

NSW RURAL FIRE SERVICE
COVID-19 RISK ASSESSMENT - 23 MAY 2022

NSW RURAL FIRE SERVICE WORKFORCE				INHERENT RISK									CONTROL MEASURES - WITHOUT MANDATORY VACCINATION									CONTROL MEASURES - WITH MANDATORY VACCINATION ²									CONTROL EFFECTIVENESS	
REF #	SEGMENT	MEMBERS	LOCATION	HAZARD / EXPOSURE				COVID-19 RISK SUMMARY					HEALTH & SAFETY (COVID-19 INHERENT RISK)			SERVICE DELIVERY ¹ (COVID-19 INHERENT RISK)			HEALTH & SAFETY (COVID-19 RESIDUAL RISK)			SERVICE DELIVERY ¹ (COVID-19 RESIDUAL RISK)			HEALTH & SAFETY (COVID-19 RESIDUAL RISK)			SERVICE DELIVERY ¹ (COVID-19 RESIDUAL RISK)			CURRENT CONTROLS	
				Critical function to emergency response	Close proximity work & extended periods	Interaction with large numbers of people	Direct and close contact with vulnerable community members	Description	Likelihood	Consequence	Risk Rating	Likelihood	Consequence	Risk Rating	Likelihood	Consequence	Risk Rating	Likelihood	Consequence	Risk Rating	Likelihood	Consequence	Risk Rating	Likelihood	Consequence	Risk Rating	Control Effectiveness	Other proposed control measures				
1	State Operations (Emergency response)	All Staff	SOP HQ	Yes	5- Usually	3- Sometimes	1- Never	Critical operational functions for emergency response, presenting a risk to service delivery continuity in the event of positive COVID-19 cases in these settings Limited contingent resources with industry specific capabilities Occurrence of COVID-19 positive cases would significantly impact major groups in common roster patterns	5- Highly Likely	5- Extreme	Critical	4- Likely	4- Major	High	4- Likely	4- Major	High	4- Likely	3- Moderate	High	4- Likely	3- Moderate	High	4- Likely	2- Minor	Medium	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination). Consider transitioning to self testing for HQ, Glenferrie & Dubbo Academy.				
2	Incident Management (MTs) (Emergency response)	All Staff	State-wide	Yes	5- Usually	4- Often	2- Seldom	Critical operational functions for emergency response, presenting a risk to service delivery continuity in the event of positive COVID-19 cases in these settings Limited contingent resources with industry specific capabilities Occurrence of COVID-19 positive cases would significantly impact major groups in common roster patterns	5- Highly Likely	5- Extreme	Critical	4- Likely	4- Major	High	4- Likely	4- Major	High	4- Likely	3- Moderate	High	4- Likely	3- Moderate	High	4- Likely	2- Minor	Medium	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination). Consider transitioning to self testing for HQ, Glenferrie & Dubbo Academy.				
3	Operational Communications Centre	~45 Staff	SOP HQ	Yes	6- Always	2- Seldom	1- Never	Critical operational functions for emergency response, presenting a risk to service delivery continuity in the event of positive COVID-19 cases in these settings Limited contingent resources with industry specific capabilities Occurrence of COVID-19 positive cases would significantly impact major groups in common roster patterns	5- Highly Likely	5- Extreme	Critical	4- Likely	4- Major	High	4- Likely	4- Major	High	4- Likely	3- Moderate	High	4- Likely	3- Moderate	High	4- Likely	2- Minor	Medium	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination). Consider transitioning to self testing for HQ, Glenferrie & Dubbo Academy.				
4	Districts	~400 Staff	State-wide	Yes	4- Often	3- Sometimes	3- Sometimes	Critical operational functions for emergency preparedness and response, presenting a risk to service delivery continuity in the event of positive COVID-19 cases in these settings Regular contact with community and brigade members to ensure community preparedness and resilience Limited contingent resources with industry specific capabilities	5- Highly Likely	5- Extreme	Critical	4- Likely	4- Major	High	4- Likely	4- Major	High	4- Likely	3- Moderate	High	4- Likely	3- Moderate	High	4- Likely	2- Minor	Medium	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination)				
5	Mitigation Crew	~276 Staff	State-wide	Yes	4- Often	3- Sometimes	5- Usually	Critical operational functions for emergency preparedness and response, presenting a risk to service delivery continuity in the event of positive COVID-19 cases in these settings Direct close contact with vulnerable members of the community through the A&C&C program (except Water NSW Crews) Regular widespread travel across NSW (regional and metropolitan)	5- Highly Likely	5- Extreme	Critical	4- Likely	4- Major	High	4- Likely	4- Major	High	4- Likely	3- Moderate	High	4- Likely	3- Moderate	High	4- Likely	2- Minor	Medium	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination). Consider transitioning to self testing for HQ, Glenferrie & Dubbo Academy.				
