

# Create a Risk Quick Reference Guide

Enterprise Risk Management



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## DOCUMENT CHANGE CONTROL

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## Overview

The Enterprise Risk Register (ERM) is a module available in Riskware that allows a Risk Owner to create, manage, review and report on risks. The ERM Register has an integrated workflow capability that offers users the ability to approve, review and assign tasks to mitigate risks.

The University's Risk Management process complies with AS ISO 31000:2018 and is in line with JCU Risk and Compliance Management policies.

The risk management processes consist of a series of steps that, when undertaken in sequence, will enable the user to identify, assess, control and manage potential impacts and opportunities. The elements of the risk management process are presented in Figure 1.

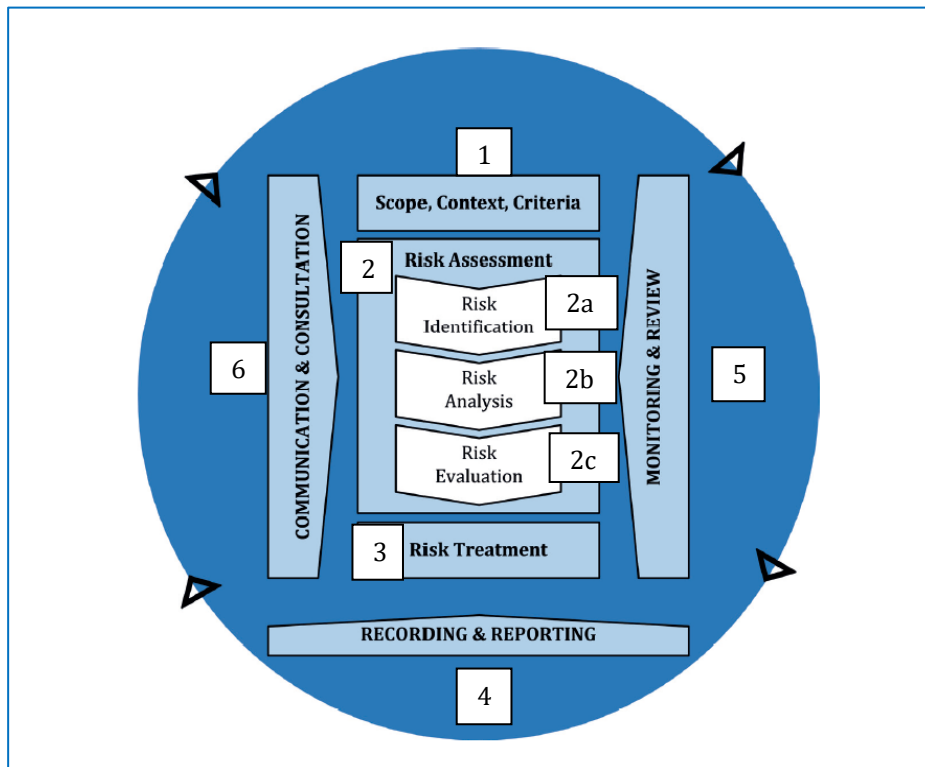


Figure 1 – Risk Management Process

Source: AS ISO 31000:2018

Under this approach, there are six key stages to the risk management process:

1. Establish context - the scope, boundaries and criteria
2. Risk Assessment - identify, analyse and evaluate risks
3. Treat Risks - implement and assess controls to address risk
4. Monitoring and review - risk reviews and audit
5. Recording and Reporting – effective governance
6. Communicate and consult - with internal and external stakeholders

The JCU Risk Management Framework applies the AS ISO 31000:2018 principles, framework and process of managing risks. As such the ERM Register in Riskware has been designed with this risk management process in mind.

The creation of a risk demonstrated in this Quick Reference Guide will focus on the first 3 stages of the process, as illustrated in Figure 2 below.

## Create a New Risk

In the Enterprise Risk Register, to create a new risk click on the 'New' icon.  
A Risk Assessment Form will appear.





