitigate the risk of any disruption to frontline services*
3	Products and Services	The directorate will be completely unable to deliver one or more core services to the ACT community.	There will be a complete disruption or stoppage of one or more services provided to the ACT community	*e.g., directorate will prioritise expressions of interest in areas that do not provide frontline services* *e.g., the directorate will identify and implement methods to streamline business processes to mitigate the risk of any disruption to frontline services*
4	General Management Activities	The directorate will be unable to conduct internal management activities (e.g., internal audit and risk, etc)	The directorate will breach its financial, legislative or industrial obligations	*e.g., assessment of expressions of interest will include identification of critical roles and ability to replace within existing resources* *e.g., the directorate will identify and implement methods to streamline internal management processes.*
5	Products and Services	The directorate will experience disruptions in the programs, services or works it provides to other parts of Government or the ACTPS	There will be a reduction in services, programs or works provided to other parts of Government or the ACTPS	*e.g., directorate will prioritise expressions of interest in areas that do not provide services to other areas of Government or the ACTPS* *e.g., the directorate will identify and implement methods to streamline business processes to mitigate the risk of any disruption to services*
6	Products and Services	The directorate will be completely unable to provide certain programs, services or works to other parts of Government or the ACTPS	There will be a disruption or complete stoppage of programs, services or works provided to other parts of Government or the ACTPS	*e.g., directorate will prioritise expressions of interest in areas that do not provide services to other areas of Government or the ACTPS* *e.g., the directorate will identify and implement methods to streamline business processes to mitigate the risk of any disruption to services*
7	Financial	Insufficient officers express interest in a voluntary redundancy	The directorate is unable to bring its FTE within sustainable levels	*e.g., the directorate will ensure the expression of interest process is broad in scope and well-communicated to all eligible staff*
8	Reputation & Image	Negative media associated with reduction, disruption or stoppage of services to the ACT community	Damage to the directorate's reputation	*e.g., directorate will prioritise expressions of interest in areas that do not provide frontline services* *e.g., the directorate will proactively communicate with the community regarding any temporary or permanent disruption in services*
9	Products and Services	Increased complaints from members of the community associated with the reduction, disruption or stoppage of services	Community loses confidence in the services provided by the directorate	*e.g., directorate will prioritise expressions of interest in areas that do not provide frontline services* *e.g., the directorate will proactively communicate with the community regarding any temporary or permanent disruption in services*

10	Security	Community frustration with any reduction, disruption or stoppage of services results in incidents of occupational violence against employees	Employees experience unsafe working conditions. Loss of employee morale. Industrial action.	*e.g., the directorate will review its security and workplace safety plans, policies and procedures and ensure they are current and fit-for-purpose* *e.g., the directorate will adopt a zero tolerance approach to incidents of workplace aggression*
11	People	The call for expressions of interest in a voluntary redundancy create uncertainty about job security, workload and roles	Loss of employee morale. Decreased employee satisfaction. Potential psychosocial hazards.	*e.g., the directorate will develop a communication plan which outlines the purpose and scope of the call for expressions of interest*
12	Compliance / Regulation	The call for expressions of interest and the voluntary redundancy offers do not comply with obligations under the Fair Work Act 2009 and ACTPS enterprise agreements	The process is disputed by employees and/or unions	*e.g., the directorate will consult with the Office of Industrial Relations and Workforce Strategy on its plan to implement voluntary redundancies*
13	People	Remaining employees undertake work above their classification due to the reduction of staff in the directorate	Loss of employee morale. Potential psychosocial hazards. Potential allegations of wage theft. Industrial disputes.	*e.g., the directorate will identify and implement methods to streamline business processes* *e.g., the directorate will review the position descriptions of remaining staff to ensure they remain current and reflect the duties, roles and responsibilities*
14	People	There is increased workload burden for remaining employees due to the reduction of staff in the directorate	Potential psychosocial hazards. Risk of burnout, absenteeism and loss of productivity. Industrial disputes.	*e.g., the directorate will identify and implement methods to streamline business processes* *e.g., the directorate will deliver its work in line with resources (e.g., defer or cease work programs)*

***Hint: To help assess the consequence and likelihood of a risk:**
1. Consequence- What will be the outcome/impact should the risk eventuate in the most normal form? Where there are many consequences, choose the one that has the highest outcome/impact.
2. Likelihood- What is the likelihood of that outcome/impact?
3. When identifying, analysing and rating risk, consideration should be given but not necessarily limited to the above categories of risk and the suggested examples of frequency and consequences.

