

# **RISK MANAGEMENT PLAN**

**for the**

***Monaro Folk Society***



[www.monarofolk.org.au](http://www.monarofolk.org.au)

**Updated: 29 December 2008**

*"The basic objectives of the Society are to foster enjoyment of and interest in all aspects of folk lore; including singing, dance, music, stories, ballads, poetry and literature."*

## TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	3
The Monaro Folk Society (THE MFS) .....	3
ORGANISATION BRIEF & BACKGROUND .....	3
RISK MANAGEMENT POLICY STATEMENT .....	5
1. INTRODUCTION .....	6
1.1 Purpose Of This Document .....	6
1.2 Goals of Risk Management at THE MFS .....	6
2. CONTEXT AND BACKGROUND .....	6
2.1 What Is Risk Management?.....	6
2.2 What Benefits Will a Risk Management Plan Give? .....	6
2.3 Background .....	7
3. RISK MANAGEMENT AT THE MFS .....	8
3.1. Overview of THE MFS’s Risk Management Process.....	8
3.2. Risk Management Structure and Responsibilities .....	8
3.3 Implementation .....	8
3.4 Monitoring and Review.....	9
3.5 Deliverables.....	9
3.6 Monitoring and Review.....	9
4. INITIAL RISK IDENTIFICATION AND RISK TREATMENT .....	10
4.1 Risk Criteria.....	10
Mission Statement.....	12
Objectives .....	12
Assets.....	14
Stakeholders.....	14
Emergency Contacts.....	15
Terminology .....	16
Terminology .....	17
Public Liability Risk Register .....	18
Specific Group Risk Register .....	23
Risk Treatment Schedule and Plan.....	24
Risk Contingency Plans.....	26

## **EXECUTIVE SUMMARY**

### **The Monaro Folk Society (THE MFS)**

Risk can be considered to be inherent in everything we do. In the course of MFS's activities, we currently manage and control our risks in a variety of ways. We have a formalised, integrated and visible process to identify risk exposures across all our activities and to provide us with an assurance that these exposures are adequately controlled and any gaps are rectified.

Our aim is to achieve best practice in controlling all the risks to which MFS is exposed. We will achieve this by identifying our priority exposures, addressing these, incorporating appropriate risk management strategies, risk improvements and contingency planning into our business, monitoring and reviewing ongoing risks to account for changes in our operations and to enable us to make well-informed decisions on risk controls.

This document outlines the framework for MFS's risk management. Within this framework, training will provide appropriate tools and practices for the effective management of risks. Our challenge is to infuse risk management into our culture, our everyday business operations and those of our contractors and business partners.

## **ORGANISATION BRIEF & BACKGROUND**

The Monaro Folk Society was in many ways a product of the Australian folk revival of the 1960s. In 1969, the students of Campbell High School, together with the teachers and a few 'folky' friends, produced Dick Diamond's Australian musical "Reedy River". This event seems to have focussed a burgeoning interest in bush music and folk culture in the Canberra region. The Monaro Folk Music Society was formed shortly after, primarily to facilitate the running of Canberra's first folk festival at the ANU in 1970.

The Society went on to host regular bush dances at the Yarralumla Woolshed, as well as many other events including three National Folk Festivals.

In 1989, the Society funded the launch of the Merry Muse Folk Club, and this was made an official activity of the Society, as its concert/walkup venue in 1995.

The Society, which changed its name to the Monaro Folk Society Inc. in 2002, remains a vibrant, active and well-respected organisation to this day. A detailed history of the Society from its roots until the end of the 20th century was published in 2004, entitled "A Score and a Half of Folk – The History of the Monaro Folk Society".

The Society is the registered proprietor of The Merry Muse.

The MFS works for its objectives through an extensive programme of entertainment, education and mutual assistance in the Folk Arts. The Society's concert venue - The Merry Muse - doesn't only showcase local and touring artists, it encourages performer development through walk-up opportunities, and its monthly Settlers' Nights combine a musicians' session with a bush-dancers' workshop. The monthly MFS Club Nights at the Canberra Inn, offer an opportunity for society members to get together at a blackboard venue. There are also 3 regular weekly music nights and one monthly singing session.

The Society offers an extensive public dance programme including classes, workshops, and two display groups and maintains relations with other organisations of like mind. Besides the Merry Muse Settler's Night, there are bush dances on the first and last Saturdays of the month, monthly Saturday night Contra dancing or Irish Set Dancing, bush dance workshops or Dancing in the Park on Monday evenings, Contra Club on two Tuesday evenings a month, and Irish Set Dancing on Wednesday evenings. There are also special dance events throughout the year e.g. The Colonial Ball.

The Society's newsletter Monaro Musings is published monthly except January, and is mailed to all members. The newsletter is in its 15th year of publication (2006) and typically of 16 A4 pages. (Some years ago Monaro Musings was for a time available on the Internet, but that is not currently the case.)

## **RISK MANAGEMENT POLICY STATEMENT**

THE MFS is committed to the management of risk to continue to protect:

- Clients and stakeholders
- Volunteers and their skills
- Members of the public
- Suppliers (eg performers and sound professionals)
- Environment
- Quality of service
- Assets and intellectual property
- Contractual and statutory obligations
- Image and reputation

Risk management is a key part of improving our business and services to be a leading Organisation. Our aim is to achieve best practice in controlling all the risks to which our business is exposed.

To achieve this aim, risk management standards will be created, maintained and continually improved. This will involve risk identification and risk evaluation linked to practical and cost-effective risk control measures commensurate with our business.

Risk management is a continuous process demanding awareness and proactive action from all MFS's volunteers and outsourced service providers to reduce the possibility and impact of accidents and losses, whether caused by MFS or externally.

Risk Management is a core responsibility for all parents and carers. Suitable risk management activities will be incorporated into our business planning, operations and the management of our contractors and service providers. The scope of these activities will encompass:

- Education and training in risk management for all core volunteers, especially those in charge of public activities
- Developing risk management standards
- Conducting quality reporting and audits for identifying and eliminating risks
- Helping to prioritise and schedule risk control improvements in each of MFS's activities
- Regular reporting to MFS executive on risk improvement and compliance

Our challenge for the future is to infuse risk management into our culture, our everyday business operations and those of our contractors and business partners. Everyone's involvement and support is critical to an effective result.

President

December 2008

## 1. INTRODUCTION

### 1.1 Purpose Of This Document

The purpose of this document is to set out a plan for ensuring that Risk Management is considered and included in the business and operations of MFS, and to provide guidelines for its implementation.

### 1.2 Goals of Risk Management at THE MFS

The goals behind introducing Risk Management into MFS are threefold:

- To provide an assurance that MFS has identified its highest-risk exposures and has taken steps to properly manage these.
- To ensure that MFS's business planning processes include a focus on areas where risk management is needed.
- To establish a process across MFS that will integrate the various risk control measures that the Organisation already has.

