

Event Risk Register



**This Risk Register contains a list of foreseeable risks and controls assessed in planning for the
XI World Polo Championships Sydney 2017**

17 – 30 October 2017

Prepared by Reliance Risk on behalf of the Sydney Polo Club



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Results - Risk Assessment

Risk Description	Risk Category	Inherent Risk	Controls	Person Responsible	Residual Risk
<p>Fire Bush fire, electrical fire.</p>	Health Safety and Security	<p>High (16) ■</p> <p><i>Major (4)</i> <i>Likely (4)</i></p>	<p>Fire Emergency Services Response Plan in place.</p> <p>Emergency Evacuation Plan Emergency Management Plan outlines evacuation procedures.</p> <p>Emergency Evacuation Plan Evacuation exercise conducted.</p> <p>Fire Safety Equipment Portable fire extinguishers on-site in key locations.</p> <p>Access All weather access route for emergency vehicles.</p> <p>Helicopter Areas identified for helicopters to land.</p>	<ul style="list-style-type: none"> Emergency Response Manager Tara Hopton Incognitus Incognitus Site Manager Emergency Response Manager Transport Management Group Emergency Response Manager Incognitus 	<p>Medium (12) ■</p>
<p>Equipment failure Faulty equipment, damaged on-site, affected by weather.</p>	Operational Disruption	<p>High (16) ■</p> <p><i>Major (4)</i> <i>Likely (4)</i></p>	<p>Licenses Engage licensed suppliers.</p> <p>Suppliers Suppliers to submit public liability and workers compensation policies before coming on-site.</p> <p>Testing On-site testing of equipment prior to event.</p>	<ul style="list-style-type: none"> Incognitus Site Manager Incognitus Site Manager Incognitus Site Manager 	<p>Medium (12) ■</p>
<p>Weather Adverse weather (high wind, torrential rain, hail storm, lightning)</p>	Health Safety and Security	<p>High (16) ■</p> <p><i>Major (4)</i> <i>Likely (4)</i></p>	<p>Emergency Response Plan Emergency Management Plan contains procedures for storms</p> <p>Weather Monitor weather warning before and during event; postpone or shut down accordingly</p> <p>Coverage Shelter available</p> <p>Communications Communication strategy to notify public through social media and alternate directional messages.</p> <p>Infrastructure</p>	<ul style="list-style-type: none"> Tara Hopton Incognitus Site Manager Incognitus Incognitus Pages 	<p>Medium (12) ■</p>

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Risk Description	Risk Category	Inherent Risk	Controls	Person Responsible	Residual Risk
			<p>All infrastructure correctly weighted and a contingency in place for closing/dismantling.</p> <p>Cancellation Postpone and cancellation procedure in place.</p> <p>Emergency Management Emergency Management Plan outlines procedures for adverse weather</p>	<ul style="list-style-type: none"> Site Manager Incognitus Tara Hopton 	
<p>Transport Failure of Traffic and Transport Management Plan</p>	Image and Reputation	<p>High (16) </p> <p>Major (4) Likely (4)</p>	<p>Consultation Roads, transport authorities and police to provide input into Traffic Management Plan</p> <p>Booking system Shuttle buses to provide transport to nearby train station</p> <p>Management Plan Implement queuing system for buses</p> <p>Website Seek regular updates from roads and transport authorities</p> <p>Fencing Install sufficient Crowd Control Barriers to separate patrons from live traffic or bus pick-up zone</p> <p>Control Traffic Controllers located at critical points and times.</p> <p>Traffic Control Police on-site to assist if required</p> <p>Closure Ensure police enforce road closures to all vehicles as set out in Traffic Management Plan</p>	<ul style="list-style-type: none"> NSW Police Transport Management Group Incognitus Transport Management Group Incognitus Site Manager Transport Management Group Transport Management Group Site Manager Transport Management Group Transport Management Group NSW Police Transport Management Group NSW Police Transport Management Group 	<p>Medium (9) </p>
<p>VIPs Breach of security</p>	Image and Reputation	<p>High (16) </p> <p>Major (4) Likely (4)</p>	<p>Protection Federal and State Police lead and deliver close protection security for nominated VIPs</p> <p>Security Security to ensure accreditation system is followed.</p> <p>Fencing Secure areas in place</p>	<ul style="list-style-type: none"> Incognitus NSW Police Security Incognitus Site Manager 	<p>Medium (8) </p>

