RANGITĪKEI DISTRICT COUNCIL

STRATEGIC RISK REGISTER

This is the Rangitīkei District Council's Strategic Risk Register as endorsed by the Executive Leadership Team (subject to review by the Audit & Risk Committee).

Approved:	October 2022
Next review:	October 2024
Version number:	1.0
Who is responsible:	Group Manager Corporate Services

Strategic risks for Rangitīkei District Council

INTRODUCTION

As highlighted by Council's Risk Management Policy, a key element of Council's Risk Management Framework is our Strategic Risk Register.

The Strategic Risk Register summarises the following key strategic risks identified by ELT and provides a response to how each risk will be addressed:

	STRATEGIC RISKS	INHERENT RISK	CURRENT MITIGATED RISK
	Failure to honour the commitments of Te Tiriti o Waitangi	Extreme	Moderate
	Trust and confidence is tarnished	High	Moderate
	Insufficient capability and capacity to fulfil agreed commitments	High	Moderate
	Legal and political environment requires excessive resources	High	Moderate
	Capital programme falters	High	Moderate
	Financial stability is lost	High	Low
	Regulatory effectiveness is questioned	High	Low
	Climate change responsiveness is ineffective	Extreme	Moderate
	Business continuity is compromised	High	Low
	Obligations with health, safety and wellbeing are not met	Extreme	Moderate
	Changes to governmental legislation are transformational	Extreme	Moderate
	Obligations with environmental protection are not met	High	Low

Each strategic risk is weighted using the following matrix assessment:

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	Moderate	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risks will be managed by applying at least one of the following treatments:

Avoid Choose to avoid the actions/inactions that cause the risk

Reduce Reduce the risk (to a more acceptable level) by applying some mitigating measures

Transfer Transfer the risk to an external third party (eg via insurance or the outsourcing of a project). Some of these techniques may give rise to 'secondary risks' (eg risk that an external project manager fails to deliver)

Accept Accept the risk (being aware of the risk will often result in the risk being closely monitored)

FAILURE TO HONOUR THE COMMITMENTS OF TE TIRITI O WAITANGI

Risk Oversight Officer: Chief Executive

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

Elected members and staff are unclear as to the appropriate processes and pathways in the expression of Treaty partnership, causing offence and disrespect to the original customs and tikanga (protocol) of the whenua (land) and the obligation of local authorities to uphold those.
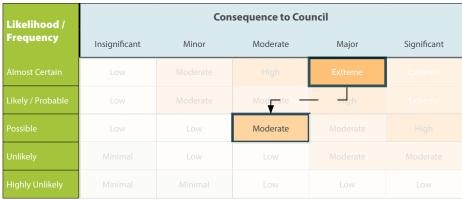
Uninformed decision making that does not uphold the obligatory role as stewards of Treaty partnership.

- Māori Advisory having no presence in governance and leadership spaces
- Leaders making decisions void of subject matter expertise
- An unfounded negative approach to Treaty partnership

HOW TO ADDRESS THE RISK?

Strategies to address this risk include:

- Iwi representation on appropriate Council committees, including the Te Roopuu Ahi Kaa Komiti.
- Formalised partnership agreements between Iwi and Council
- Regular programmed cultural time with Elected Members and ELT.
- Iwi induction pathway alongside mana whenua for all new staff.
- Facilitate more Council business on local marae or Māori community group settings
- Maintain a Māori Advisor within Council staff with appropriate delegation and role clarity.
- Regular dialogue at Strategic/Governance level between Council and Iwi
- Maintaining Māori wards.
- Maintain the policies and guidelines relating to Māori responsiveness and assist staff in the implementation of those across project work within Council.