## 2. CONTEXT AND BACKGROUND

### 2.1 What Is Risk Management?

**Risk** is usually defined as an assessment of the **possibility** of some adverse event occurring and the likely **consequences** of this event. Risk is inherent in the functions and activities of the Organisation and its service providers. As the consequences of an adverse event may include an inability to meet stakeholder and customer requirements, financial loss, organisational embarrassment, operational disruption, legal problems, and so forth, it is important that management policies, procedures and practices are in place to minimise MFS's exposure to risk.

**Risk Management** involves adopting and applying a systematic process to identify, analyse, assess, control and monitor risk so that it is reduced and maintained within an acceptable level. Risk Management is a business tool and a part of "good management" and good planning processes.

### 2.2 What Benefits Will a Risk Management Plan Give?

Risk Management will assist us to achieve MFS's community objectives by:

- Integrating the various risk control measures that MFS currently uses into one holistic view of what MFS is doing to minimise its risk exposures. This single view will show priorities and any gaps that need to be addressed.
- Implementing a visible, formalised and consistent process for managing MFS's exposures to risk, thereby supporting continuous improvement in MFS's programs and providing an assurance of more effective outcomes.
- Incorporating identified risk management solutions into planning and administrative processes resulting in more structured, accountable and effective business planning and project management;
- Building on existing risk management strategies such as our administrative, contractual, safety and quality management controls; and

- Encouraging staff and managers to think about risk, and risk management, in their day-to-day work and in forward planning activities.

Risk Management will be applied **to all THE MFS activities**, including any delivered on the Organisation's behalf by external service providers and project contractors. This will help us to:

- Ensure that the quality and reliability of services and other program outputs are of a very high standard;
- Ensure services meet requirements and are delivered within cost and schedule;
- Protect employees, property, information and all other assets; and
- Comply with all legal requirements relative to areas of risk.

### 2.3 Background

THE MFS has exposure to a diverse range of risks, including professional risks and risks associated with competition and public events.

THE MFS formalises existing management controls and risk mitigation strategies, and relates them to our planning processes to develop a more rigorous, measurable and integrated risk management framework.

THE MFS's main risk mitigation strategies will include administrative, contractual, technical, safety and management controls as a part of our program activities - for example:

- Detailed standards, checks, tests and quality assurance;
- Policy and procedure manuals and guidelines;
- Training and development;
- Safety for volunteers and the public using specific OH&S tools;
- Standard indemnities, insurances and the like;
- Contingency planning;
- Internal Audit checks and surveys.

THE MFS now seeks to formalise existing administrative and management controls and risk mitigation strategies, and relate them to our planning processes to develop a more rigorous, measurable and integrated risk management framework across all activities and projects.

### 3. RISK MANAGEMENT AT THE MFS

#### 3.1. Overview of THE MFS’s Risk Management Process

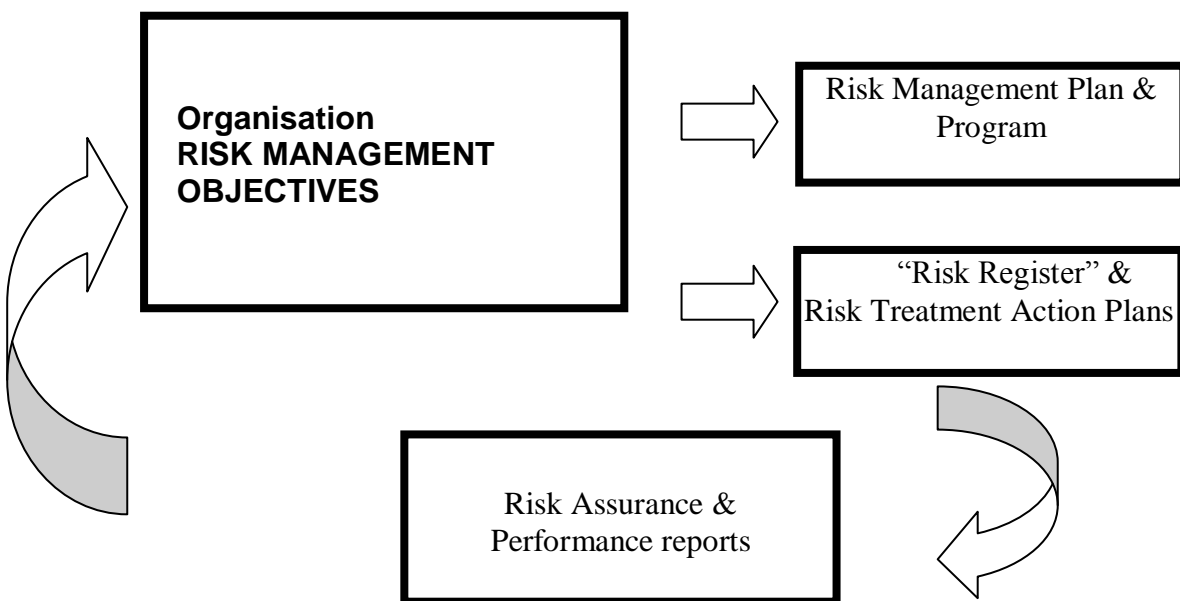
“Risk Management” is the discipline required to minimise the impact and cost to MFS, in dealing with risks to which we are exposed, in a manner consistent with achieving our business objectives.

THE MFS’s risk management policy sets out our attitude to, and objectives for, managing risk. It is the benchmark by which all decisions in the handling of risk will be tested.

This “Risk Management Plan” sets out the manner in which MFS’s Risk Management Policy is achieved. THE MFS’s risk management approach and process follows that outlined by the Australian Standard for Risk Management, AS/NZS 4360:2004.

The end result of risk management is to provide the MFS management with a regular profile report of the status of risks and risk controls across the organization, and an assessment/assurance report of its major risks. Figure 1 below illustrates.

**Figure 1. Desired outcomes of THE MFS’s Risk Management**



#### 3.2. Risk Management Structure and Responsibilities

All members/volunteers of MFS are responsible for managing risk within their span of control, for promoting the application of risk management and assisting with the identification of global or broad based risks that could impact on the MFS as a whole.

#### 3.3 Implementation

The MFS aims to achieve the above requirements by developing suitable analysis and documentation of risks in implementation of activities, namely to:

- Identify risks in the immediate area and of wider Organisation impact;
- Assess the probability of the risk eventuating;
- Assess the likely impact on the work area and/or organisation if the risk occurs;
- Determine an overall risk rating on the basis of probability and impact;
- Record any existing controls or strategies which aim to reduce the risk;
- Determine if the risk exposure is acceptable or not;
- Determine further action plans and contingency plans to manage the risk where appropriate.

Documentation of risks will form a Risk Register which is open to review and updating. Risk information will be filtered to focus on only those risk exposures that are significant and relevant to providing assurance.