*** Priority for Attention / Action**
Every care should be taken to act as soon as possible to implement risk control measures wherever possible or to take action to fix the problem. 'Extreme' and 'High' risks especially where the risk relates to people and personal injury require us to act immediately to take steps to fix the problem.
The suggested timing of treatment does not mean that immediate action ought not be taken or that the timing can not be completed sooner than suggested.

Consequence **					
Category of Risk	Insignificant	Minor	Moderate	Major	Catastrophic
Financial	1% of Project / Entity Budget or <$5K	2.5% of Project / Entity Budget or <$50K	> 5% of Project / Entity Budget or <$500K	> 10% of Project / Entity Budget or <$5M	>25% of Project / Entity Budget or >$5M
Business Operations	Minor errors in systems or processes requiring corrective action and/or minor delay without impact on overall schedule and/or insignificant impact on business outcomes and strategic objectives.	Services (including those of providers) do not fully meet needs and/or minor impact on business outcomes and strategic objectives and/or subsidiary services experience minor disruptions.	One or more key accountability requirements not met and /or inconvenient but not client welfare threatening and/or moderate impact on business outcomes and strategic objectives and/or a number of objectives not met, minor or subsidiary	Significant impact on business and / or strategic objectives and/or strategies not consistent with Government's agenda and/or trends show service is degraded and/or key service delivery impaired.	Strategic business outcomes/ processes fail, control infrastructure failure, critical business objectives not met.
Compliance/ Regulation	Non-compliance with policies, procedures & guidelines and standard operating procedures which are not legislated or regulated.	Numerous instances of non-compliance with work policy and standard operating procedures which are not legislated or regulated.	Non-compliance with work policy and standard operating procedures which are regulated or legislated.	Restriction of business operations by regulator due to non-compliance with relevant guidelines and / or significant non-compliance with policy and procedures which threaten business delivery.	Operations shut down by regulator for failing to comply with relevant guidelines / legislation and /or significant non-compliance with internal procedures which could result in failure to provide business outcomes and service delivery.
Service Delivery	No loss of an essential/critical service and/or loss of, or interruption to, non critical/non-core services up to 3 days.	Loss of an essential/critical service for less than hours and/or loss of, or interruption to, non critical/non-core services for 3 - 5 days.	Loss of one or more essential/critical services for more than hours and up to 3 days, and/or loss of, or disruption to, non critical/non-core services for up to 10 days.	Loss of one or more essential/critical services for more than 3 days and up to or more weeks, and/or loss of part of an essential service that is high risk (life based) and/or disruption to non-critical services over	Loss of one or more essential/critical services for more than weeks that continues for months and/or loss of an essential service that is high risk (life based) and/or disruption to non-critical services over subsequent
Reputation & Image	Internal review and/or minor dissatisfaction across a small number of demographic groups or stakeholders.	Scrutiny required by internal committees or internal audit to prevent escalation and/or moderate dissatisfaction across a small number demographic groups or several stakeholders.	Local media scrutiny (1 week) and/or scrutiny required by external committees or ACT Auditor General's Office, or inquest, etc and/or dissatisfaction across a few demographic groups or multiple stakeholders.	Intense public, political and national media scrutiny (1 week) and/or Minister / Chief Minister involvement and/or dissatisfaction across a large range of demographic groups and stakeholders.	Adverse finding from Assembly Inquiry or Commission of Inquiry or sustained adverse international media and/or loss of public confidence in Government or Public Service forcing changes to the machinery of Government.