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Risk Description	Risk Category	Inherent Risk	Controls	Person Responsible	Residual Risk
Flooding Flood causing damage to property or life	Health Safety and Security	High (15) <i>Severe (5)</i> <i>Possible (3)</i>	Consultation SES services consulted regarding the event Emergency Services SES flood plan in place Weather Bureau of Meteorology weather warnings monitored Contingency Plan Contingency plan in place for event cancellation and evacuation of site	<ul style="list-style-type: none"> Emergency Response Manager Incognitus Emergency Response Manager Incognitus Emergency Response Manager Incognitus Incognitus 	Medium (12)
Doping Doping scandal regarding participating horses in tournament.	Image and Reputation	High (15) <i>Severe (5)</i> <i>Possible (3)</i>	Regulations Anti-Doping Rules in place. Security Security monitoring site.	<ul style="list-style-type: none"> Federation of International Polo Incognitus Security 	Medium (10)
Terrorist Attack Terrorist attack	Health Safety and Security	High (15) <i>Severe (5)</i> <i>Possible (3)</i>	Briefings Security and staff briefed on Emergency Management Plan procedures Consultation Discuss event security risk profile with Local Area Command Police Emergency Management Emergency Management Plan in place. Emergency Services Emergency Services Response Plan in place.	<ul style="list-style-type: none"> Incognitus Security Site Manager Incognitus NSW Police Tara Hopton Emergency Response Manager 	Medium (10)
Armed intruder Armed or dangerous intruder	Health Safety and Security	High (15) <i>Severe (5)</i> <i>Possible (3)</i>	Communications Ensure clear communication channels to escalate to police and security Procedure Emergency Management Plan - Lock Down procedure in place	<ul style="list-style-type: none"> Emergency Response Manager Incognitus NSW Police Security Tara Hopton 	Medium (8)
Access Unauthorised access, bio-security risk	Health Safety and Security	Medium (12) <i>Moderate (3)</i> <i>Likely (4)</i>	Access Control Accreditation system put in place.	<ul style="list-style-type: none"> Incognitus 	Medium (9)

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Risk Description	Risk Category	Inherent Risk	Controls	Person Responsible	Residual Risk
			Access Control Security at access points.	<ul style="list-style-type: none"> • Incognitus • Security 	
			Information Technology Ticket system used to accept valid tickets only.	<ul style="list-style-type: none"> • Incognitus 	
			Briefing Staff and security briefed on accreditation system in place	<ul style="list-style-type: none"> • Incognitus • Security 	
			Emergency Management Emergency Management Plan outlines the Bio-security procedures	<ul style="list-style-type: none"> • Tara Hopton 	
Theft Theft or damage to infrastructure and assets.	Financial	Medium (12) <i>Moderate (3)</i> <i>Likely (4)</i>	Theft Security to monitor infrastructure and assets.	<ul style="list-style-type: none"> • Security 	Medium (9)
			Fencing Secure infrastructure and assets where possible with fencing.	<ul style="list-style-type: none"> • Site Manager 	
Access Complaints about lack of access to the adjoining properties by regular users	Image and Reputation	Medium (12) <i>Moderate (3)</i> <i>Likely (4)</i>	Communications Ensure residents are notified of event-restricted areas and road closures by letterbox drop	<ul style="list-style-type: none"> • Incognitus 	Medium (9)
			Communications Supply event details and maps on communications	<ul style="list-style-type: none"> • Incognitus 	
Noise Noise complaints	Image and Reputation	Medium (12) <i>Moderate (3)</i> <i>Likely (4)</i>	Engagement Engage sound monitoring service within EPA guidelines.	<ul style="list-style-type: none"> • Incognitus 	Medium (9)
			Communications Ensure residents are notified of nature and times of event by letterbox drop	<ul style="list-style-type: none"> • Incognitus 	
			Sound Management Enact sound cut if performer continues to exceed sound limits	<ul style="list-style-type: none"> • Incognitus • Site Manager 	
			Noise Isolate noisy equipment	<ul style="list-style-type: none"> • Site Manager 	
Waste Management Litter from event	Environmental	Medium (12) <i>Moderate (3)</i> <i>Likely (4)</i>	Staff Adequate staffing for clean-up throughout event	<ul style="list-style-type: none"> • Incognitus • Waste Management 	Medium (9)
			Staff Encourage monitoring and reporting by staff to waste management company	<ul style="list-style-type: none"> • Incognitus • Site Manager 	
			Waste Management Waste management plan in place to address event related waste	<ul style="list-style-type: none"> • Incognitus • Waste Management 	