### **3.4 Monitoring and Review**

The Register is formally reviewed and updated as needed. These formal reviews will include a summary ranking of risks by overall rating level to identify all “high” and “medium” level risks across the MFS as a whole to ensure that all are accounted for.

### **3.5 Deliverables**

#### **3.5.1 The Organisation**

The MFS will maintain a Risk Register compiled from a consolidation of all previous Risk Registers and Action Plans indicated above. In addition, account will be taken of risk exposures that would apply only to the MFS as a whole.

#### **3.5.2 Training**

To ensure the successful implementation of risk management throughout the MFS, appropriate training in risk management will be provided to all core volunteers.

Training content encompasses the risk management process, application of risk management tools, assistance with identification and analysis of MFS’s risk exposures, risk profiling and assurance reporting.

In addition, MFS will ensure:

- All new volunteer officers will receive documentation on Risk Management, fraud awareness and Code of Conduct along with their volunteer job description;
- All committee members and current officers/volunteers will be given the opportunity to participate in regular Risk Management awareness and fraud awareness update training (at minimum, a half-day refresher course once every three years);
- Any updates and changes to the risk management policy and plan, fraud-related policies, procedures, Codes of Conduct, ethics etc. will be placed on the MFS website and updates advertised in Monaro Musings.

### **3.6 Monitoring and Review**

The Risk Plan will be formally reviewed and updated **annually** as a part of our corporate planning process, although more regular reviews and updates are encouraged in accordance with any significant changes to activities or appointments.

It is anticipated that these formal reviews will be concurrent with, and part of, the business and budget planning process because of the complementary nature of the two processes.

*These formal annual reviews will include:*

- A summary ranking of risks by overall rating level to identify all “high” and “medium” level risks across the Organisation as a whole to ensure that all are accounted for in the Organisation’s broader planning and reviewing processes of its services and operations.
- A statement of the MFS’s risk performance over the previous twelve months showing the reduction in risk, cost of risk and the improvements made in risk controls (that is, the risk treatments that have been actioned in accordance with the Action Plans).

The monitoring, review and updating of Risk Registers and Action Plans will be coordinated by THE MFS’s Management, in conjunction with other internal auditing processes, in line with their responsibilities under this Plan.

#### **4. INITIAL RISK IDENTIFICATION AND RISK TREATMENT**

The MFS aims to adopt policies to assist with the efficient and consistent preparation of Risk Registers and Risk Treatment Action Plans. These policies follow the risk assessment process outlined in AS/NZS 4360:2004 and so enables the application of that standard to the MFS’s activities.

The MFS will undertake an initial identification and assessment of its key risk exposures using this tool as the underpinning to this Risk Management Plan and start point for the implementation of Risk Treatment Action Plans. This initial identification will be updated and revised as the Plan proceeds.

##### **4.1 Risk Criteria**

THE MFS sees three criteria for setting its risk management priorities, as follows. Further risk identification, risk assessments and risk treatment need to be carried out bearing these in mind.

- Risks affecting THE MFS’s **reputation or ability** to perform.
- Risks affecting THE MFS’s **management** of and **accountability** for performance.
- Risks affecting the **safety, security and health** of THE MFS’s employees, clients and managers.

THE MFS

RISK MANAGEMENT PLAN

Version: 1.0

Date 29 January 2008

I certify that this is the latest copy of THE MFS's Risk Management Plan.

Staff and Volunteers have been briefed on this plan as per the schedule below.

.....

Signed

Lance Court

Name

President

Position

29 December 2008

Date

Should you have any questions in relation to THE MFS's Risk Management Plan, please contact the President, Lance Court on (02) 6161 2426.

Date	Briefing
29 Dec 08	Published on MFS Web Site
29 Dec 08	Email to MFS Committee
29 Dec 08	Email to MFS members via MFS-Announce

## Mission Statement

The basic objectives of the Society are to foster enjoyment of and interest in all aspects of folk lore; including singing, dance, music, stories, ballads, poetry and literature

## Objectives

- **Foster enjoyment of and interest in all aspects of folk lore** including singing, dance, music, stories, ballads, poetry and literature.
- **Be a successful centre of excellence for bush and folk culture** providing concerts, blackboard events, dance tuition, dance events, music and singing sessions and displays.
- **Provide a safe environment** by ensuring our members and volunteers are made fully aware, and implement, safe procedures.
- **Foster creativity and positive communication/community** through adherence to our code of conduct
- **Foster awareness of the Folk arts** through our website, monthly newsletter, associated radio programs and other publicity channels.

## Activities

- **Presenting concerts and blackboards**
- **Organising music/singing workshops**
- **Organising public dances in various genres**
- **Organising dance tuition in various genres**
- **Public displays of Music and/or Dance**
- **Publishing a newsletter and a website**
- **Cooperating with other like-minded organisations and people**  
Information sessions, meetings, joint concerts, sponsorship of the National Folk Festival and assistance to the Multi-cultural Festival
- **Annual Public events**  
A public event is one expecting more than 200 people and is advertised at least 3 months in advance
- **Regular events for members / guests to meet-** members club night
- **Education:** Includes Singing, Dancing, Musical Instrument sessions

## Our Code of Conduct

We, the Committee members, officers and volunteers jointly and individually commit to the following Principles:

**1. To work together,** enjoying participation, consultation and co-operation, and creativity, in line with the Society's aims and objectives:

*"To devise, advocate, promote, conduct and encourage the adoption of measures which may seem to the society to foster enjoyment and assist education in, and knowledge of all aspects of folk lore including folk singing, folk dance, folk music, folk stories, folk ballads, folk poetry and folk literature in the Australian Capital Territory, Australia and overseas."*  
(from Rules of Association)

**2. To be inclusive:** we celebrate that all our members have something unique to contribute and we value their beliefs, knowledge and experiences irrespective of race, religion, colour, age, gender, creed, or musical and artistic tastes

**3. To work in a friendly and courteous way,** with honesty and respecting requests for confidentiality. When in public on MFS business we aim to be friendly and courteous even when, on occasions, we need to act with firm authority. We avoid actions that could bring the Society into disrepute.

**4. To give assistance and support to our colleagues:** we acknowledge ethical or practical dilemmas exist and offer to give our colleagues whatever advice, assistance and support we can when they request.

**5. To help resolve disputes:** when complaints or disputes arise we will be open about the processes for resolution and we will use these processes when necessary.  
*(Disputes are currently dealt with by the President in a fair and confidential manner until the Society adopts a simple and fair disputes procedure, open to all, which will be posted on the website.)*

**6. To focus on safety:** A safe environment for our members, guests and performers is our shared responsibility, and to help ensure a safe environment we each will promptly notify a member of the Committee of any perceived risk factors that arise, and accidents or near-misses that occur in connection with the Society's activities. We will also be generally forthcoming in offering to the Committee constructive suggestions on ways in which safety may be improved.

**7. To be open and tolerant:** we encourage lively exchange of ideas and opinions on issues of interest and benefit to our folk community. We aim to concentrate on facts and truth and to listen with tolerance and forbearance when different opinions are expressed.