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	**Extreme**	Extreme
Likely / Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	**Moderate**	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : Extreme
Likelihood – Almost certain
Consequence – Major
Proposed Risk Treatment: (bold those that apply) • Avoid • **Reduce** • Transfer • Accept

Current Mitigated Risk : Moderate
Likelihood – Possible
Consequence – Major
Planned Future Additional Risk Treatments: (bold those that apply) • Avoid • Reduce • Transfer • **Accept**

TRUST AND CONFIDENCE IS TARNISHED

Risk Oversight Officer: Chief Executive

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

There are three main types of risk that can lead to a loss of confidence in Council's effectiveness:

a) **Communication**: The risk that -
   - Council misunderstands community expectations or fails to work with advocacy groups. Either of these may lead to continuous public criticism, particularly in social media and division among elected members and staff.
   - Council allows community expectations to exceed council's ability to deliver. This can occur through unofficial promises being made to the community or council not properly communicating its plans.

b) **Operational**: The risk that –
   - Inadequate handling of sensitive issues involving (for example) drinking water, wastewater discharges, Iwi, privacy, or information disclosures.
   - Staff act in an overly bureaucratic or officious manner.

c) **Reputational:** the action or inaction of any representative of Council which impacts Council's reputation in a negative way.

HOW TO ADDRESS THE RISK?

Communication:

Strategies to address the risk –

1. Councillors are proactive in being visible with all community sectors and have a forum for discussing public views with ELT.
2. Public are encouraged to speak at public forums at Council meetings.
3. Council is represented on community boards, working groups, local industry groups, committees etc.
4. Council promotes its future strategies and priorities and 'makes it easy' for the community to provide comments/responses.
5. Council posts relevant 'up to date' information on its website, in local media and on its social media pages (and monitors responses where possible).

Operational:

Strategies to address the risk –

1. ELT ensure capability and capacity of resources required are identified and established
2. ELT ensure proper systems and accountabilities are in place for appropriate customer service standards and complaints handling
3. Customer satisfaction and service performance reviews are undertaken, with ELT analysing key statistics every quarter

Reputational:

Strategies to address the risk –

1. Clear policy outlining expected standards of conduct
2. Clear delegations for speaking to or posting on media/social media
3. Media training for those delegated to speak on Council's behalf.

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	Moderate	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : High
Likelihood – Likely
Consequence – Major
Proposed Risk Treatment: (bold those that apply) • Avoid • **Reduce** • Transfer • Accept

Current Mitigated Risk : Moderate
Likelihood – Possible
Consequence – Major
Planned Future Additional Risk Treatments: (bold those that apply) • Avoid • Reduce • Transfer • **Accept**

INSUFFICIENT CAPABILITY AND CAPACITY TO FULFIL AGREED COMMITMENTS

Risk Oversight Officer: Group Manager, People and Performance

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

The risk is that Council doesn't have the appropriate composition and number of skilled staff required to fulfil current and future commitments, e.g. inability to attract talent, failure to appropriately train existing staff, inability to retain skilled staff, failure to undertake appropriate workforce planning.

An associated risk comes from a change in Elected Members and the potential loss of knowledge and experience
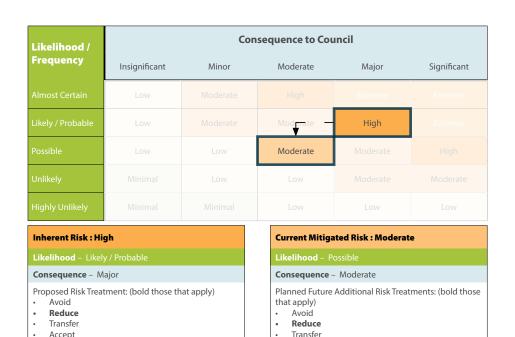
HOW TO ADDRESS THE RISK?

Having a culture and employee experience that attracts a high caliber of applications, and increases the retention of staff. This includes mechanisms for meaningful staff feedback such as staff surveys and exit interviews.

A learning and development programme that targets future skill requirements and enables staff to grow in the areas that we need them to.

Identify key roles and develop succession and/or continuity plans for those roles and functions.

Undertake strategic workforce planning to identify skills and numbers required.

A high quality and comprehensive orientation and induction for all new staff and for elected members after the triennial elections.