6	ICT Operational Support	~90 Staff	SOP HQ (mostly)	Yes	3- Sometimes	2- Seldom	1- Never	Critical operational functions for emergency response, presenting a risk to service delivery continuity in the event of positive COVID-19 cases in these settings Limited contingent resources with technically specific capabilities	5- Highly Likely	5- Extreme	Critical	4- Likely	4- Major	High	4- Likely	4- Major	High	4- Likely	3- Moderate	High	4- Likely	3- Moderate	High	4- Likely	2- Minor	Medium	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination). Consider transitioning to self testing for HQ, Glenferrie & Dubbo Academy.				
7	Logistics Operational Support	~25 Staff	Glenferrie	Yes	3- Sometimes	2- Seldom	1- Never	Critical operational functions for emergency response, presenting a risk to service delivery continuity in the event of positive COVID-19 cases in these settings Limited contingent resources with technically specific capabilities	5- Highly Likely	5- Extreme	Critical	4- Likely	4- Major	High	4- Likely	4- Major	High	4- Likely	3- Moderate	High	4- Likely	3- Moderate	High	4- Likely	2- Minor	Medium	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination). Consider transitioning to self testing for HQ, Glenferrie & Dubbo Academy.				
8	Training Operational Support	~30 Staff	Dubbo	Yes	4- Often	4- Often	1- Never	Critical function for operational preparedness and support, presenting a risk to service delivery continuity in the event of positive COVID-19 cases in these settings Limited contingent resources with industry specific capabilities	5- Highly Likely	5- Extreme	Critical	4- Likely	3- Moderate	High	4- Likely	4- Major	High	4- Likely	3- Moderate	High	4- Likely	3- Moderate	High	4- Likely	2- Minor	Medium	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination). Consider transitioning to self testing for HQ, Glenferrie & Dubbo Academy.				
9	Base Camps	Incident dependent (Staff & Volunteers)	State-wide & Interstate	Yes	5- Usually	5- Usually	1- Never	Large numbers of people accommodated and working together in close proximity for extended periods, incl. other agencies, potentially other states and countries, and external providers (catering, cleaning, etc.) Increased risk of exposure even with COVID Safe measures in place	5- Highly Likely	5- Extreme	Critical	5- Highly Likely	3- Moderate	High	5- Highly Likely	4- Major	Critical	4- Likely	3- Moderate	High	5- Highly Likely	3- Moderate	High	4- Likely	2- Minor	Medium	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination)				
10	Pre-planned deployments (out of area)		State-wide & Interstate	Yes	5- Usually	4- Often	3- Sometimes	Critical operational response functions performed during more extreme periods of the activity in varied locations. Occurrence of COVID-19 positive cases would significantly impact entire deployment period	5- Highly Likely	5- Extreme	Critical	5- Highly Likely	3- Moderate	High	4- Likely	4- Major	High	4- Likely	3- Moderate	High	4- Likely	3- Moderate	High	4- Likely	2- Minor	Medium	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination)				
11	Overseas deployments	International	International	Yes	5- Usually	4- Often	3- Sometimes	Critical operational response functions that are being performed during more extreme periods of the activity in varied locations. Occurrence of COVID-19 positive cases would significantly impact entire deployment group Self-isolation as per international protocols (i.e. mandatory vaccination)	5- Highly Likely	5- Extreme	Critical	5- Highly Likely	3- Moderate	High	5- Highly Likely	4- Major	Critical	4- Likely	3- Moderate	High	5- Highly Likely	3- Moderate	High	4- Likely	2- Minor	Medium	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination)				
12	Community First Responders (CFRs)	~40 Volunteers	5 Brigades	Yes	6- Always	2- Seldom	4- Often	CFR program is a multi-agency program to support Ambulance NSW in medical response CFRs have the potential to come in close contact with community members both vulnerable and potentially COVID positive HCR provides initial emergency response to extract trapped / lost community members HCR has the potential to come in close contact with community members both vulnerable and potentially COVID positive	5- Highly Likely	5- Extreme	Critical	4- Likely	4- Major	High	5- Highly Likely	4- Major	Critical	4- Likely	3- Moderate	High	5- Highly Likely	3- Moderate	High	4- Likely	2- Minor	Medium	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination)				