**8. To aim for a high standard in communication:** our magazine, website and other media such as membership leaflets and brochures will aim for best practice in terms of journalism and reflect our ethical values. *(Editorial Guidelines covering internal and external media will be posted on the website in due course, so that all members can read and contribute to their evolution.)*

**9. Change and evolution:** our Committee will be open to suggestions from its members and undertakes to give each written suggestion for the Society's improvement a fair hearing and feedback.

## Assets

- **Venues**  
White Eagle Polish Club, The Old Canberra Inn, various dance venues, The Albert Hall
- **equipment**  
3 x PAs: 1 Merry Muse, 1 Dance, 1 St. Johns, Musings hardware/software
- **facilities** website, bank account, library
- **Volunteer skills & knowledge**  
Dance teachers, callers, managers, musicians, performers.
- **Reputation**  
The MFS is one the largest community volunteer arts groups in Canberra and has a long and illustrious history of support of the Folk Arts in Canberra.

## Stakeholders

- **Clients**  
people who attend lessons, dances, concerts, sessions and book, watch or participate in our services
- **Committee**  
contributing their valuable time and expertise
- **Volunteers**  
contributing their valuable time and expertise
- **Suppliers**  
Festival Sound (PA) and renters of various venues e.g. Woolshed, Albert Hall...
- **ACT Government, Various Church and other organisations**  
Providing support, venues, and other services

## Emergency Contacts

Type	Name	Tel	E:
Insurance	To Be Determined		
President	Lance Court	(02) 6161 2426	LCourt * pcug.org.au
Vice-President	David Gilks		
Dance Sound	Bob Hodgson		
Merry Muse (concerts)	Eileen Newmarch		
Merry Muse (settlers)	Ray Mulligan		
Dance sub-Committee	Vacant		

See also: [www.monarofolk.org.au](http://www.monarofolk.org.au) "Contact" page

\*Spam prevention: please replace the \* by @ with no spaces.

**Terminology**

<b>Consequences</b>					
<b>Level</b>	<b>Rank</b>	<b>Financial Impact</b>	<b>Objectives</b>	<b>Reputation and Image</b>	<b>Activities/Operations</b>
1	Insignificant	Less than \$1,000	Negligible impact upon objectives	Unsubstantiated, low impact, low profile or no news item.	Less than 1 hour
2	Minor	\$1,000 to \$10,000	Minor effects that are easily remedied	Substantiated, low impact, low news profile.	1 hour to 1 day.
3	Moderate	\$10,000 to \$50,000	Some objectives affected	Substantiated, public embarrassment, moderate impact, moderate news profile.	1 day to 1 week.
4	Major	\$50,000 to \$150,000	Some important objectives cannot be achieved	Substantiated, public embarrassment, high impact, high news profile, Third Party actions.	1 week to 1 month.
5	Severe	More than \$150,000	Most objectives cannot be achieved	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, Third party actions.	More than 1 month.

<b>Likelihoods</b>			
<b>Level</b>	<b>Descriptor</b>	<b>Description</b>	<b>Frequency</b>
1	Rare	The event may occur in exceptional circumstances.	Less than once in 30 years.
2	Unlikely	The event could occur at some time.	Could occur once in 30 years.
3	Possible	The event should occur at some time.	At least once in 10 years.
4	Likely	The event will probably occur in most circumstances.	At least once in 3 years.
5	Almost Certain	The event is expected to occur in most circumstances.	More than once per year.

**Terminology**

<b>Qualitative Risk Analysis Matrix – Level of Risk</b>					
<b>Likelihood</b>	<b>Consequences</b>				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>5</b>	<b>M (5)</b>	<b>M (10)</b>	<b>H (15)</b>	<b>E (20)</b>	<b>E (25)</b>
<b>4</b>	<b>L (4)</b>	<b>M (8)</b>	<b>H (12)</b>	<b>E (16)</b>	<b>E (20)</b>
<b>3</b>	<b>L (3)</b>	<b>M (6)</b>	<b>M (9)</b>	<b>H (12)</b>	<b>E (15)</b>
<b>2</b>	<b>L (2)</b>	<b>L (4)</b>	<b>M (6)</b>	<b>M (8)</b>	<b>E (10)</b>
<b>1</b>	<b>L (1)</b>	<b>L (2)</b>	<b>L (3)</b>	<b>M (4)</b>	<b>H (5)</b>

<b>Risk Level Definition</b>			
<b>Risk Level</b>	<b>Definition</b>	<b>Acceptable or Unacceptable</b>	<b>Action Necessary</b>
<b>E</b>	<b>Extreme</b>	<b>Unacceptable</b>	<b>Management to instigate policy and have insurance</b>
<b>H</b>	<b>High</b>	<b>Unacceptable</b>	<b>Management to instigate policy and have insurance</b>
<b>M</b>	<b>Moderate</b>	<b>Acceptable</b>	<b>Handled by operational formal policies</b>
<b>L</b>	<b>Low</b>	<b>Acceptable</b>	<b>Handled by day to day operations</b>