Likelihood of Consequence	Description	Historical Frequency	Expectation	Matrix	1	2	3	4	5
	Almost Certain	Occurs on most occurrences of the activity	Expected to happen this time	5	Medium	High	High	Extreme	Extreme
	Likely	Occurs on some occurrences of the activity	Expected to occur on one of the next few occasions	4	Medium	Medium	High	High	Extreme
	Possible	Infrequently occurs here	Could occur at some time in the future. Would not be surprise if occurred	3	Low	Medium	Medium	High	Extreme
	Unlikely	Has never occurred here	Might occur but unlikely. Would be surprised if it occurred	2	Low	Medium	Medium	High	High *
	Rare	Has never occurred here, but may have / has occurred somewhere	Might occur, but only in exceptional circumstances. Would be very surprised if occurred	1	Low	Low	Medium	Medium	High *

Priority for Attention/Action			
Priority	Indicative Escalation	Suggested timing for treatment	Authority for tolerance of risk
Extreme	Within 24 hours	Short-term - normally within one month.	Director-General
High	Within 7-14 days	Medium term – normally within three months.	Senior Executive
Medium	Within 1-3 months	Normally within one year.	Managers
Low	1-3 months in course of normal business	Ongoing control as part of a management system.	All Staff

Risk Control Effectiveness	
Control Effectiveness	Guide
Adequate	Controls are well designed and operating effectively in treating the root cause of the risk. Additional controls exist to appropriately manage consequence. Controls are largely preventative and management believes that they are effective and reliable at all times. Nothing further to be done except review and monitor the existing controls.
Room for Improvement	Some deficiencies in controls have been identified however most controls are designed and implemented effectively in treating some root causes of the risk. While some preventative controls exist, controls are largely reactive. There are opportunities to improve the design/implementation of some controls to improve operational effectiveness.
Inadequate	Significant control deficiencies identified. Either controls do not treat root cause or they do not operate effectively. Controls, if they exist are just reactive. Management has little confidence on the effectiveness of the controls due to poor control design and/or very limited operational effectiveness.