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Risk Description	Risk Category	Inherent Risk	Controls	Person Responsible	Residual Risk
Hazardous Waste Inadequate hazardous waste and chemical storage and removal.	Environmental	Medium (12) <i>Moderate (3)</i> <i>Likely (4)</i>	Waste Management Recycling stations positioned throughout event site Hazard Livestock waste compost off-site Hazard Dedicated refuel location, with oil and fuel spill kits on site. Fencing Barricades to seal off hazardous areas. Safety Material Safety Data Sheet available at the Event Operations Site Emergency Services Emergency Services Response Plan in place.	• Site Manager • Waste Management • Incognitus • Waste Management • Incognitus • Site Manager • Incognitus • Site Manager • Incognitus • Site Manager • Emergency Response Manager	Medium (9)
Temporary Infrastructure Temporary infrastructure failure.	Health Safety and Security	Medium (12) <i>Major (4)</i> <i>Possible (3)</i>	Engineer Independent engineer to conduct safety checks. Suppliers Suppliers to submit SWMS, public liability and workers compensation. Infrastructure All infrastructure are correctly installed and appropriately weighted. Emergency Services Emergency Services Response Plan in place. Command and Control Clear Command and Control structure in place	• Incognitus • Site Manager • Incognitus • Site Manager • Pages • Site Manager • Emergency Response Manager • Incognitus	Medium (9)
Crowd Management Overcrowding / crowd congestion	Image and Reputation	Medium (12) <i>Moderate (3)</i> <i>Likely (4)</i>	Communications Security Management Plan in place Site Layout Ensure event layout is designed to minimise crowd congestion Fencing Ensure adequate crowd control barricades and two-way passenger-flows where necessary Communications Ensure PA system and Variable Messaging Signage communicate crowd flows Crowd Management	• Incognitus • Security • Incognitus • Site Manager • Security • Site Manager • Incognitus • Incognitus	Medium (9)

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Risk Description	Risk Category	Inherent Risk	Controls	Person Responsible	Residual Risk
			<p>Pre-event ticketing sales monitored.</p> <p>Security Security to monitor crowd movements and behaviour.</p> <p>Crowd Management Regular on the day gate entries reported to Event Control.</p>	<ul style="list-style-type: none"> • Security • Incognitus • Security 	
<p>Parking Parking delays, excessive vehicles</p>	Image and Reputation	<p>Medium (12) ■</p> <p><i>Moderate (3)</i> <i>Likely (4)</i></p>	<p>Promotion Promote use of public transport to travel to and from event site in pre-event communications</p> <p>Signage Variable Messaging Signage to advise of traffic conditions in roads surrounding event</p> <p>Security / Police Police / Security to assist with traffic movement if necessary</p> <p>Parking Overflow parking areas identified.</p>	<ul style="list-style-type: none"> • Incognitus • Transport Management Group • NSW Police • Security • Transport Management Group • Incognitus • Transport Management Group 	<p>Medium (9) ■</p>
<p>Slips, trips and falls Slips, trips and falls</p>	Health Safety and Security	<p>Medium (12) ■</p> <p><i>Moderate (3)</i> <i>Likely (4)</i></p>	<p>First Aid Sufficient First Aid trained staff positioned throughout event site</p> <p>Emergency Services Escalate to emergency services where necessary</p> <p>Health and Safety Conduit, barricades, cable trays used where possible.</p>	<ul style="list-style-type: none"> • First Aid • Incognitus • Ambulance Service of NSW • Emergency Response Manager • First Aid • Incognitus • Security • Site Manager • Site Manager 	<p>Medium (9) ■</p>
<p>Damage Damage to land / property</p>	Environmental	<p>Medium (12) ■</p> <p><i>Major (4)</i> <i>Possible (3)</i></p>	<p>Inspections Conduct documented site inspections pre and post-event and inform park owner of observed damage</p> <p>Accessibility Ensure areas vulnerable to damage from public are sectioned off</p> <p>Contractor</p>	<ul style="list-style-type: none"> • Incognitus • Site Manager • Incognitus • Site Manager • Site Manager 	<p>Medium (9) ■</p>