## Public Liability Risk Register

Ref	Activity/Asset/ Stakeholder	Risk Event (What will happen?)	Consequences ( What is the result?)	How will risk occur (Any particular circumstances?)	Current control for that risk (What prevents this happening?)
<b>Generic RISKS</b>					
1	<b>Any Public Contact</b>	Miscellaneous accident – <b>major</b> injury	<ul style="list-style-type: none"> <li>negligible result</li> <li>Possible litigation</li> <li>Bad press</li> </ul>	<ul style="list-style-type: none"> <li>Negligence</li> <li>Misbehaviour</li> <li>Accident</li> <li>Sudden illness</li> <li>Exceptional circumstances</li> </ul>	<ul style="list-style-type: none"> <li>Policy re: public contact</li> <li>Policy re: Supervision</li> <li>Policy re: OH&amp;S</li> <li>Staff Training</li> </ul>
2	<b>Any Public Contact</b>	Miscellaneous accident – <b>minor</b> injury	<ul style="list-style-type: none"> <li>negligible result</li> <li>Possible litigation</li> <li>Bad press</li> </ul>	<ul style="list-style-type: none"> <li>Negligence</li> <li>Misbehaviour</li> <li>Accident</li> <li>Sudden illness</li> <li>Exceptional circumstances</li> </ul>	<ul style="list-style-type: none"> <li>Policy re: public contact</li> <li>Policy re: Supervision</li> <li>Policy re: OH&amp;S</li> <li>Staff Training</li> </ul>
<b>LOW Potential RISKS</b>					
3	<b>General Outdoor Activities</b> - include <ul style="list-style-type: none"> <li>Dance Displays</li> <li>Environmental activities</li> <li>Stalls</li> </ul>	Negligence causing Risks 1 & 2	See Risks 1 & 2	<ul style="list-style-type: none"> <li>Misuse of tools</li> <li>Needle stick accidents</li> <li>Stalls unattended</li> <li>Negligence</li> <li>Misbehaviour</li> <li>Accident</li> <li>Sudden illness</li> <li>Exceptional circumstances</li> </ul>	<ul style="list-style-type: none"> <li>Policy re: Outdoor activities</li> <li>Equipment Maintenance</li> <li>Hire of reputable company for stalls erection</li> <li>Re-schedule program</li> <li>Policy re: Supervision</li> <li>Policy re: OH&amp;S</li> <li>Staff Training</li> </ul>
4	<b>General Indoor Activities</b> - examples <ul style="list-style-type: none"> <li>Concerts</li> <li>Dances</li> <li>Music tuition</li> <li>Dance Tuition</li> </ul>	Negligence causing Risks 1 & 2	See Risks 1 & 2	<ul style="list-style-type: none"> <li>Misuse of tools</li> <li>Failure to notify</li> <li>Negligence</li> <li>Misbehaviour</li> <li>Accident</li> <li>Sudden illness</li> <li>Exceptional circumstances</li> </ul>	<ul style="list-style-type: none"> <li>Policy re: Indoor activities</li> <li>Equipment Maintenance</li> <li>Goods &amp; Labelling policies</li> <li>Policy re: Supervision</li> <li>Policy re: OH&amp;S</li> <li>Safety Policy re: Dance Tuition (ie stretching)</li> <li>Staff Training</li> </ul>
5	<b>Office Activities</b> - examples <ul style="list-style-type: none"> <li>Accounts and book-keeping</li> <li>Monaro Musings</li> <li>Membership register</li> <li>Meetings</li> </ul>	Negligence and or sickness causing Risks 1 or 2	See Risks 1 & 2	<ul style="list-style-type: none"> <li>Occupational hazards</li> <li>Exceptional circumstances</li> <li>Negligence</li> <li>Misbehaviour</li> <li>Accident</li> <li>Sudden illness</li> </ul>	<ul style="list-style-type: none"> <li>Policy re: Office activities</li> <li>Meeting protocols</li> <li>Policy re: Supervision</li> <li>Policy re: OH&amp;S</li> <li>Staff Training</li> </ul>

Risk Management Plan For THE MFS

Ref	Activity/Asset/ Stakeholder	Risk Event (What will happen?)	Consequences ( What is the result?)	How will risk occur (Any particular circumstances?)	Current control for that risk (What prevents this happening?)
6	<b>Equipment</b> • PA	Equipment damaged or misused causing Risks 1 or 2	See Risks 1 & 2	<ul style="list-style-type: none"> <li>• Not trained for equipment</li> <li>• Not trained for activity</li> <li>• Misuse of equipment</li> <li>• Negligence</li> <li>• Misbehaviour</li> <li>• Accident</li> <li>• Sudden illness</li> <li>• Exceptional circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Policy re: Equipment</li> <li>• Equipment Maintenance</li> <li>• Policy re: Supervision</li> <li>• Policy re: OH&amp;S</li> <li>• Staff Training</li> </ul>
7	<b>Volunteers of MFS</b>	Staff absenteeism, injury or sickness causing Risks 1 or 2	See Risks 1 & 2	<ul style="list-style-type: none"> <li>• Not following correct procedures for absenteeism, injury or sickness</li> <li>• Not trained for duties</li> <li>• Occupational hazards</li> <li>• Negligence</li> <li>• Misbehaviour</li> <li>• Accident</li> <li>• Sudden illness</li> <li>• Exceptional circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Policy re: absenteeism, injury or sickness</li> <li>• Policy re: Staff numbers</li> <li>• Policy re: Supervision</li> <li>• Policy re: OH&amp;S</li> <li>• Staff Training</li> </ul>
8		Negligence causing Risks 1 or 2	See Risks 1 & 2	<ul style="list-style-type: none"> <li>• Not following correct procedures for Community Transport Services</li> <li>• Not trained for duties</li> <li>• Occupational hazards</li> <li>• Negligence</li> <li>• Misbehaviour</li> <li>• Accident</li> <li>• Sudden illness</li> <li>• Exceptional circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Policy re: Community Transport Services</li> <li>• Policy re: Staff numbers</li> <li>• Policy re: Supervision</li> <li>• Policy re: OH&amp;S</li> <li>• Staff Training</li> </ul>
<b>HIGH Potential RISKS</b>					
9	<b>Food Preparation / Distribution</b>	Sickness to Clients causing Risks 1 or 2	See Risks 1 & 2	<ul style="list-style-type: none"> <li>• Not following correct procedures for food handling</li> <li>• Food allergies</li> <li>• Not trained for activity</li> <li>• Occupational hazards</li> <li>• Negligence</li> <li>• Misbehaviour</li> <li>• Accident</li> <li>• Sudden illness</li> <li>• Exceptional circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Fully supervised food preparation and allergy awareness</li> <li>• Policy re: food handling</li> <li>• Policy re: Supervision</li> <li>• Policy re: OH&amp;S</li> <li>• Staff Training</li> </ul>

Risk Management Plan For THE MFS

Ref	Activity/Asset/ Stakeholder	Risk Event (What will happen?)	Consequences ( What is the result?)	How will risk occur (Any particular circumstances?)	Current control for that risk (What prevents this happening?)
10	<b>Dance Activities</b>	Negligence causing Risks 1 & 2	See Risks 1 & 2	<ul style="list-style-type: none"> <li>• Not following correct procedures for sporting activities</li> <li>• Not supervised</li> <li>• Not trained for activity</li> <li>• Occupational hazards</li> <li>• Negligence</li> <li>• Misbehaviour</li> <li>• Accident</li> <li>• Sudden illness</li> <li>• Exceptional circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Policy re: Sporting Activities</li> <li>• Policy re: Supervision</li> <li>• Policy re: OH&amp;S</li> <li>• Staff Training</li> </ul>
11	<b>Physical Assistance – examples</b> <ul style="list-style-type: none"> <li>• Aged Care</li> <li>• People with disabilities</li> <li>• Recovering from surgery</li> </ul>	Negligence causing Risks 1 & 2	See Risks 1 & 2	<ul style="list-style-type: none"> <li>• Not following correct procedures for physical assistance</li> <li>• Not supervised</li> <li>• Not trained for activity</li> <li>• Occupational hazards</li> <li>• Negligence</li> <li>• Misbehaviour</li> <li>• Accident</li> <li>• Sudden illness</li> <li>• Exceptional circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Policy re: Physical assistance</li> <li>• Policy re: Supervision</li> <li>• Policy re: OH&amp;S</li> <li>• Staff Training</li> </ul>
12		Negligence causing Risks 1 & 2	See Risks 1 & 2	<ul style="list-style-type: none"> <li>• Not following correct procedures for assisted outings</li> <li>• Not supervised</li> <li>• Not trained for activity</li> <li>• Occupational hazards</li> <li>• Negligence</li> <li>• Misbehaviour</li> <li>• Accident</li> <li>• Sudden illness</li> <li>• Exceptional circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Policy re: assisted outings</li> <li>• Policy re: Supervision</li> <li>• Policy re: OH&amp;S</li> <li>• Staff Training</li> </ul>
13	<b>Social or Promotional events– examples</b> <ul style="list-style-type: none"> <li>• Book launch</li> </ul>	Negligence causing Risks 1 & 2	See Risks 1 & 2	<ul style="list-style-type: none"> <li>• Not following correct procedures for events</li> <li>• Not supervised</li> <li>• Not trained for activity</li> <li>• Occupational hazards</li> <li>• Negligence</li> <li>• Misbehaviour</li> <li>• Accident</li> <li>• Sudden illness</li> <li>• Exceptional circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Policy re: event handling</li> <li>• Policy re: Supervision</li> <li>• Policy re: OH&amp;S</li> <li>• Staff Training</li> </ul>