13	Road Crash Rescue (RCR)	~100 Volunteers	7 Brigades	Yes	6- Always	2- Seldom	4- Often	RCR provides initial emergency response to extract trapped / lost community members HCR has the potential to come in close contact with community members both vulnerable and potentially COVID positive GLR provides initial emergency response to extract trapped / lost community members GLR has the potential to come in close contact with community members both vulnerable and potentially COVID positive	5- Highly Likely	5- Extreme	Critical	4- Likely	4- Major	High	5- Highly Likely	4- Major	Critical	4- Likely	3- Moderate	High	5- Highly Likely	3- Moderate	High	4- Likely	2- Minor	Medium	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination)				
14	General Land Rescue (GLR)	~12 Volunteers	1 Brigade	Yes	4- Often	4- Often	3- Sometimes	GLR has the potential to come in close contact with community members both vulnerable and potentially COVID positive Specialty operational functions for emergency response, presenting a risk to service delivery continuity in the event of positive COVID-19 cases in these settings Smaller, technically specialist groups performing critical functions where a loss of any team members can significantly impact operational capacity and resources	5- Highly Likely	5- Extreme	Critical	4- Likely	4- Major	High	5- Highly Likely	4- Major	Critical	4- Likely	3- Moderate	High	5- Highly Likely	3- Moderate	High	4- Likely	2- Minor	Medium	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination)				
15	Specialty Operations	~700 Members (Staff & Volunteers)	Various	Yes	6- Always	2- Seldom	3- Sometimes	Specialty operational functions for emergency response, presenting a risk to service delivery continuity in the event of positive COVID-19 cases in these settings Smaller, technically specialist groups performing critical functions where a loss of any team members can significantly impact operational capacity and resources	5- Highly Likely	5- Extreme	Critical	4- Likely	4- Major	High	5- Highly Likely	4- Major	Critical	4- Likely	3- Moderate	High	5- Highly Likely	3- Moderate	High	4- Likely	2- Minor	Medium	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination). Consider transitioning to self testing for HQ, Glenferrie & Dubbo Academy.				
16	Volunteer Members - Firefighting	~ 76,000 Volunteers	Local (except out of area)	Yes	3- Sometimes	3- Sometimes	3- Sometimes	Critically important for emergency and operational response. Contingent capacity exists in many brigades or neighbouring brigades in event of positive COVID-19 cases to mitigate impact on continuity of service delivery (except in extreme and prolonged periods of the activity)	5- Highly Likely	5- Extreme	Critical	5- Highly Likely	3- Moderate	High	4- Likely	4- Major	High	4- Likely	3- Moderate	High	4- Likely	3- Moderate	High	4- Likely	2- Minor	Medium	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination)				
17	Volunteer Members - Operational Support		Local (except out of area)	Yes	3- Sometimes	3- Sometimes	2- Seldom	Critically important for emergency and operational response. Contingent capacity exists in many brigades or neighbouring brigades in event of positive COVID-19 cases to mitigate impact on continuity of service delivery (except in extreme and prolonged periods of the activity)	5- Highly Likely	5- Extreme	Critical	5- Highly Likely	3- Moderate	High	4- Likely	4- Major	High	4- Likely	3- Moderate	High	4- Likely	3- Moderate	High	4- Likely	2- Minor	Medium	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination)				
18	Volunteer Members - Community Support		Local (except out of area)	Yes	2- Seldom	3- Sometimes	3- Sometimes	Critically important for emergency and operational response. Contingent capacity exists in many brigades or neighbouring brigades in event of positive COVID-19 cases to mitigate impact on continuity of service delivery (except in extreme and prolonged periods of the activity)	5- Highly Likely	5- Extreme	Critical	5- Highly Likely	2- Minor	Medium	4- Likely	4- Major	High	4- Likely	2- Minor	Medium	4- Likely	3- Moderate	High	4- Likely	2- Minor	Medium	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination)				
19	Volunteer Members - Brigade Administration		Local	Yes	2- Seldom	2- Seldom	1- Never	Important support function for brigades, functions performed can predominantly be addressed through other brigade resources to mitigate impact on support services in event of positive COVID-19 cases	5- Highly Likely	5- Extreme	Critical	5- Highly Likely	1- Insignificant	Low	4- Likely	4- Major	High	5- Highly Likely	1- Insignificant	Low	4- Likely	3- Moderate	High	5- Highly Likely	1- Insignificant	Low	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination)				
20	Volunteer Members - Junior		Local	Yes	2- Seldom	2- Seldom	1- Never	Nil critical functions	4- Likely	3- Moderate	High	5- Highly Likely	1- Insignificant	Low	4- Likely	3- Moderate	High	5- Highly Likely	1- Insignificant	Low	4- Likely	3- Moderate	High	5- Highly Likely	1- Insignificant	Low	Control critical	Ni- Retain existing control measures (incl. mandatory vaccination)				