The screenshot shows the 'Enterprise Risk Assessment' form. It is divided into several sections:

- 1 CONTEXT**: Contains Step 1 (Classify the Risk) and Step 2 (Select one or more impacted Risk Consequence Category). Step 1 includes fields for Date Risk Identified, Risk Owner, and affected Business Unit/Function/Category. Step 2 includes checkboxes for Academic, Compliance & Liability, People, Strategic, Business Disruption, Financial, Reputation, and WHS.
- 2a IDENTIFY**: Step 3 (Risk Description - Identify and describe the Risk).
- 2b ANALYSE**: Step 4 (Risk Source/Causal Factor).
- 2c EVALUATE**: Contains Step 5 (Existing Control(s)), Step 6 (Current Risk Rating), and Step 7 (Risk Treatment Option).
- 3 TREAT**: Contains Step 8 (Risk Treatment Plan), Step 9 (Who is responsible and by when?), and Step 10 (Residual Risk Rating).

Figure 2: Risk Assessment Form

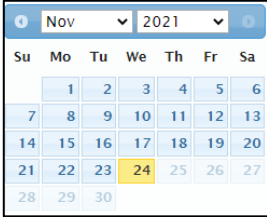
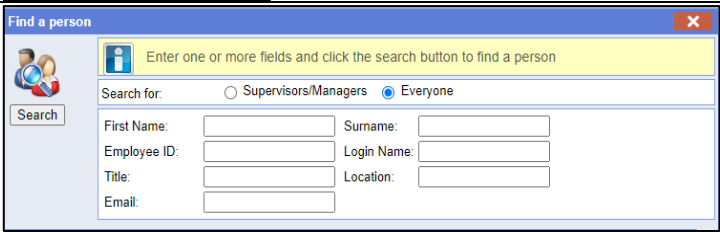
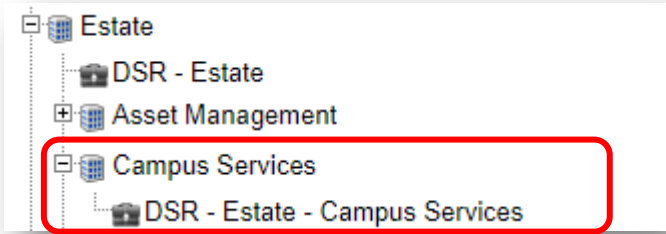
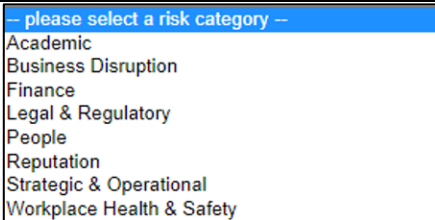
 All parts denoted with a  are required fields.

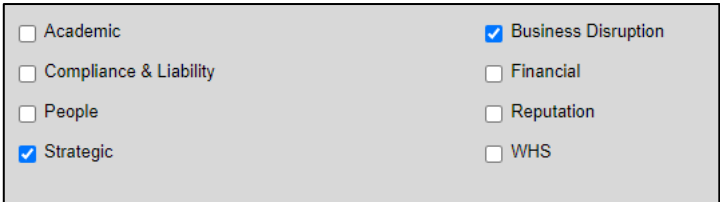
 **Refer to:**  
**Appendix 1 – Login to Riskware**  
**Appendix 2 – Layout and Navigation**  
**Appendix 3 - Navigation Tools and Commands**

 For more information on Risk Management processes, policies and procedures, please refer to the [JCU Risk Management Policy](#) and [Risk Management Framework and Plan](#)

## 1. Establish the Context

The context of the risk should be established from the understanding of the external and internal environment in which JCU operates and what impact such a risk may have on preventing us from meeting our strategic and business objectives.