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Risk Description	Risk Category	Inherent Risk	Controls	Person Responsible	Residual Risk
			Contact relevant repairs service company if required		
			Contractors Contractors sign-off on site conditions in advance and are briefed before commencing work.	• Site Manager	
			Sites Site Manager appointed to supervise contractors on-site.	• Incognitus	
			Procedure Spillage procedure in place.	• Incognitus • Site Manager	
Food Contamination Food poisoning.	Image and Reputation	Medium (12) <i>Major (4)</i> <i>Possible (3)</i>	Catering Contract reputable licensed catering companies. First Aid First aid on-site Storage Cold storage rooms on-site. Monitor Hawkesbury City Council Health Officers on-site.	• Gema Group • Incognitus • First Aid • Incognitus • Gema Group • Site Manager • Gema Group • Incognitus	Medium (8)
Gas Gas leaks.	Health Safety and Security	Medium (12) <i>Major (4)</i> <i>Possible (3)</i>	Storage Gas bottles stored correctly (crated, cages) and safety signs installed (no smoking etc.) Plumbing Licensed plumber on-site.	• Site Manager • Incognitus • Site Manager	Medium (8)
Helicopter landing Disruption to event, external stakeholders.	Legal and Compliance	Medium (12) <i>Major (4)</i> <i>Possible (3)</i>	Helicopter Aviation Management Plan in place.	• Incognitus	Medium (8)
Medical Horse/s require medical treatment	Health Safety and Security	Medium (12) <i>Major (4)</i> <i>Possible (3)</i>	Animals Veterinary response outlined in the Emergency Services Response Plan	• Emergency Response Manager	Medium (8)
Missing person Missing Person	Health Safety and Security	Medium (12) <i>Moderate (3)</i> <i>Likely (4)</i>	Communications Clear communication channels to security and escalate to police where necessary Incident Reporting Ensure an Incident Report Form is completed Communications	• Incognitus • Incognitus • Incognitus	Medium (8)