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	**High**	Extreme
Possible	Low	Low	**Moderate**	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : High
Likelihood – Likely / Probable
Consequence – Major
Proposed Risk Treatment: (bold those that apply) • Avoid • **Reduce** • Transfer • Accept

Current Mitigated Risk : Moderate
Likelihood – Possible
Consequence – Moderate
Planned Future Additional Risk Treatments: (bold those that apply) • Avoid • **Reduce** • Transfer • **Accept**

Future Action Plan:

• Design and maintain a remuneration and reward strategy that is competitive within both Local Government and general recruitment markets.

LEGAL AND POLITICAL ENVIRONMENT REQUIRES EXCESSIVE RESOURCES

Risk Oversight Officer: Group Manager, Democracy and Planning

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

The risk is that Council has limited capacity to respond in a timely and efficient way to changes in central government policies and legal requirements, which may mean unexpected costs, a risk of noncompliance, and/or a consequential reduction in service performance.
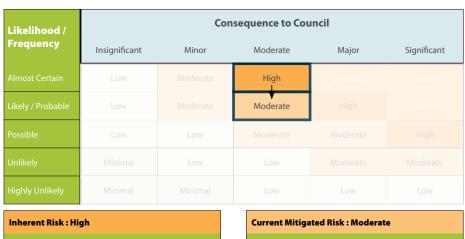
An associated risk is that Horizons Regional Council makes changes to processes that impacts this Council, which could cause increased costs or impose reputational damage, due to lack of ability to respond on Rangitīkei District Council.

HOW TO ADDRESS THE RISK?

Council continues dialogue with other local councils, and stresses the potential benefits of a regional/national partnership approach to influence central government policy and legislation. This includes discussion with LGNZ and Taituarā (SOLGM) to clarify issues that may or do impact the sector. Council keeps up to date on key submissions; reforms; and policy changes.

Adopting a no surprises and collaborative approach with Horizons Regional Council.

Council appropriately engages and communicates potential changes and the associated risks with the public.

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	Moderate	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : High
Likelihood – Almost Certain
Consequence – Moderate
Proposed Risk Treatment: (bold those that apply) • Avoid • **Reduce** • Transfer • Accept

Current Mitigated Risk : Moderate
Likelihood – Likely / Probable
Consequence – Moderate
Planned Future Additional Risk Treatments: (bold those that apply) • Avoid • **Reduce** • Transfer • **Accept**

CAPITAL PROGRAMME FALTERS

Risk Oversight Officer: Group Manager, Capital Projects

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

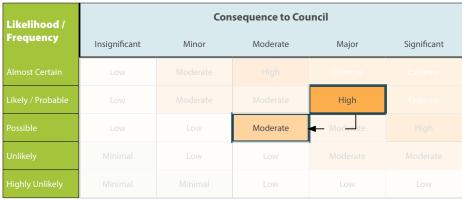The risk is that Council is unable to achieve its capital works programme because of:

1. Lack of overall capacity in the market to deliver nationally and regionally
2. Lack of capacity and capability of staff to deliver capital programme
3. Lack of timely decision making on community facilities
4. Uncertainty around processing timeframes from other agencies regarding resource consents
5. The increasing dominance of larger contractors
6. The cost of delivery is higher than allocated budget (materials and land value prices greatly exceed inflation)
7. The impact of an unexpected event e.g. pandemic, natural disaster or other adverse occurrence

This situation may lead to failure of major infrastructure, failure to deliver our capital programme, reduction in investment and frustration in the community

HOW TO ADDRESS THE RISK?