Step 1	Establish the Context
In Step 1 of the Risk Assessment form, assign a Risk Owner and select the primary affected Business Unit and Business Function. Once the Business Unit has been selected, select a primary affected Risk Category.	
<u>Enter Date</u>  When selecting a date, any current date or a date in the past can be selected from the dropdown.	
<u>Risk Owner</u>  Your name will appear (as default). You can also assign another Risk Owner.	
Select the primary affected <u>Business Unit</u> and then Select the affected <u>Business Function</u>	
Select the primary affected <u>Risk Category</u> :	

Step 2	Impacted Risk Consequence Categories
In Step 2 of the Risk Assessment form select one or more <b>Impacted Risk Consequence Categories</b> should this risk occur. That is, select one or more categories that could be impacted if this risk were to materialise.	
Select one or more impacted <u>Risk Consequence Categories</u> .  Selecting a risk category will enable the Current and Residual Risk Rating Matrix to perform a Risk Evaluation (Steps 6 & 10)	

## 2. Risk Assessment






### a. Risk Identification

What are the risks that are inherent to the business objective and planned strategies?

Consider how this risk will affect the existing risk profile of the University. Be creative, but realistic in developing risk scenarios.

Step 3	Risk Identification
In Step 3 in the <b>Risk Description</b> textbox, identify and describe the risk.	
Consider: <ul style="list-style-type: none"><li>• what can go wrong,</li><li>• when and where, and</li><li>• how and why.</li></ul>	<div><b>Step 3</b> Risk Description - Identify and describe the Risk</div> <div></div>


### b. Risk Analysis

Step 4	Risk Source/Casual Factor
In Step 4 of the Risk Assessment form in the <b>Risk Source/Casual Factor</b> textbox describe the reasons that would cause this risk to occur.	
Select the Risk Source Category. Risk Source Categories have been categorised as: Internal and External risk sources.  From the dropdown select one of either: <ul style="list-style-type: none"><li>• External Events</li><li>• Internal – People, Process, Systems</li><li>• Legal &amp; Compliance</li></ul>	<div><b>ANALYSE</b></div> <div><b>Step 4</b> ➕ Risk Source/Causal Factor What will/could cause the Risk to occur?</div> <div>-- Select the Risk Source Category -- ▼</div>
In the textbox, enter a description that clearly articulates the perceived cause of the risk by asking: "What will/could cause the risk to occur?"  You can add multiple risk sources by clicking on the 'Add' icon. Move the significance of the risk source 'Up' or 'Down'. 'Cancel' the risk source.  Refer to Appendix 3	<div></div> <div>    </div>

### c. Risk Evaluation

What existing controls are in place to manage this risk or similar risks at present? How effective are these controls in managing this risk or similar risks? It is important to determine at this point, what risk controls are **currently** employed to mitigate the risk and their effectiveness.

Step 5	Existing Controls
<p>In Step 5 of the Risk Assessment form enter:  <b>Existing Controls</b> that are currently in place to manage the risk.  <b>Control Type</b> for this identified existing control.  <b>Control Effectiveness</b> rating that the risk owner can determine in consultation with relevant stakeholders.</p>	
Describe the Control and its effectiveness	<div> <div>Step 5</div> <div>Existing Control(s)</div> <div>Describe the Control and its effectiveness</div> </div>

Step 6	Current Risk Rating
<p>In Step 6 of the Risk Assessment form the effectiveness of the current controls can be assessed. This will determine the current risk rating of the risk.  <b>Note: this can be done at a later date once more information has been gathered about the risk and proposed mitigation actions.</b></p>	
Control Effectiveness	-- How effective is the Control? --
Control Effectiveness – Oversight (Complete during Risk Review)	-- Control Effectiveness: Oversight --
Select the person currently responsible for managing this risk.	Select the person responsible
<p>Is this a Key Control?</p> <p>Select this tick box if this control is common and can be referenced from the control library in future.</p>	Key Control <input type="checkbox"/>
<p>Click on <b>Matrix</b> and determine the <b>Current Risk Rating</b> based on the <b>effectiveness of the existing controls</b>.</p> <p>Risks are measured against two key criteria:</p> <p>The <b>likelihood</b> of the event occurring.</p> <p>The <b>consequence</b> or impact of an adverse event.</p> <p>Based on the likelihood and consequence click on the appropriate box and click <b>OK</b>.</p>	<div> <div>Current Risk Rating Level of Risk with existing Control(s)</div> <div>Matrix</div>  </div> <p>See Appendix 4 to view the Risk Matrix.</p> <p>Ensure Risk Consequence Categories have been selected (described in Step 2)</p>



### 3. Risk Treatment

Is the risk within the risk tolerance level?