		Consequence of risk in the most normal form				
Category of Risk	Contextual definition	Insignificant	Minor	Moderate	Major	Catastrophic
Business Operations	Achievement of strategic and operational business objectives	Minor errors in systems or processes requiring corrective action and/or minor delay without impact on overall schedule and/or insignificant impact on business outcomes and strategic objectives.	Services (including those of providers) do not fully meet needs and/or minor impact on business outcomes and strategic objectives and/or subsidiary services experience minor disruptions.	One or more key accountability requirements not met and /or inconvenient but not client welfare threatening and/or moderate impact on business outcomes and strategic objectives and/or a number of objectives not met, minor or subsidiary services impaired.	Significant impact on business and / or strategic objectives and/or strategies not consistent with Government's agenda and/or trends show service is degraded and/or key service delivery impaired.	Strategic business outcomes/ processes fail, control infrastructure failure, critical business objectives not met.
Service Delivery	Delivery of functions of the business/branch/ entity depending on their classification as essential/critical or not	No loss of an essential/critical service and/or loss of, or interruption to, non critical/non-core services up to 3 days.	Loss of an essential/critical service for less than 4 hours and/or loss of, or interruption to, non critical/non-core services for 3 - 5 days.	Loss of one or more essential/critical services for more than 4 hours and up to 3 days, and/or loss of, or disruption to, non critical/non-core services for up to 10 days.	Loss of one or more essential/critical services for more than 3 days and up to 4 or more weeks, and/or loss of part of an essential service that is high risk (life based) and/or disruption to non-critical services over subsequent weeks.	Loss of one or more essential/critical services for more than 4 weeks that continues for months and/or loss of an essential service that is high risk (life based) and/or disruption to non-critical services over subsequent months.
Compliance/Regulation	Non compliance with legislation, regulation, policy or procedure (including conflicts of interest), and the associated consequences to operations	Non-compliance with policies, procedures & guidelines and standard operating procedures which are not legislated or regulated.	Numerous instances of non-compliance with work policy and standard operating procedures which are not legislated or regulated.	Non-compliance with work policy and standard operating procedures which are regulated or legislated.	Restriction of business operations by regulator due to non-compliance with relevant guidelines and / or significant non-compliance with policy and procedures which threaten business delivery.	Operations shut down by regulator for failing to comply with relevant guidelines / legislation and /or significant non-compliance with internal procedures which could result in failure to provide business outcomes and service delivery.
Cultural & Heritage	Damage or adverse outcomes to items or places of cultural or heritage value	Consists of, but is not limited to, repairable damage or no impact to the heritage place or object and/or Unauthorised conduct to the heritage place or object, including Aboriginal places and object. The conduct has no or repairable impact.	Consists of, but is not limited to, repairable damage to the heritage places or object and/or Unauthorised conduct that diminishes the heritage significance of the place or object, including Aboriginal places and objects. The conduct has minor repairable adverse heritage impact.	Consists of, but not limited to, repairable or irreparable damage to the heritage place or object and/or Unauthorised conduct that diminishes the heritage significance of the place or object, including Aboriginal places and objects. The conduct may or may not have an acceptable heritage impact.	Consists of, but not limited to, significant, or irreparable damage, or total loss of the heritage place or object and/or Unauthorised conduct, including negligent conduct, that diminishes the heritage significance of the place or object, including Aboriginal places and objects. The conduct has an unacceptable heritage impact.	Consists of, but not limited to, permanent or irreparable damage, or total loss of the heritage place or object and/or Unauthorised conduct, including reckless conduct, that diminishes the heritage significance of the place or object, including Aboriginal places and objects. The conduct has an unacceptable heritage impact.
Financial	Financial losses from the project or entity represented as either a percentage of the project/entity budget or a dollar amount, which ever is the greater	1% of Project / Entity Budget or <$5K	2.5% of Project / Entity Budget or <$50K	> 5% of Project / Entity Budget or <$500K	> 10% of Project / Entity Budget or <$5M	>25% of Project / Entity Budget or >$5M
Information & Records Management	Access to and security of information and records that enable the conduct of business and provision of services	A product or service which services up to 10% of the workforce or impacts a small number of the community in a minor way and/or System breach to business administration system with no personal or classified information stored.	A product or service which services 10 - 30% of the workforce or impacts a small number of the community in a moderate way and/or System breach to business administration system with some identifiable information but non-client threatening (data access known).	A product or service which services 30-70% of the workforce or impacts a moderate number of the community in a moderate way and/or System breach to business administration system with some identifiable information but non-client threatening (data access unknown).	A product or service which services greater than 70% of the workforce or impacts a small to moderate number of the community in a major way and/or Systems breach to business administration system with identifiable/classified information stored but non-client welfare threatening.	A product or service which services 100% of the workforce or impacts a moderate or substantial number of the community in a major way and/or total loss of confidence in data/record integrity and/or Systems breach to Government or business critical systems with client and/or business welfare threatened.