Risk Management Plan For THE MFS

Ref	Activity/Asset/ Stakeholder	Risk Event (What will happen?)	Consequences ( What is the result?)	How will risk occur (Any particular circumstances?)	Current control for that risk (What prevents this happening?)
14		Negligence causing Risks 1 & 2	See Risks 1 & 2	<ul style="list-style-type: none"> <li>• Not following correct procedures for Children</li> <li>• Not supervised</li> <li>• Not trained for activity</li> <li>• Occupational hazards</li> <li>• Negligence</li> <li>• Misbehaviour</li> <li>• Accident</li> <li>• Sudden illness</li> <li>• Exceptional circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Policy re: Children</li> <li>• Policy re: Supervision</li> <li>• Policy re: OH&amp;S</li> <li>• Staff Training</li> </ul>
15	<b>Theatrical / Stage Events - examples</b> <ul style="list-style-type: none"> <li>• Concerts</li> <li>• Walk Up blackboards</li> <li>• Displays</li> </ul>	Negligence causing Risks 1 & 2	See Risks 1 & 2	<ul style="list-style-type: none"> <li>• Not following correct procedures for Theatrical / Stage Events</li> <li>• Not supervised</li> <li>• Not trained for activity</li> <li>• Occupational hazards</li> <li>• Negligence</li> <li>• Misbehaviour</li> <li>• Accident</li> <li>• Sudden illness</li> <li>• Exceptional circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Policy re: Theatrical / Stage Events</li> <li>• Standard safety instructions for entertainers</li> <li>• Hire of reputable company for stage erection</li> <li>• Re-schedule program</li> <li>• Policy re: Supervision</li> <li>• Policy re: OH&amp;S</li> <li>• Staff Training</li> </ul>
16	<b>Outdoor Events - examples</b> <ul style="list-style-type: none"> <li>• Fetes</li> <li>• Festivals</li> </ul>	Negligence causing Risks 1 & 2	See Risks 1 & 2	<ul style="list-style-type: none"> <li>• Not following correct procedures for Outdoor Events</li> <li>• Stalls unattended</li> <li>• Not supervised</li> <li>• Not trained for activity</li> <li>• Occupational hazards</li> <li>• Negligence</li> <li>• Misbehaviour</li> <li>• Accident</li> <li>• Sudden illness</li> <li>• Exceptional circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Policy re: Outdoor Events</li> <li>• Policy re: Cancellation for stall owners</li> <li>• Standard safety instructions for entertainers</li> <li>• Hire of reputable company for stage erection</li> <li>• Re-schedule program</li> <li>• Policy re: Supervision</li> <li>• Policy re: OH&amp;S</li> <li>• Staff Training</li> </ul>

Risk Management Plan For THE MFS

Ref	Activity/Asset/ Stakeholder	Risk Event (What will happen?)	Consequences ( What is the result?)	How will risk occur (Any particular circumstances?)	Current control for that risk (What prevents this happening?)
17	<b>Emergency Services</b>	Negligence causing Risks 1 & 2	See Risks 1 & 2	<ul style="list-style-type: none"> <li>• Not following correct procedures for Emergency Services</li> <li>• Not supervised</li> <li>• Not trained for activity</li> <li>• Occupational hazards</li> <li>• Negligence</li> <li>• Misbehaviour</li> <li>• Accident</li> <li>• Sudden illness</li> <li>• Exceptional circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Policy re: Emergency Services</li> <li>• Policy re: Supervision</li> <li>• Policy re: OH&amp;S</li> <li>• Staff Training</li> </ul>
18	•	Equipment damaged or misused causing Risks 1 or 2	See Risks 1 & 2	<ul style="list-style-type: none"> <li>• Not trained for equipment</li> <li>• Not trained for activity</li> <li>• Misuse of equipment</li> <li>• Negligence</li> <li>• Misbehaviour</li> <li>• Accident</li> <li>• Sudden illness</li> <li>• Exceptional circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Policy re: Equipment</li> <li>• Equipment Maintenance</li> <li>• Policy re: Supervision</li> <li>• Policy re: OH&amp;S</li> <li>• Staff Training</li> </ul>
19					
20					

**Specific Group Risk Register**

Ref	Activity/Asset/ Stakeholder	Risk Event (What will happen?)	Consequences (What is the result?)	How will risk occur (Any particular circumstances?)	Current control for that risk (What prevents this happening?)
	<b>LOW RISK</b>				
21	<b>General Group Administration</b>	<ul style="list-style-type: none"> <li>• Clients not satisfied</li> <li>• Volunteers not satisfied</li> <li>• Funding Body(s) not satisfied</li> <li>• No Funding</li> <li>• No Venue</li> <li>• Not enough Volunteers</li> <li>• Bad Press</li> </ul>	<ul style="list-style-type: none"> <li>• Unable to perform core activities and/or administration</li> <li>• Loss of Clients</li> <li>• Loss of Volunteers</li> <li>• Los of Funding</li> <li>• Los of Revenue</li> <li>• Loss of Confidence</li> <li>• Loss of Reputation</li> </ul>	<ul style="list-style-type: none"> <li>• Not following correct procedures General Group Activities</li> <li>• Not supervised</li> <li>• Not trained for activity</li> <li>• Occupational hazards</li> <li>• Negligence</li> <li>• Misbehaviour</li> <li>• Accident</li> <li>• Sudden illness</li> <li>• Exceptional circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Policy re: General Group Activities</li> <li>• Policy re: Supervision</li> <li>• Policy re: OH&amp;S</li> <li>• Staff Training</li> <li>• List of alternative venues</li> </ul>
22					
23					
24					
25					
26					
27					
28					
29					
30					