Strategies to address the risk:

1. Capital works to be prioritised, realistic and achievable
2. Ongoing forecasting of delays or potential issue
3. Strategies for staff attraction, retention
4. Efficient Project Management framework based on best practise with standard templates to achieve consistent quality of project management
5. Establish good relationships with local iwi and hapu
6. Establish relationship with the regional council and seek early feedback on project approach
7. Establish early engagement and a future programme of works with contractors
8. Establish mutually beneficial and long lasting relationships with contractors
9. Consider alternative procurement strategies
10. Regular review of capital expenditure by ELT and reported to Council meetings
11. Project Management Office delivers project fiscal oversight
12. Major capital projects utilise external advisory boards
13. Transparent reporting to Council with early notice of potential time or cost overruns

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	**High**	Extreme
Possible	Low	Low	**Moderate**	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : High
Likelihood – Likely/Probable;e
Consequence – High
Proposed Risk Treatment: (bold those that apply) • Avoid • **Reduce** • Transfer • Accept

Current Mitigated Risk : Moderate
Likelihood – Possible
Consequence – Moderate
Planned Future Additional Risk Treatments: (bold those that apply) • Avoid • **Reduce** • Transfer • **Accept**

FINANCIAL STABILITY IS LOST

Risk Oversight Officer: Group Manager, Corporate Services

WHAT IS THE RISK (AND ITS CONSEQUENCES)?
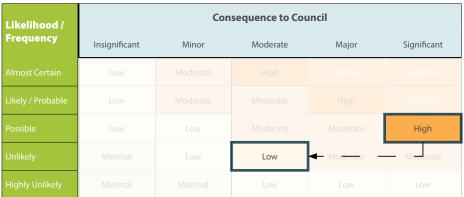
The risks are either:

a) Council's financial projections, in terms of operating expenditure and revenue, prove substantially incorrect or insufficient; or

b) Council's projections highlight financial problems that are not properly addressed.

This could require a substantial increase in rates and increase the level of borrowing.

HOW TO ADDRESS THE RISK?

The following initiatives are in place:

- The Long Term Plan 2021-2031 and subsequent Annual Plans demonstrate Council will achieve a sustainable balanced budget.
- Ongoing financial management and oversight is a critical responsibility of the ELT.
- Cost centre managers proactively take responsibility for continually managing their respective budgets and provide forecast information for a mid year budget review.
- Maintain external stakeholder relationships with key funding partners.
- Maintain resilience with all financial systems, processes and controls.
- Current and accurate asset and infrastructure management information is maintained.
- Requests for significant unbudgeted expenditure are thoroughly scrutinised and considered by ELT.
- Rates modelling is effective and well informed.
- Ensure the impact of Three Waters Reforms is maintained and fully understood.
- Ensure appropriate insurance cover is maintained.
- Ensure appropriate skills exist on Audit/Risk Committee.

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	Moderate	Moderate	**High**
Unlikely	Minimal	Low	**Low**	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : HIgh
Likelihood – Possible
Consequence – Significant
Proposed Risk Treatment: (bold those that apply) • Avoid • **Reduce** • **Transfer** • Accept

Current Mitigated Risk : Low
Likelihood – Unlikely
Consequence – Moderate
Planned Future Additional Risk Treatments: (bold those that apply) • Avoid • Reduce • Transfer • **Accept**

REGULATORY EFFECTIVENESS IS QUESTIONED

Risk Oversight Officer: Group Manager, Regulatory Services

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

The risk is that there are inconsistencies with how regulatory matters (e.g. building and resource consents) are dealt with, which could mean the community loses confidence in Council's processes and could have a negative impact on Council's reputation.

An additional risk is Council's ability to perform it's regulatory functions within legislative timeframes.

HOW TO ADDRESS THE RISK?

Council shall ensure there is the correct balance of facilitating pragmatic solutions and compliance with legislative requirements, Council bylaws and policies.

Ensure that Council's Building Consenting Authority (BCA):

1. Is clear on requirements and expectations for staff and applicants;
2. Has the appropriate systems and training in place.
3. Is resourced appropriately.

Council to consider common systems with neighbouring Councils and BCAs by regularly assessing its business model

Council remain abreast of future changes that impact Council's regulatory function.