Natural Environment	Adverse outcomes for the natural environment	Environmental harm to an ecosystem and species is limited to a localised area with rapid recovery without effort.	Minimal environmental harm to an ecosystem and species recognised at the local or regional level and/or localised but minor instances of environmental harm that can be reversed with minimal efforts.	Moderate environmental harm to an ecosystem and species recognised at the state level and/or Semi-permanent loss of environmental value and risk of continuing environmental harm.	Major environmental harm to an ecosystem and species recognised at the national level and/or loss or impairment to an ecosystem or species recognised at the state or regional level and/or Difficulty recovering from environment damage and stemming ongoing environmental harm.	Severe Damage and/or significant loss and/ or impairment and/or Permanent destruction of an ecosystem or species recognised at the local, regional, state or national level and/or Permanent and widespread loss of environmental value and progressive irrecoverable environmental harm.
People Injuries (physical & psychological)	Direct physical and psychological injuries to people (staff, contractors, customers) arising from the risk occurring. The impact to people arising from Natural Disaster related events is covered under the Emergency / Disaster Management categories	No injury or treatment required.	Injury which •Requires treatment (not hospitalisation); and/or •Impacts capacity to work for a period of one week or less; and/or multiple people sustain injury/ies not requiring treatment.	Injury which •Requires hospitalisation; and/or •Impacts on capacity to work for a period of greater than one week; and/or multiple people sustain injury/ies which •Require treatment •Impact their capacity to work for a period of one week or less.	Single injury which •Is life-threatening (including loss of limbs); and/or •Results in permanent disability; and /or •Results in permanent (partial or total) impact on capacity to work; and /or multiple people sustain injury/ies which •Require hospitalisation •Impact their capacity to work for greater than one week.	Death and/or multiple injury/ies which result in •Permanent impact on capacity to work; and/or •Permanent disability.
Reputation & Image	Observable measures of how the risk may impact the reputation or image of the ACT Government	Internal review and/or minor dissatisfaction across a small number of demographic groups or stakeholders.	Scrutiny required by internal committees or internal audit to prevent escalation and/or moderate dissatisfaction across a small number demographic groups or several stakeholders.	Local media scrutiny (1 week) and/or scrutiny required by external committees or ACT Auditor General's Office, or inquest, etc and/or dissatisfaction across a few demographic groups or multiple stakeholders.	Intense public, political and national media scrutiny (1 week) and/or Minister / Chief Minister involvement and/or dissatisfaction across a large range of demographic groups and stakeholders.	Adverse finding from Assembly Inquiry or Commission of Inquiry or sustained adverse international media and/or loss of public confidence in Government or Public Service forcing changes to the machinery of Government.
Emergency / Disaster Management (social impact)	Measures of the social impact to the ACT arising from emergencies (eg bushfire, flood, storm damage etc)	The community's social connectedness is disrupted, such that the reprioritisation and / or reallocation of existing resources is required to return the community to functioning effectively, with no permanent dispersal.	The community's social connectedness is disrupted, such that community requires some external resources to return the community to functioning effectively, with no permanent dispersal.	The community's social connectedness is disrupted, such that community requires significant external resources to return the community to functioning effectively, with some permanent dispersal.	The community's social connectedness is significantly disrupted, such that extraordinary external resources are required to return the community to functioning effectively, with significant permanent dispersal.	The community's social connectedness is irreparably disrupted, such that the community ceases to function effectively, breaks down and disperses in its entirety.
Emergency / Disaster Management (community / people impact)	Outcomes on the community or people of the ACT arising from emergencies (eg bushfire, flood, storm damage etc).	Minor injuries to 10 or less people.	Less than 4 serious injuries, or more than 10 minor injuries directly from the emergency.	Less than 4 deaths or critical injuries with long-term or permanent incapacitation, directly from the emergency, or more than 4 serious injuries.	4 – 40 deaths or critical injuries with long-term or permanent incapacitation, directly from the emergency, or more than 40 serious injuries.	More than 40 deaths or critical injuries with long-term or permanent incapacitation, directly from the emergency.