### Risk Treatment Schedule and Plan

Risk Level	Risk #	Activity	Risk Event	Current Controls	After Control Impact	After Control Likelihood	Accept (Y/N)	Contingency	Person Responsible
L	1	Any Public Contact	miscellaneous accident – major injury	See Risk Register	Moderate	Rare	Y	<ul style="list-style-type: none"> <li>Contingency plan #2</li> <li>Contingency plan #14</li> </ul>	CEO Supervisor Emergency manager
L	2	Any Public Contact	miscellaneous accident – minor injury	See Risk Register	Insignificant	Unlikely	Y	<ul style="list-style-type: none"> <li>Contingency plan #1</li> </ul>	Supervisor
L	3	General Outdoor Activities	Activities causing Risks 1 or 2	See Risk Register	Moderate	Rare	Y	<ul style="list-style-type: none"> <li>Contingency plan #1</li> <li>Contingency plan #2</li> </ul>	Supervisor
L	4	General Indoor	Activities causing Risks 1 or 2	See Risk Register	Moderate	Rare	Y	<ul style="list-style-type: none"> <li>Contingency plan #1</li> <li>Contingency plan #2</li> <li>Contingency plan #6</li> </ul>	Supervisor
L	5	Office Activities	Staff negligence and or sickness causing Risks 1 or 2	See Risk Register	Moderate	Rare	Y	<ul style="list-style-type: none"> <li>Contingency plan #1</li> <li>Contingency plan #2</li> <li>Contingency plan #6</li> </ul>	Supervisor
L	6	Equipment	Equipment damaged or misused causing Risks 1 or 2	See Risk Register	Moderate	Rare	Y	<ul style="list-style-type: none"> <li>Contingency plan #1</li> <li>Contingency plan #2</li> <li>Contingency plan #5</li> <li>Contingency plan #8</li> </ul>	Supervisor
L	7	Staff of Service	Staff absenteeism, injury or sickness causing Risks 1 or 2	See Risk Register	Moderate	Rare	Y	<ul style="list-style-type: none"> <li>Contingency plan #1</li> <li>Contingency plan #2</li> <li>Contingency plan #7</li> <li>Contingency plan #9</li> </ul>	Supervisor
L	8	Community Transport Services	Sickness to Clients causing Risks 1 or 2	See Risk Register	Moderate	Rare	Y	<ul style="list-style-type: none"> <li>Contingency plan #1</li> <li>Contingency plan #2</li> <li>Contingency plan #3</li> </ul>	Supervisor
L	9	Food Preparation / Distribution	Sickness to Clients causing Risks 1 or 2	See Risk Register	Moderate	Rare	Y	<ul style="list-style-type: none"> <li>Contingency plan #1</li> <li>Contingency plan #2</li> <li>Contingency plan #3</li> </ul>	Supervisor
L	10	Sporting Activities	See Risks 1 & 2	See Risk Register	Moderate	Rare	Y	<ul style="list-style-type: none"> <li>Contingency plan #1</li> <li>Contingency plan #2</li> </ul>	Supervisor
L	11	Physical Assistance	See Risks 1 & 2	See Risk Register	Moderate	Rare	Y	<ul style="list-style-type: none"> <li>Contingency plan #1</li> <li>Contingency plan #2</li> </ul>	Supervisor
L	12	Assisted Outings	See Risks 1 & 2	See Risk Register	Moderate	Rare	Y	<ul style="list-style-type: none"> <li>Contingency plan #1</li> <li>Contingency plan #2</li> </ul>	Supervisor

Risk Management Plan For THE MFS

Risk Level	Risk #	Activity	Risk Event	Current Controls	After Control Impact Likelihood		Accept (Y/N)	Contingency	Person Responsible
L	13	<b>Social or Promotional events</b>	See Risks 1 & 2	See Risk Register	Moderate	Rare	Y	<ul style="list-style-type: none"> <li>Contingency plan #1</li> <li>Contingency plan #2</li> </ul>	Supervisor
L	14	<b>Child Care / Child Minding</b>	See Risks 1 & 2	See Risk Register	Moderate	Rare	Y	<ul style="list-style-type: none"> <li>Contingency plan #1</li> <li>Contingency plan #2</li> </ul>	Supervisor
L	15	<b>Theatrical / Stage Events</b>	See Risks 1 & 2	See Risk Register	Moderate	Rare	Y	<ul style="list-style-type: none"> <li>Contingency plan #1</li> <li>Contingency plan #2</li> </ul>	Supervisor
L	16	<b>Outdoor Events</b>	See Risks 1 & 2	See Risk Register	Moderate	Rare	Y	<ul style="list-style-type: none"> <li>Contingency plan #1</li> <li>Contingency plan #2</li> <li>Contingency plan #3</li> </ul>	Supervisor
L	17	<b>Emergency Services</b>	See Risks 1 & 2	See Risk Register	Moderate	Rare	Y	<ul style="list-style-type: none"> <li>Contingency plan #1</li> <li>Contingency plan #2</li> </ul>	Supervisor
L	18	<b>High Risk Equipment</b>	See Risks 1 & 2	See Risk Register	Moderate	Rare	Y	<ul style="list-style-type: none"> <li>Contingency plan #1</li> <li>Contingency plan #2</li> </ul>	Supervisor
L	21	<b>General Group Administration</b>	<ul style="list-style-type: none"> <li>Clients not satisfied</li> <li>Volunteers not satisfied</li> <li>Funding Body(s) not satisfied</li> <li>No Funding</li> <li>No Venue</li> <li>Not enough Volunteers</li> <li>Bad Press</li> </ul>	See Risk Register	Moderate	Rare	Y	<ul style="list-style-type: none"> <li>Contingency plan #7</li> <li>Contingency plan #9</li> <li>Contingency plan #11</li> <li>Contingency plan #13</li> </ul>	CEO

**Risk Contingency Plans**

**Miscellaneous accident – Minor Injury**

Steps to take for a minor injury. Got the first aid kit ready?

CONTINGENCY PLAN 1	
Risk	Miscellaneous accident - minor injury
Recommended response and impact	See policy documents regarding accident handling & supervision
Other proposed actions	Follow policies regarding first aid
Resource requirements	First aid Officer, first aid kit
Responsibilities	Manager
Timing	ASAP
Reporting and monitoring required	Follow policies regarding accident reporting procedures
Prepared by:	
Date:	
Reviewed by:	
Date:	

**Miscellaneous accident – Major Injury**

Steps to take for a major injury crisis. Speed is the essence!

CONTINGENCY PLAN 2	
Risk	<b>Miscellaneous accident - major injury, Staff injury or sickness</b>
Recommended response and impact	See policy documents regarding accident handling & supervision
Other proposed actions	Follow policies regarding first aid and follow up
Resource requirements	First aid Officer, first aid kit and appropriate contact phone numbers
Responsibilities	Manager
Timing	ASAP
Reporting and monitoring required	Follow policies regarding accident reporting procedures
Prepared by:	
Date:	
Reviewed by:	
Date:	

**Sickness due to Food Preparation Plan**

Steps to take for a food allergy or food poisoning crisis.