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	**High**	Extreme
Possible	Low	Low	Moderate	Moderate	High
Unlikely	Minimal	Low	**Low**	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : HIgh
Likelihood – Likely/Probable
Consequence – Major
Proposed Risk Treatment: (bold those that apply) • Avoid • **Reduce** • Transfer • Accept

Current Mitigated Risk : Low
Likelihood – Unlikely
Consequence – Moderate
Planned Future Additional Risk Treatments: (bold those that apply) • Avoid • Reduce • Transfer • **Accept**

CLIMATE CHANGE RESPONSIVENESS IS INEFFECTIVE

Risk Oversight Officer: Group Manager, Democracy and Planning

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

The risk is that Council does not take sufficient steps to mitigate and respond to the impacts of climate change.

HOW TO ADDRESS THE RISK?

Council is part of the Joint Climate Action Committee to share information and facilitate collaborative action in response to climate change. This is made up of all Councils in the Manawatu Whanganui region.

The response and mitigation of the impacts of climate change is part of the development of a Climate Impact Strategy and supporting Action Plan.

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	Moderate	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : High
Likelihood – Likely/Probable
Consequence – Major
Proposed Risk Treatment: (bold those that apply) • Avoid • **Reduce** • Transfer • Accept

Current Mitigated Risk : Moderate
Likelihood – Possible
Consequence – Moderate
Planned Future Additional Risk Treatments: (bold those that apply) • Avoid • Reduce • Transfer • **Accept**

BUSINESS CONTINUITY IS COMPROMISED

Risk Oversight Officer: Chief Executive Officer

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

The risk is that Council is unable to perform one or more essential services and/or statutory functions due to disruptions such as

- Cyber attacks
- Systems failure
- Natural disaster or other emergency
- Pandemic
- Loss of critical staff
- Loss of critical assets or infrastructure
- Terrorism
- Staff competencies

HOW TO ADDRESS THE RISK?

Council has a range of protective barriers and procedures that includes (or are under development)

- Business continuity plan
- IT recovery plan
- Data protection plan
- Pandemic plan
- Staff learning and development framework
- Identification of critical positions
- Succession plans
- Partnership relationships with neighbouring Councils
- Staff policies and procedures
- The Information Systems Strategic Plan now being implemented is a key mechanism.

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	Moderate	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : High
Likelihood – Possible
Consequence – Significant
Proposed Risk Treatment: (bold those that apply) • Avoid • **Reduce** • Transfer • Accept

Current Mitigated Risk : Low
Likelihood – Unlikely
Consequence – Minor
Planned Future Additional Risk Treatments: (bold those that apply) • Avoid • Reduce • Transfer • **Accept**

OBLIGATIONS WITH HEALTH, SAFETY AND WELLBEING ARE NOT MET

Risk Oversight Officer: Group Manager, People and Performance

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

The risk is that staff, contractors, volunteers or visitors to RDC worksites are seriously harmed due to a hazard and/or loss of control within the work environment. This includes harm to mental health and wellbeing.

An associated risk is damage to Council plant or property as a result of a hazard/loss of control.
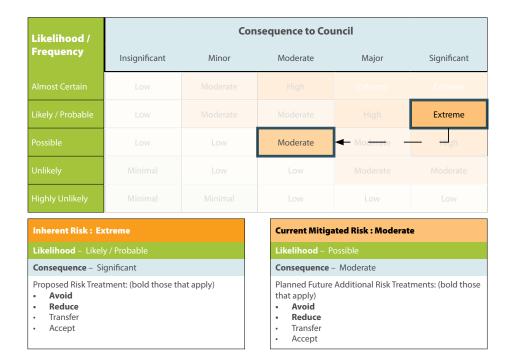
HOW TO ADDRESS THE RISK?

The Executive Leadership Team have an unrelenting focus on the health, safety and wellbeing of staff, contractors, volunteers and visitors and are committed to establishing and maintaining a strong health and safety culture within the organisation.

Active employee participation frameworks are in place to encourage employee engagement and leadership in health, safety and wellbeing matters.