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Risk Description	Risk Category	Inherent Risk	Controls	Person Responsible	Residual Risk
			<p>Communicate designated meeting point through signage and maps in event communications</p> <p>Administrative Wristbands issued at information desks for children with contact mobile number written on it.</p> <p>Procedure Emergency Management Plan outlines a missing person procedure</p>	<ul style="list-style-type: none"> • Incognitus • Tara Hopton 	
<p>Power failure Failure of temporary power supplies</p>	Operational Disruption	<p>Medium (12) </p> <p><i>Major (4)</i> <i>Possible (3)</i></p>	<p>Alternative Ensure electrician on-site and temporary generators available</p> <p>Electrical Safety Test and tag checks on all electrical equipment coming onto site.</p> <p>Broadcast Backup plan in place to limit disruption of live broadcast feeds</p>	<ul style="list-style-type: none"> • Incognitus • Site Manager • Site Manager • Incognitus 	<p>Medium (8) </p>
<p>Health and safety Breach - manual handling failure, not using right equipment for the job.</p>	Health Safety and Security	<p>Medium (12) </p> <p><i>Moderate (3)</i> <i>Likely (4)</i></p>	<p>Health and Safety Personal Protective Equipment available on site</p> <p>Briefing Staff briefed on WHS issues related to their work. SWMS provided where necessary to deliver their role.</p> <p>Suppliers Suppliers and contractors to provide SWMS regarding work being undertaken to deliver their role</p> <p>Safety Safety Officer contracted to oversee safety elements during bump-in and out and on event days.</p>	<ul style="list-style-type: none"> • Incognitus • Site Manager • Incognitus • Site Manager • Incognitus • Site Manager 	<p>Low (6) </p>
<p>Collision Vehicle/Pedestrian/Horse collision</p>	Health Safety and Security	<p>Medium (12) </p> <p><i>Moderate (3)</i> <i>Likely (4)</i></p>	<p>Fencing Install sufficient Crowd Control Barriers to prevent pedestrian access to live traffic and bus pick-up and drop-off zone</p> <p>Scheduling Ensure no GA vehicle access outside of specified times - gates closed</p> <p>Closure Ensure police enforce road closures to all vehicles as set out in Traffic Management Plan</p> <p>Speed Limits</p>	<ul style="list-style-type: none"> • Site Manager • Transport Management Group • Site Manager • Transport Management Group • NSW Police • Transport Management Group • NSW Police • Transport Management 	<p>Low (6) </p>

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Risk Description	Risk Category	Inherent Risk	Controls	Person Responsible	Residual Risk
			<p>Speed limits enforced</p> <p>Traffic Control Traffic controllers to control changed traffic conditions.</p> <p>Fencing Barrier between people and horses</p>	<p>Group</p> <ul style="list-style-type: none"> Transport Management Group Incognitus Site Manager 	
<p>Staffing Failures in staff scheduling and resources</p>	Operational Disruption	<p>Medium (12) ■</p> <p><i>Moderate (3)</i> <i>Likely (4)</i></p>	<p>Staff Ensure roles and responsibilities overlap between several staff to prevent impact of absence of one staff person</p> <p>Staff Adhere to roster and have back-up staff available on event day.</p> <p>Briefing All staff to attend briefing before going on-site regarding chain of command, roles and responsibilities and the distribution of key documentation.</p> <p>Staff Event Control Centre to monitor staff absences and reschedule work accordingly.</p>	<ul style="list-style-type: none"> Incognitus Emergency Response Manager Incognitus Emergency Response Manager Incognitus Incognitus 	Low (6) ■
<p>Incident Management No clear command and control</p>	Operational Disruption	<p>Medium (12) ■</p> <p><i>Moderate (3)</i> <i>Likely (4)</i></p>	<p>Command and Control Command and control developed in consultation with key stakeholders</p> <p>Incident Management All staff briefed on command and control structure</p>	<ul style="list-style-type: none"> Emergency Response Manager Incognitus Tara Hopton Incognitus 	Low (6) ■
<p>Communications Communications failure (network failure, breakdown in Chain of Command)</p>	Operational Disruption	<p>Medium (12) ■</p> <p><i>Major (4)</i> <i>Possible (3)</i></p>	<p>Emergency Management Key staff, security and police briefed on emergency procedures</p> <p>Radios Ensure two-way radio capability, including spares radios/batteries available at Event Control Centre.</p>	<ul style="list-style-type: none"> Ambulance Service of NSW Emergency Response Manager First Aid Incognitus NSW Fire and Rescue NSW Police Security Site Manager Incognitus 	Low (6) ■