Notes:
1. Service Delivery - Business Capability & Community Impact
2. ATAGI continues to recommend COVID-19 vaccination for all people aged 5 years and above to protect them against COVID-19. Self-isolation
NSW continues to consider vaccination a high order risk control measure against disease
[ATAGI COVID-19 Clinical Inquiries \(Evidence Tables\)](#)
[COVID-19 Agencies for Clinical Inquiries \(Evidence Tables\)](#)

3. All NSW RFS staff members, as part of their conditions of employment, are required to support emergency response. Staff are deployed to perform functions in high priority settings at any time, and particularly during peak periods of operational activity in bush fire season. All staff can and do traverse across a number of high priority settings, undertaking duties to ensure frontline response for community protection. Furthermore, there are specific public safety competencies, knowledge and skills required and there is limited resource contingency particularly during peak season.

SUMMARY - COVID-19 STUDIES & HEALTH ADVICE
[NSW RFS - COVID-19 STUDIES & HEALTH ADVICE](#)
Studies conducted into COVID-19 response confirm the efficacy of COVID-19 vaccines against the Delta and Omicron viruses. The studies indicated the transmissibility, violence, severity, and risk of reinfection of COVID-19 is significantly reduced through vaccination.
For the Delta virus, estimated vaccine effectiveness against symptomatic infection for TGA approved vaccines is between 87% and 95%. The estimated effectiveness against hospitalisation is up to 95%. Multiple studies suggest waning immunity and reduced effectiveness after the primary course and there is evidence for the maintenance of protection against the severity of the disease, including hospitalisation and mortality. The estimated vaccine effectiveness against symptomatic disease from 14 days after the booster is 95%. Omicron is ~30-50% more transmissible than Delta and estimated vaccination risk is 1.6 times higher than Delta. Estimates of disease severity suggest the risk of hospitalisation and death is 60% 47% lower for Omicron compared to Delta, and 87% lower for Omicron compared to Delta and 47% lower risk of in-hospital death. Reports of less severe outcomes for patients are across adults, adults and older adults. Most children with SARS-CoV-2 infection are asymptomatic or have a mild illness. Adolescents appear to have similar infection rates to adults, but the frequency of severe illness from COVID-19 is lower in adolescents than in adults, with approximately 4% to 7% of adolescents experiencing severe outcomes.
For the Omicron virus, estimated vaccine effectiveness against symptomatic infection for TGA approved vaccines is between 83% and 91%, within the first two weeks of exposure the second dose reduces to ~71.6% and ~26.7% after 26 or more months of exposure. Estimated vaccine effectiveness against hospitalisation is 70% and up to 95% 10+ weeks after the booster.
ATAGI continues to advise that the COVID-19 vaccines used in Australia are critical in protecting against COVID-19 due to all variants, including the Omicron variant. Vaccination is important in preventing serious illness and death from COVID-19 particularly in adults and immunocompromised populations and helps to decrease transmission, providing more opportunities for isolation and helping to prevent the emergence of further variants.
ATAGI recommends COVID-19 vaccination for all people aged 5 years and older to protect against COVID-19. For most people, a primary vaccination course consists of 2 doses. ATAGI recommends a 3rd primary dose of COVID-19 vaccine for people who have the risk of a poor or non-response to the standard 2 dose schedule.
A single COVID-19 vaccine booster dose is recommended for people aged 16 years and older who completed their primary course 3 or more months ago. An additional booster dose (also known as a winter dose) is recommended for people in the following groups, from 4 months after the last booster dose:
people 65 years and older
residents of an aged care or disability care facility
people who are severely immunocompromised
Aboriginal and Torres Strait Islander peoples aged 16 years and older.