DESCRIPTION OF COLUMNS

The Context	Identifying the context sets the scene for how the risk assessment will proceed, what risks will be considered, how they will b and what actions and decisions will follow from the process to manage and reduce the risks identified.
	Topic of the Risk Assessment
	This field allows free text to be entered to identity the topic of the risk assessment to be carried out. Is the risk assessment a unit risk assessment? Alternatively, is the risk assessment for an event or project to be managed by your business unit? Activ as management of a procurement process, introduction of a new policy/procedure, delivering an essential service and delive
	Details
	Provide a summary of the activity including business/ project/ program objectives. What do we hope to achieve through the management of risk, keeping in mind the end result. This may include defining responsibilities and the scope of the risk asses
	Owner
	Complete as per the titles.
	Its important to save the original risk assessment and to save a different version for each review period. The risk assessment updated as risk controls/treatments are reviewed/monitored or as new risks are identified. Appropriate record keeping and a

Risk Register = Choose between Strategic, Operational, Project or WHS and Rename sheet as required	**Risk Reference Number**
	Provide a reference number for the risk. The easiest and most effective numbering system is 1,2,3,4,5 etc.
	Risk / Hazard Category
	There is a drop down box to select the appropriate category of risk to which the risk identified relates. Categorising risk ofte
	Please note, the risk categories provided should be considered where possible to categories risk, however there is the option amend or add your own risk categories as appropriate in the Control Panel sheet. Please refer to the Control Panel for furthe
	Risk Description
	A description of the risk, what can happen?
	Language is important. Legislation is not in itself a risk – the risk is better defined as "breach of legislation." Likewise a buildi a risk: risks relating to a building may be: "damage to building," "failure of building integrity / collapse of building" etc.
	Examples of appropriate language include:
	Failure of
	Failure to
	Breach of
	Damage to
	Loss of
	Exceeding (authority, delegations, contract price etc.)
	Link to Strategic Objective
	This is a free text field. This field allows to enter the strategic objectives directly related to a particular risk. Identifying this lin understand the management of risks directly associated with the achievement of strategic objectives.
	Key Risk Indicators (KRIs)
	This is a free text field. KRIs are leading and lagging indicators which gives an early warning sign of a risk eventuating. Further guidance is provided within the ACT Government Risk Management Policy 2019 Implementation Guide (the 'Guide') Some examples: · % of BCPs tested in the last 12 months · % Compliance in regulatory and legislative requirements
	Link to Internal Audit Reports and Recommendations
	This is a free text field. You may wish to include the links to particular Audit reports or recommendations (if applicable) in rel the risks identified. Factoring in these recommendations will assist with formulating effective controls and treatments relate
	Source
	This is a free text field which identifies the driver to the risk. How the risk comes about or what causes the risk?
	Impact/Outcome
	This is the result of if what can happen does happen. Essentially this is the consequence of the risk. If there is no consequen
	It is important to remember that the consequence described should be the consequence in its most normal form and not the form. For example the consequence of a paper cut in its most likely form is: injury/small cut not requiring first aid treatment consequence in its most extreme form would be injury/small cut, resulting in infection and blood poisoning resulting in death the extreme form of the consequence does not add value to the process as all risks would end up in the "extreme" and "high
	Risk Owner
	This is a free text field. The risk owner should be a 'role' or 'function' responsible for managing the risk. Ideally this should be that understand the risk from a day to day operational perspective. Names of people should be avoided to ensure that the ri
	Risk Controls Currently in Place
	This is a free text field which allows you to summarise all the things that we are already doing to manage the risk.
	This may include, policies, procedures or practices, legislation or regulatory requirements, Acts, approvals, checks and verific
	Risk Rating ('Inherent Risk Rating')
	The risk is rated taking into consideration the current controls that are already in place to modify and manage the risk. The A Matrix ('Matrix') should be referred to in rating the risks. The Matrix was developed in collaboration with ACT Government
	Consequence