CONTINGENCY PLAN 3	
Risk	<b>Sickness due to food preparation</b>
Recommended response and impact	Fully supervised response to food allergy or food poisoning - see policies
Other proposed actions	Follow policies regarding first aid and follow up
Resource requirements	First aid Officer, first aid kit and appropriate contact phone numbers
Responsibilities	Manager
Timing	ASAP
Reporting and monitoring required	Follow policies regarding accident reporting procedures
Prepared by:	
Date:	
Reviewed by:	
Date:	

**Alternative Venue Plan**

How hard would it be to physically re-locate your base of operations?

CONTINGENCY PLAN 4	
Risk	Move to Alternative venue
Recommended response and impact	Refer to pre-arranged list of alternative venues
Other proposed actions	Notify clients and Volunteers
Resource requirements	Staff and Vehicles, alternative contact numbers.
Responsibilities	Manager
Timing	ASAP
Reporting and monitoring required	Follow policies regarding packing, moving and reporting.
Prepared by:	
Date:	
Reviewed by:	
Date:	

### Equipment Replacement Plan

How quickly can you get a new computer or vehicle up and running?

CONTINGENCY PLAN 5	
Risk	Equipment replacement
Recommended response and impact	Regular maintenance - see policies
Other proposed actions	Remove damaged equipment
Resource requirements	
Responsibilities	Manager
Timing	ASAP
Reporting and monitoring required	Follow policies regarding equipment reporting procedures
Prepared by:	
Date:	
Reviewed by:	
Date:	

## Evacuation Plan

How you get everybody out your premises if there is an emergency.

CONTINGENCY PLAN 6	
Risk	Evacuation Plan
Recommended response and impact	1. Initial Assessment: any event must be initially evaluated for appropriate response measures, including evacuation and contacting emergency services and building owners. 2. Life Safety Assurance: any threat to the lives or safety of individuals must be addressed immediately. 3. Protection of Property: action must be taken to limit and control property damage. 4. Final check for non-evacuated personnel. 5. Assemble at a safe distance. "Buddy check" for anyone that may still be inside the building. 6. Recovery: action must be taken to return to normal operations when safe, and fully recover.
Other proposed actions	If impact is significant, conduct post-incident evaluation.
Resource requirements	Nominated Event Manager for each event.
Responsibilities	Event Manager
Timing	ASAP
Reporting and monitoring required	If impact is significant, report to MFS Committee.
Prepared by:	
Date:	
Reviewed by:	
Date:	

**Continued Service Delivery Plan**

Can you run your organisation without key staff or from a different location if necessary?

CONTINGENCY PLAN 7	
Risk	Continued Service Delivery Plan
Recommended response and impact	Move to alternative venue. Call on emergency callers, musicians, managers and helpers as needed.
Other proposed actions	
Resource requirements	Venue listings, contact listings.
Responsibilities	Event Manager
Timing	ASAP
Reporting and monitoring required	Report unaddressed resourcing issues to MFS Committee.
Prepared by:	
Date:	
Reviewed by:	
Date:	

**Information Recovery Plan**

Do your backups really work?

CONTINGENCY PLAN 8	
Risk	Information Recovery Plan
Recommended response and impact	Backup members register data to separate location. Maintain backup copy of web site.
Other proposed actions	
Resource requirements	
Responsibilities	Membership Secretary Team
Timing	Ongoing
Reporting and monitoring required	Report unaddressed issues to MFS Committee
Prepared by:	
Date:	
Reviewed by:	
Date:	

### Staffing Plan

A plan to get extra volunteers or staff.

CONTINGENCY PLAN 9	
Risk	Replacement of Volunteers or Staffing Plan
Recommended response and impact	Activity owners to continuously recruit volunteers to expand participation and share the load, and allow for attrition. MFS Committee to assist if requested by activity owners.
Other proposed actions	Training related to volunteer recruitment and retention.
Resource requirements	Volunteers willing and able to recruit volunteers.
Responsibilities	Activity Owners
Timing	Ongoing
Reporting and monitoring required	Report unmet needs for volunteers to MFS Committee
Prepared by:	
Date:	
Reviewed by:	
Date:	

**Alternative Processing Plan**

If your electronic booking system goes wrong, have a manual alternative ready.

CONTINGENCY PLAN 10	
Risk	Alternative Processing Plan
Recommended response and impact	Electronic bookings if used would be low volume. Maintain a manual journal of all bookings taken for use in disaster recovery. Maintain paper trail for all entries to MFS membership and bookings systems.
Other proposed actions	
Resource requirements	Modest amount of extra volunteer time
Responsibilities	Activity owners
Timing	Ongoing
Reporting and monitoring required	Report any unaddressed issues tp MFS Committee
Prepared by:	
Date:	
Reviewed by:	
Date:	

**Financial Plan**

What do you do if you can't pay your bills or payroll due to a fire etc?

CONTINGENCY PLAN 11	
Risk	Financial Plan
Recommended response and impact	Request help from members - fund-raising, loans. Advise all creditors of the situation and its causes, and negotiate mutually acceptable repayment plan.
Other proposed actions	Maintain a financial buffer
Resource requirements	Cash at bank
Responsibilities	Treasurer, MFS Committee
Timing	Ongoing
Reporting and monitoring required	Treasurer's Reports
Prepared by:	
Date:	
Reviewed by:	
Date:	

**Backlog Recovery Plan**

If your organisation can't operate for a number of weeks, how will you clear the backlog of work that piles up?

CONTINGENCY PLAN 12	
Risk	Backlog Recovery Plan
Recommended response and impact	Call for volunteer team to help clear the backlog.
Other proposed actions	
Resource requirements	Volunteers
Responsibilities	Activity Owners
Timing	As Required
Reporting and monitoring required	Report unaddressed issues to MFS Committee
Prepared by:	
Date:	
Reviewed by:	
Date:	

**Media Plan**

How about a set of pre-written statements for the press?

CONTINGENCY PLAN 13	
Risk	Media Plan
Recommended response and impact	Notify media and members of cancellations etc
Other proposed actions	
Resource requirements	List of media contacts, MFS Announce email list
Responsibilities	Activity Owners
Timing	As required
Reporting and monitoring required	
Prepared by:	
Date:	
Reviewed by:	
Date:	

### Emergency Response Strategy Plan

If a crisis occurs, who's in charge and how is it managed?

CONTINGENCY PLAN 14	
Risk	Emergency Response Strategy Plan
Recommended response and impact	<ul style="list-style-type: none"> <li>• Critical incident containment</li> <li>• Emergency Manager notified</li> <li>• Emergency Manager to appoint staff to crisis duties</li> </ul> MFS Emergency Manager is first available of President, Vice-President, Secretary, Treasurer, any MFS Committee member, any volunteer.
Other proposed actions	Staff, Volunteers and clients to be notified
Resource requirements	
Responsibilities	Emergency Manager
Timing	As Needed
Reporting and monitoring required	Report significant emergencies to MFS Committee
Prepared by:	
Date:	
Reviewed by:	
Date:	