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Risk Description	Risk Category	Inherent Risk	Controls	Person Responsible	Residual Risk
			Back-up Mobile phone back-up available Command and Control Command and control developed in consultation with key stakeholders. Contacts Contact lists, schedules and plans available at Event Control Centre. Communication On-call support available for radio and IT network.	<ul style="list-style-type: none"> Incognitus Emergency Response Manager Incognitus Tara Hopton Incognitus Site Manager Incognitus 	
Height Falling from a height.	Health Safety and Security	Medium (12) ■ <i>Moderate (3)</i> <i>Likely (4)</i>	Safety SWMS provided for working from height. Emergency Response Plan Procedure for rescuing outlined in the Emergency Services Response Plan	<ul style="list-style-type: none"> Incognitus Site Manager Emergency Response Manager 	Low (6) ■
Patrons Anti-social behaviour, harassment or assault	Image and Reputation	Medium (9) ■ <i>Moderate (3)</i> <i>Possible (3)</i>	Communications Ensure clear communication channels to First Aid & Security Security / Police Presence Security/Police presence roaming on-site to monitor crowd behaviour. Staff Staff briefed to notify security/police if they suspect or witness any misdemeanours	<ul style="list-style-type: none"> First Aid Incognitus Security NSW Police Security Incognitus 	Low (6) ■
General Public Complaints against the event in general	Image and Reputation	Medium (9) ■ <i>Moderate (3)</i> <i>Possible (3)</i>	Communications Ensure residents are notified of event by letterbox drop Communications Supply event details and maps on all communications Signage Place informative signage and map on event site entrance points Communication Information booths around event site to assist patrons with event information.	<ul style="list-style-type: none"> Incognitus Incognitus Incognitus Incognitus 	Low (6) ■
Alcohol Drug/Alcohol abuse	Image and Reputation	Medium (9) ■ <i>Moderate (3)</i>	Monitor Security, police and staff monitor event site for drug use or intoxication.	<ul style="list-style-type: none"> Incognitus NSW Police Security 	Low (6) ■

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Risk Description	Risk Category	Inherent Risk <i>Possible (3)</i>	Controls	Person Responsible	Residual Risk
			<p>RSA Ensure Responsible Service of Alcohol and qualified staff on duty</p> <p>First Aid First Aid and paramedic on-site</p> <p>Emergency Services Escalate to Police/Ambulance where necessary</p> <p>Licensing Licensing agreement established and liquor license obtained.</p> <p>Fencing Licensed areas fenced off.</p>	<ul style="list-style-type: none"> Gema Group Ambulance Service of NSW Emergency Response Manager First Aid Ambulance Service of NSW Emergency Response Manager First Aid Incognitus NSW Police Security Gema Group Gema Group 	
<p>Medical Emergency Medical emergency</p>	Health Safety and Security	<p>Medium (9) ■</p> <p><i>Moderate (3)</i> <i>Possible (3)</i></p>	<p>Emergency Services Emergency Services Response Plan in place.</p> <p>Medical Medical services on-site on event days.</p> <p>Emergency Response Plan Medical procedure outlined in Emergency Management Plan.</p>	<ul style="list-style-type: none"> Emergency Response Manager Incognitus Ambulance Service of NSW Emergency Response Manager First Aid Tara Hopton 	<p>Low (6) ■</p>
<p>Media Negative publicity</p>	Image and Reputation	<p>Medium (9) ■</p> <p><i>Moderate (3)</i> <i>Possible (3)</i></p>	<p>Staff Dedicated media liaison person</p> <p>Staff Staff briefed on not to comment to media.</p> <p>Media Communication Plan in place.</p>	<ul style="list-style-type: none"> Incognitus Incognitus Security Site Manager Incognitus 	<p>Low (6) ■</p>