NSW RURAL FIRE SERVICE		RISK SUMMARY		
REF #	STAKEHOLDER	Description	Further information	Action
1	Staff members	Dissatisfaction if mandatory vaccination policy discontinued / continued, resulting in disengagement and/or attrition that critically impedes service delivery	Consultation & Risk Assessment Comprehensive consultation process undertaken with impacted stakeholders to ensure properly informed decision-making. Consultation undertaken with RFS staff members and PSA from 6 to 19 October 2021, providing the opportunity to provide feedback on the proposal to mandate COVID-19 vaccination for staff members. As part of consultation, documentation was provided regarding the RFS proposed position, rationale and supporting risk assessments. On 27 October 2021 Commissioner confirmed the RFS position and policy on mandatory vaccination for staff and provided a feedback summary report to all staff.	Further Consultation & Risk Assessment To all staff members (incl. HSRs) and PSA: - circulate, for feedback, revised risk assessment and proposal to continue mandatory vaccination policy - communicate consultation period of 2 weeks from date of dissemination - determine and confirm policy position prior to 30 June 2022
	Public Service Association	Dissatisfaction if mandatory vaccination policy discontinued / continued, resulting in industrial action and unfavourable outcomes		
2	Volunteer members	Dissatisfaction if mandatory vaccination policy discontinued / continued, resulting in disengagement and/or attrition that critically impedes service delivery	Consultation & Risk Assessment Clear and communicated mechanism for RFS volunteer members and volunteer association discussions to express their views and raise their concerns. RFS undertook a process of consultation between Districts, Brigade Senior Management Teams (SMTs) and brigades to determine: › risk assessment (exposure and impacts); and › volunteer sentiment on mandatory vaccination. RFS developed a position and provided further advice following consultation.	Further Consultation & Risk Assessment To all volunteer members (incl. HSRs) and volunteer association representatives: - circulate, for feedback, revised risk assessment and proposal to continue mandatory vaccination policy - communicate consultation period of 2 weeks from date of dissemination - determine and confirm policy position prior to 30 June 2022
	Volunteer association representatives	Dissatisfaction if mandatory vaccination policy discontinued / continued, resulting in disengagement and/or attrition that critically impedes service delivery		
3	Partner Agencies	Possible inconsistency in approach leading to compromised coordinated response to emergencies	COVID-19 Partner Agency Working Group › undertook combined risk assessments to establish way forward in terms of mandatory vaccination for members	COVID-19 Partner Agency Working Group › undertake revised risk assessments with allied emergency service agencies to determine current position on mandatory vaccination for members

Links:

[RFS COVID-19 Risk Assessment - 23 September 2021](#)
[RFS COVID-19 Risk Management - Vaccination & Status](#)
[COVID-19 Policy Position - Staff Feedback](#)
[COVID-19 Vaccination - Volunteer Fact Sheet](#)
[COVID-19 Vaccination - Volunteer Feedback](#)