	This is a drop down field. Consequence of a risk needs to be rated based on the impact of the event happening on a scale of 1
	shown below, taking into consideration the current controls which exist. In rating the consequence, it is important that the r
	looked at in its most 'likely form'. The most likely form of the consequence of a risk is defined as the consequence in the norr
	Each identified consequence will fall within a consequence category as illustrated within the Matrix. The impact is further des
	under each of the consequence categories across the 1-5 scale within the Matrix.
	Where there are multiple consequences that exists for one risk, the consequence with the highest impact is selected to rate t
	A rating between 1-5 needs to be selected for the highest consequence identified.
	1- Insignificant
	2 – Minor
	3 – Moderate
	4 – Major
	5 - Catastrophic
	The consequence categories may be adjusted where appropriate to better reflect a certain project or program.
	The important thing to remember is that at one end of the scale an insignificant consequence will have a limited impact on a
	your objectives and at the other end of the spectrum a catastrophic consequence may mean that you will not achieve your o
	Likelihood
	This is a drop down field. Now that the consequence has been defined and measured, the next question to be answered on t
	register is: What is the likelihood of the consequence?
	The likelihood rating needs to be entered on a scale of 1-5. The criteria for each scale are contained within the Matrix.
	1 – Rare
	2 – Unlikely
	3 – Possible
	4 – Likely
	5 – Almost certain
	Level of Risk (Inherent Risk Rating)
	This field will be automatically populated. The Inherent Risk Rating is the level of risk taking into account the current controls
	The risk register automatically populates this field using the consequence and likelihood ratings entered. For example a 'Moc
	risk with a likelihood rating of 'Possible' will produce a level of risk of Medium. This is also evident from the Matrix, by the co
	Control Effectiveness Rating
	This rating is used to understand the effectiveness of current controls in managing the risk identified. This is a drop down fiel
	the rating can be measured as 'Adequate', 'Room For Improvement', or 'Inadequate'. The definition of each effectiveness ra
	It is important to note that when selecting a rating, the rating is based on a quantitative assessment where appropriate rathe
	The ACT Government Risk Management Policy 2019 Implementation Guide (the 'Guide') recommends all risks rated 'High' or
	'Extreme' or where the Control Effectiveness rating is 'Inadequate' or has 'Room for Improvement' to develop and implemer
	Further Treatments
	This is a drop down field to select 'Yes' or 'No' to further treatments based on the results from the previous step.
	Comments
	This is a free text field. Where the Inherent Risk Rating is 'High' or 'Extreme' and the Control Effectiveness rating is 'Inadequa
	'Room for Improvement', AND further treatments will not be developed and implemented, this field allows to enter commer
	This may be due to resource constraints, all applicable treatments have been identified and therefore the current level of risk
	be accepted, or the current level of risk is within the risk appetite of the entity, project or program.
	Risk Status
	This is a drop down. Select if the risk is Active or Inactive.

Treatments	The Guide recommends all risks rated 'High' or 'Extreme' or where the Control Effectiveness rating is 'Inadequate' or has 'Ro
	Improvement' to develop and implement treatments (new controls) in order to reduce the level of risk to an acceptable leve
	The risks that require further treatments (new controls) as identified within the Risk Register sheet are highlighted in 'red' in
	This page shows the information entered in the Risk Register sheet. This information is locked and cannot be amended withir
	Treatments sheet. The data is repeated for the purpose of transparency of the current controls in identifying the treatments
	It's important to note, that when the risk register is reviewed for currency according to the review timeframes, treatments (r
	controls) may become a current control (if implemented and active) and therefore should be amended as such in the revised
	within the Risk Register sheet. It may also be applicable to remove a current control because it no longer contributes to the
	New Controls to Improve Rating
	This is a free text field. Treatments (new controls) are entered within column 'J'.
	Strategy/Implementation
	This is a free text field. The Treatment Action Plan is entered here which described the strategy and actions taken to impleme
	new controls in order to further reduce the risk rating.
	Where required, the Treatment Action Plan can be documented in more detail using the ACTIA Treatment Action Plan templa
	Treatment Owner
	This is a free text field. This should be a 'role' or 'function' responsible for managing the treatment of the risk. In some circun
	the risk treatment owners maybe the same as the risk owner. Names of people should be avoided, to ensure that the owners
	Due Date
	This is a free text field. The dates for completion of the treatment strategies should be entered here in the following format (

	Risk Rating (Residual Risk Rating)
	The risks are rated again using the consequence and likelihood criteria within the Matrix.
	The risk rating steps illustrated in the Risk Register sheet, needs to be replicated in this section to rate the risks.
	In rating the risks, it is important to note that the consequence and likelihood ratings should now take into consideration the treatments (new controls) identified within this section.
	The Residual Risk rating is the level of risk that remains taking into account treatments or new controls.
	Control Effectiveness Rating
	This is a drop down field. This rating is used to understand the effectiveness of treatments (new controls) in managing the ris
	The Control Effectiveness rating steps illustrated in the Risk Register sheet, needs to be replicated in this section to rate the r
	It is important to note that when selecting a rating, the rating is based on a quantitative assessment where appropriate rathe