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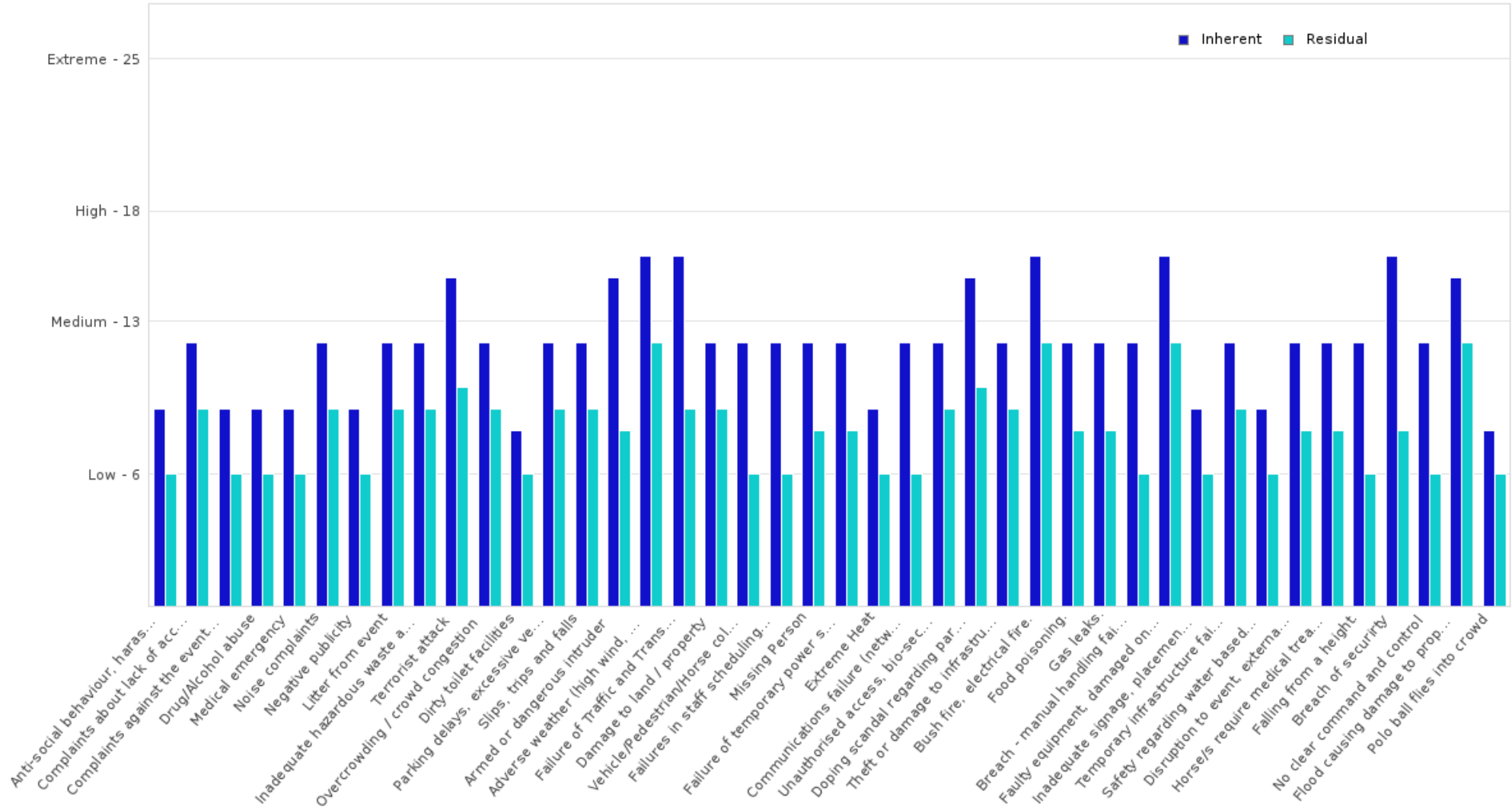
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Signage Inadequate signage, placement, safety messaging.	Health Safety and Security	Medium (9) ■ <i>Moderate (3)</i> <i>Possible (3)</i>	Signage Industry standards followed in the placement of safety signage.	<ul style="list-style-type: none"> Incognitus Site Manager 	Low (6) ■
Activities Safety regarding water based activities.	Health Safety and Security	Medium (9) ■ <i>Moderate (3)</i> <i>Possible (3)</i>	Monitor Water areas to be monitored by qualified lifeguards. Fencing Areas fenced off where necessary Activities Providers to issue public indemnity, SWMS, workers compensation prior to coming on site.	<ul style="list-style-type: none"> Incognitus Incognitus Site Manager Incognitus Site Manager 	Low (6) ■
Weather Extreme Heat	Health Safety and Security	Medium (9) ■ <i>Moderate (3)</i> <i>Possible (3)</i>	Site Layout Ensure sufficient number of trees included around event site to provide shade, proportionate to expected attendee numbers Sun Protection Brief all staff and suppliers to use sunscreen and keep hydrated. First Aid First Aid onsite with sunscreen available Website Seek weather updates from BOM website and determine need to suspend or cancel event or event work components. Water Ensure adequate water available on-site for public and animals.	<ul style="list-style-type: none"> Incognitus Incognitus Site Manager First Aid Incognitus Incognitus Site Manager Incognitus Site Manager 	Low (6) ■
Amenities Dirty toilet facilities	Image and Reputation	Medium (8) ■ <i>Minor (2)</i> <i>Likely (4)</i>	Staff Cleaning company engaged to monitor amenities for cleaning and restocking. Toilets Sufficient portaloos provided. Waste Management Toilets pumped out each night.	<ul style="list-style-type: none"> Cleaning Provider Incognitus Cleaning Provider Site Manager Waste Management 	Low (6) ■
Hazard Polo ball flies into crowd	Health Safety and Security	Medium (8) ■ <i>Minor (2)</i> <i>Likely (4)</i>	Exclusion Zones Safety zones included around pitch - goal ends 25m; pitch sides 10m First Aid and Medical Services	<ul style="list-style-type: none"> Federation of International Polo Ambulance Service of NSW 	Low (6) ■



