

16. CHAPTER SIXTEEN: RISK MANAGEMENT POLICY

EWS work involves working with Defence, on Defence establishments and occasionally on operational deployment with Defence. Defence has a thorough risk management system and EWS staff must ensure that ADF planners include EWS in their risk management assessments and plans and then comply with all Defence Risk Management requirements.

Staff are also to conduct individual risk assessment using the form at Annex A for their activities. The process is as follows.

1.1. Step 1 - Identify Threats and Opportunities

1.1.1. Assessment of Risk

In order to assess the risk posed it is essential to examine the operating environment, that is the overall context in which an operation or activity takes place. During this step you:

- **develop** situational awareness so that the context of the operation/activity is understood.
- **identify and record** those elements of the operating environment that potentially introduce threats and/or present opportunities for risky behaviour (see Annex 16.A); and

1.1.2. Threats

A threat is anything that has the potential to cause negative impact on the operation/activity. It is important to consider threats from all sources in operations, training or administrative activities. Threats exist in four broad forms:

- Those threats **inherent to the activities** being performed (e.g. driving long distances);
- Those threats that come from **external factors** (e.g. theft of equipment or merchandise);
- Those threats that result from **failures in systems, processes or equipment** (e.g. non compliance with financial policies or the code of ethics, or poor maintenance processes resulting in equipment failure); and
- **Conditions** that in isolation do not present a threat; however, **in the context** of the activity, in combination with other conditions, give rise to a threat (e.g. work tempo, under normal conditions, may not present a threat; however, when combined with additional factors, such as extreme environmental conditions may present a risk of fatigue or heat related injury, or disregarding safety to 'get the job done').

1.1.3. Opportunities

Opportunities are things that can be taken advantage to reduce risk (e.g. conducting activities during cooler weather in the morning/evening can maximise performance, reduce fatigue and minimise heat injuries).

1.2. Step 2 – Calculate the Risk

The risk presented by a threat is a function of the likelihood of the threat occurring and the impact of the threat should it occur (risk = likelihood x impact) with consideration of the situation, operating environment and existing risk controls. This risk is determined by:

- **assessing the impact level** of identified threats using the impact descriptor matrix at Annex 16.B to determine if the impact of the threat is minor, disruptive, serious, critical or catastrophic; and
- **assessing the risk** of the threat by deciding on the likelihood of the threat materialising and then using the impact descriptor derived above determine the risk of the threat (eg substantial 7 or moderate 12) using the Risk Assessment Matrix at Annex 16.C.

1.3. Step 3 – Control the Risk

Risk controls are the collective actions, policies or procedures that eliminate or reduce the likelihood or impact of a threat. These can focus on tolerating the risk, treating the likelihood or impact, transferring the risk, or terminating the activity or parts of it. Examples of these are shown in the example Risk Assessment Matrix at Annex 16.D.

Having decided on any risk control measures a recalculation of the risk is undertaken – note this make or may not reduce the risk level of a threat. The risk that remains after risk control measures have been implemented is known as the residual risk.

1.4. Step 4 - Risk Tolerance Authority

Once the risk for each threat has been determined the person authorised to tolerate that highest level of residual risk (see Annex 16.E) for of all the threats is to review the risk matrix and sign it as required. A copy of the matrix is to be filed.

1.5. Step 5 – Produce a Risk Management Plan

A risk management plan details and directs the implementation of necessary risk controls in order to mitigate identified threats and assign responsibilities for the ongoing monitoring and management of the risk. They are to be produced for each activity.

1.6. Regular Cyclic Activities

Some activities are conducted frequently with only minor variations. In such cases it is practical to develop and apply an activity threat profile removing the requirement to complete a full risk assessment. When a threat profile for an activity has been developed, it simply needs to be reviewed and amended to reflect any risks new for the current activity and any risks not addressed previously.

1.7. Records

A copy of each risk assessment matrixes are to be filed and all risk management matrixes are to be presented to the CCOM for review whenever they visit.

EveryVets

re insurance for EveryVets activities that may be considered high risk.

The sort of thing that would fall into the high risk area are:

- activities at height (rock climbing, abseiling etc)
- activities in water (fishing, water skiing, kayaking etc)
- motorised activities (4WD's or motorbikes etc)
- and.... Horse riding! (I understand these activities that are considered 'high risk' is based on actual claims made).

Having said that, any of these activities that came under a business that has been set up to provide these activities would not be a problem, as they would have the insurance cover relevant to the risk eg horse riding from a stable, kayaking from a water adventure business etc

They would like a risk assessment provided to them about 1 month prior to any high risk activity taking place. It should include:

- Details of the activity including when and where
- The number of people attending
- The number of leaders attending
- How easily could an ambulance reach an injured, or unwell person?
- Does anyone in the group have a current First Aid Certificate, who could administer first aid until help arrived?