Risks to health, safety and wellbeing are identified. Risk control methods are in place and these are regularly reviewed and verified.

Council has a Transformational Health Safety and Wellbeing framework that promotes excellence and leadership in the field.

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	High	**Extreme**
Possible	Low	Low	**Moderate**	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : Extreme
Likelihood – Likely / Probable
Consequence – Significant
Proposed Risk Treatment: (bold those that apply) • **Avoid** • **Reduce** • Transfer • Accept

Current Mitigated Risk : Moderate
Likelihood – Possible
Consequence – Moderate
Planned Future Additional Risk Treatments: (bold those that apply) • **Avoid** • **Reduce** • Transfer • Accept

Future Action Plan:

• Review of Critical Risk Framework including cyclic review and improvement of risk controls and the verification of these

CHANGES TO GOVERNMENT LEGISLATION ARE TRANSFORMATIONAL

Risk Oversight Officer: Group Manager, Democracy and Planning

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

The risk is that new or amended legislation, reforms, regulations or policy statements cause changes that negatively impact affordability:

1. Ratepayers' ability to pay;
2. For Council to deliver services it can afford or resource appropriately.

The speed of change and the cumulative effects may detract from achieving statutory requirements (e.g. the long-term plan) and meeting community expectations.

The change is of a magnitude that considerably impacts Council (Three Waters, Resource Management Act, Future of Local Government)
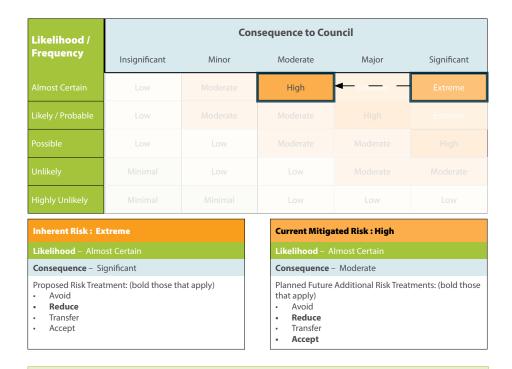
HOW TO ADDRESS THE RISK?

Maintain active participation in LGNZ sector discussions at all levels
Ensure submissions by Council are made to Central Government policy and/or legislative amendments.
Maintain positive engagement with Local and Central Government politicians and lobby groups e.g. Federated Farmers.
Early assessment of likely impact of confirmed changes so that appropriate planning, mitigation and communication can take place.
Have plans in place to keep our community updated.

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	**High**	Extreme	**Extreme**
Likely / Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	Moderate	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : Extreme
Likelihood – Almost Certain
Consequence – Significant
Proposed Risk Treatment: (bold those that apply) • Avoid • **Reduce** • Transfer • Accept

Current Mitigated Risk : High
Likelihood – Almost Certain
Consequence – Moderate
Planned Future Additional Risk Treatments: (bold those that apply) • Avoid • **Reduce** • Transfer • **Accept**

Future Action Plan:

• Continue lobbying

OBLIGATIONS WITH ENVIRONMENTAL PROTECTION ARE NOT MET

Risk Oversight Officer: Chief Operating Officer (pending review/confirmation)

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

The risk is that there is damage to the environment in the course of Council carrying out its work, and that there are substantial fines imposed on Council as a result.

HOW TO ADDRESS THE RISK?

Council strives to minimise environmental harm by balancing network maintenance and operation within fiscal constraints. This is consistent with the Local Government sector within New Zealand.

Council works with Horizons Regional Council to prioritise capital works to effectively manage wastewater treatment plant consents.

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	Moderate	Moderate	**High**
Unlikely	Minimal	Low	**Low**	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : High
Likelihood – Possible
Consequence – Significant
Proposed Risk Treatment: (bold those that apply) • Avoid • **Reduce** • Transfer • Accept

Current Mitigated Risk : Low
Likelihood – Unlikely
Consequence – Moderate
Planned Future Additional Risk Treatments: (bold those that apply) • Avoid • Reduce • Transfer • **Accept**