Risk Description	Risk Category	Inherent Risk	Controls	Person Responsible	Residual Risk
			First Aid and medical services available on site	<ul style="list-style-type: none">• First Aid• Incognitus	



Inherent and Residual Risk Summary





Risk Assessment Matrix - Residual

Consequence	Likelihood				
	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost Certain (5)
Insignificant (1)	Low	Low	Low	Low	Low
Minor (2)	Low	Low	Low (6)	Medium (7)	Medium (2)
Moderate (3)	Low	Low (10)	Medium (12)	Medium (4)	High
Major (4)	Low	Medium (1)	Medium	High	Extreme
Severe (5)	Low	Medium	High	Extreme	Extreme

Note: The number beside each score is the number of risks associated with each range.



Likelihood Definition

Likelihood	Description	Frequency
Rare	The incident may only occur in exceptional	1/25
Unlikely	The incident is not expected to occur	1/10
Possible	The incident will probably occur once per project	1/1
Likely	The incident may occur sometimes	1/3
Almost Certain	Almost certain	> 1/1

Consequence Matrix

Severity Level	Image and Reputation	Health Safety and Security	Legal and Compliance	Environmental	Operational Disruption	Financial
Severe	International media attention	Fatality or permanent injury	Potential jail terms	Substantial and irreversible environmental	Project cancellation	> \$500k loss
Major	National media attention: Major embarrassment	Serious lost time injury or illness	Significant prosecution	Long term environmental damage	Project postponement	>\$100k to \$500k loss
Moderate	Local media attention: Some embarrassment to	Moderate lost time injury or illness	Serious breach of	Moderate reversible environmental damage	Temporary pause in schedule	\$>50 to \$100k loss
Minor	Little media concern: Strong client dissatisfaction	Minor lost time injury or illness	Minor legal issues	Minor short term environmental effects	Minor disruption to more than one functional area	\$5k to \$50k loss
Insignificant	No media attention: Small customer impact	No lost time	Low level legal issue	Little visible environmental effects	Minor disruption to one functional area	<\$5k loss



Evaluation Criteria

Risk Criteria	Risk Score (C x L = Risk)	Acceptability	Recommended Action
Extreme	19-25	Unacceptable	Immediate action required
High	14-18	Undesirable	Urgent management attention required
Medium	7-13	Tolerable	Monitoring of controls
Low	0-6	Acceptable	None

Risk Assessment Matrix

Consequence	Likelihood				
	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost Certain (5)
Insignificant (1)	Low	Low	Low	Low	Low
Minor (2)	Low	Low	Low	Medium	Medium
Moderate (3)	Low	Low	Medium	Medium	High
Major (4)	Low	Medium	Medium	High	Extreme
Severe (5)	Low	Medium	High	Extreme	Extreme