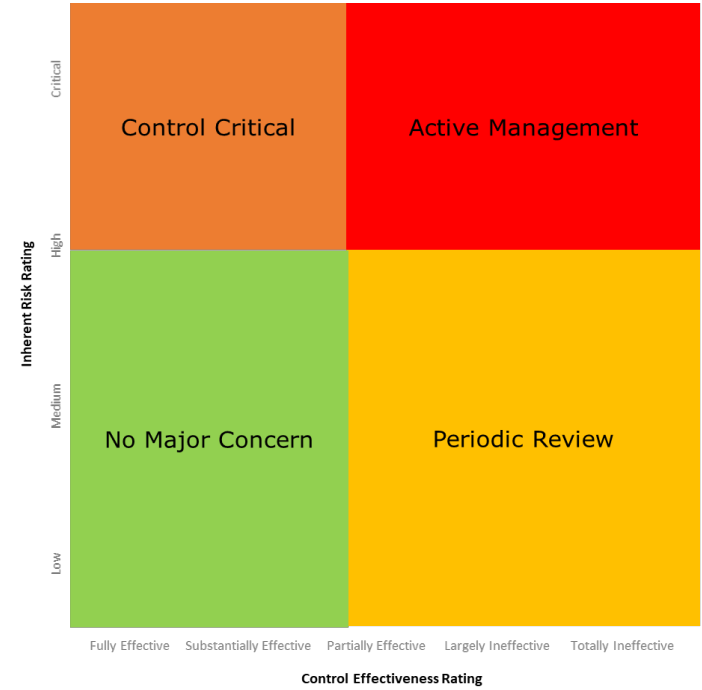
NSW RFS - Current COVID Control Measures @ 23 May 2022

Safety control	Description	Key documents
COVIDSafe Protocols	Signage has been provided to all locations regarding face mask wearing, physical distancing and personal hygiene including standard actions and advice on hygiene, cleaning and physical distancing.	2021-22 Bushfire Season COVID Operational Arrangements Fact Sheet - First Responder Attendance Fact Sheet - COVIDSafe Guidelines
COVIDSafe Plans	Specific COVIDSafe Plans for key events, e.g. community or ceremonial events.	Various
Entry Logging	Staff movements at facilities are recorded through security systems.	2021-22 Bushfire Season COVID Operational Arrangements
Temperature Checking	Temperature checking available at identified high priority settings.	2021-22 Bushfire Season COVID Operational Arrangements
Personal protective equipment	Procedures for PPE for emergency response.	2021-22 Bushfire Season COVID Operational Arrangements Fact Sheet - First Responder Attendance
Work site and appliance cleaning	Formal protocols and arrangements are in place to ensure general, preventative and targeted cleaning of RFS sites and appliances/vehicles.	2021-22 Bushfire Season COVID Operational Arrangements Fact Sheet - NSW RFS Site and Appliance Cleaning
NSW RFS COVID-19 Response Levels	Response levels for working and operational arrangements reflective of health restrictions at the time. Close contact arrangements varied in line with Public Health Order	2021-22 Bushfire Season COVID Operational Arrangements COVID-19 Response Levels
Rapid Antigen Testing (RAT)	RAT in place at RFS Headquarters, Glenndenning, Training Academy at Dubbo and Base Camps. RAT is available at Districts and Brigades for self testing purposes.	NSW RFS Rapid Antigen Testing Framework
COVID-19 Mandatory Vaccination Reporting	All staff and volunteer members are required to report their COVID-19 vaccination status in their membership records.	P3.4.2 COVID-19 Vaccination Policy (All Staff) NSW RFS COVID-19 Vaccination Records Management Protocol V1.3
COVID-19 Mandatory Vaccination	All staff and on-site contractors required to be vaccinated against COVID-19 (from 17 Jan 2022). Volunteer members (except members of exempt Brigades) are required to be vaccinated against COVID-19 (from 1 July 2022).	P3.4.2 COVID-19 Vaccination Policy (All Staff) COVID-19 Mandatory Vaccination Position (All Volunteers)

Consequence Rating							
Rating	Health & Safety Impact	Business Capability	Community Impact	Environmental Impact	Financial Impact	Reputational Impact	Legal/Regulatory/ Compliance Impact
5 Extreme	Multiple fatalities and/or injuries with widespread medical attention required	Loss of key service delivery requiring extended external assistance >1 week	Community impact severe and lasting >1 week; not functioning without support	Long term (>5yr) significant environmental damage or clean up costs >\$5m	Financial loss or unrecompensed expense of >\$30m Fraud >\$1m	Damage to corporate reputation at national or international level Major loss of community support	Parliamentary scrutiny/major government intervention Significant prosecution, fines or class action Imprisonment of responsible officers
4 Major	Single fatality, serious injuries or occupational illnesses with potential acute or chronic disabilities	Loss of key service delivery requiring external assistance between 1 day and 1 week	General and widespread community impact on functioning for a period of up to one week	Medium term (1-5yr) significant environmental damage or clean up costs \$1 to \$5m	Financial loss or unrecompensed expense of \$10 - \$30m Fraud >\$500,000	Damage to corporate reputation at state or national level Significant decrease in community support	Ministerial inquiry/government intervention Requires external legal assistance Prosecution by regulator Litigation Responsible officers charged with offence
3 Moderate	Medical treatment required with potential for short term absence ≤1 week with no fatalities or serious long-term disabilities	Loss of service delivery causing disruption of up to 1 day	Normal community functioning with some inconvenience for 24 or 48 hours	Short term (<1yr) environmental damage or clean up costs up to \$1m	Financial loss or unrecompensed expense of \$1 - \$10m Fraud >\$50,000	Damage to corporate reputation at state or regional level Moderate decrease in community support	Regulatory breaches with investigation or report to authority with prosecution powers Requires intervention by senior management Fines possibly incurred
2 Minor	Minor injuries only, medical treatment required. Sick leave not required	Loss of service delivery causing disruption of less than half a day	Some community disruption for less than 24 hours	Small and short-term environmental damage requiring less than \$250,000 to clean up	Financial loss or recompensed expense of \$100,000 to \$1m Fraud >\$5,000	Damage to corporate reputation at regional or local level Minor decrease in community support	Minor policy non-compliances or regulatory breaches, managed at local level
1 Insignificant	On-site first aid may be required	Inconsequential loss of service delivery. No impact on operations	Inconsequential disruption to the community	Small environmental impact, clean up on-site managed within normal operating budget	Financial loss or unrecompensed expense of less than \$100,000 Fraud <\$5,000	Local awareness of an issue exists but there is no public concern	Minor compliance issues

Likelihood Table	
Likelihood	Detailed description
5 Highly Likely	<ul style="list-style-type: none">Strong likelihood of re-occurring, with much opportunity and means to occurThe consequence is expected to be experienced in most circumstances (monthly)High level of known incidents (records/experience)
4 Likely	<ul style="list-style-type: none">Considerable opportunity and means to occurThe assessed level of consequence will probably be experienced in most circumstances (annually)Regular incidents known (records/experience)
3 Possible	<ul style="list-style-type: none">Some opportunity and means to occurThe assessed level of consequence should be experienced at some time (2 to 5 years)Few infrequent, random occurrences recorded/experienced
2 Unlikely	<ul style="list-style-type: none">Little opportunity or means to occurThe assessed level of consequence could be experienced at some time (5 to 15 years)No known incidents recorded or experienced
1 Highly Unlikely	<ul style="list-style-type: none">Almost no opportunity to occurThe assessed level of consequence may be experienced only in exceptional circumstances (15+ years)Not known to have ever occurred

Consequence						
Likelihood		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
	Highly Likely (5)	Low	Medium	High	Critical	Critical
	Likely (4)	Low	Medium	High	High	Critical
	Possible (3)	Low	Low	Medium	High	Critical
	Unlikely (2)	Low	Low	Low	Medium	High
	Highly Unlikely (1)	Low	Low	Low	Low	Medium



Active Management	This level of risk is generally unacceptable in any circumstance and must be reported to the Audit and Risk Management Committee for review. Further these risks need to have clear stewardship by a member of the executive. Urgent treatment is required to reduce the level of risk, with ongoing active review of treatment options and supporting plans.
Critical Control	The inherent level of risk is high however there are strong controls in place to support the mitigation. Consequently there is a high reliance on the operating effectiveness of these controls to minimise the likelihood or impact should the risk event occur. Controls need to be constantly monitored by senior members of the leadership team to confirm their effectiveness (i.e. at least quarterly)
Periodic Review	While the controls are not always strong, the inherent risk rating is not at the highest levels either. Management should consider options to improve the control environment through appropriate risk treatments, or monitor the risk profile to ensure it does not increase over time.
No Major Concern	Risks where systems and processes managing the risk are adequate. Monitoring of the controls and the risk profile should occur periodically.