Based on the result in Step 6 of the Risk Assessment form, **if the *current risk rating* is greater than the organisations *risk tolerance level* then you should treat the risk to reduce the level of risk to an acceptable level.**

The objective here is not necessarily to eliminate risks but rather to reduce the risk to the point where it is as low as reasonably practicable and acceptable by the organisation.

Step 7	Risk Treatment Option
In Step 7 of the Risk Assessment form, select your <b><i>Treatment Option</i></b> .	
<p>Part of the Risk Evaluation Process is to consider what course of action to take.</p> <p>This decision can lead to:</p> <ul style="list-style-type: none"> <li>Accept the Risk, or</li> <li>Treat the Risk</li> </ul>	<div data-bbox="619 645 1380 985"> <p><b>Step 7</b></p> <p><b>Risk Treatment Option</b></p> <p>Select your Treatment Option to mitigate/manage this risk</p> <div data-bbox="619 907 1380 981"> -- Treatment Options -- </div> </div> <div data-bbox="619 1025 858 1120"> <div data-bbox="619 1025 842 1070">1. Treat the Risk</div> <div data-bbox="619 1070 858 1115">2. Accept the Risk</div> </div>
Step 8	Risk Treatment Plan
In Step 8 of the Risk Assessment form, enter your <b><i>Treatment Plan</i></b> to mitigate and reduce the risk to an acceptable level.	
<p>The purpose of the risk treatment is to select and implement options for addressing risk.</p> <p>Consider:</p> <ul style="list-style-type: none"> <li>Formulating risk treatment options most suitable</li> <li>Planning and implementation of treatment</li> <li>Assessing the effectiveness of that treatment</li> <li>Deciding whether the remaining risk is acceptable</li> <li>If not, taking further treatment</li> </ul>	<div data-bbox="619 1326 1104 1512"> <p><b>Step 8</b></p> <p><b>Risk Treatment Plan</b></p> <p>Describe your Treatment Plan to mitigate/manage the Risk</p> </div> <div data-bbox="619 1550 1104 1809"> <div data-bbox="619 1550 1104 1675"></div> <div data-bbox="619 1675 1104 1809"> -- How effective is the Control? -- </div> <div data-bbox="619 1720 810 1792"> Key Control <input type="checkbox"/> <div data-bbox="619 1742 810 1780"> <div data-bbox="619 1742 651 1780">+</div> <div data-bbox="667 1742 699 1780">↑</div> <div data-bbox="715 1742 746 1780">↓</div> <div data-bbox="762 1742 794 1780">✗</div> <div data-bbox="810 1742 842 1780">ABC ✓</div> </div> </div> </div>
Step 9	Person Responsible, Due Date and the Percentage Complete

In Step 9 of the Risk Assessment form, enter the **Person Responsible**, **Due Date** and the **Percentage Complete** to ensure your **Treatment Plan** specified in Step 8 is implemented and a Task Owner is assigned.

### Step 9

Who is responsible and by when?  
Select the person and due date

### Step 10

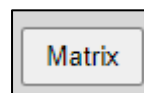
### Residual Risk Rating

In Step 10 of the Risk Assessment form, click the **Matrix** button and determine the **Residual Level of Risk** based on **if the Treatment Plan(s) you have entered** in the above steps **were to be implemented**. Risks are measured against two key criteria:

The **likelihood** of the event occurring.  
The **consequence** or impact of an adverse event.  
  
Based on the likelihood and consequence click on the appropriate box and click **OK**.

### Step 10

Residual Risk Rating  
Level of Risk after Treatment



See Appendix 4 for an example Risk Matrix.

Ensure Risk Consequence Categories have been selected (described in Step 2)



Once you have entered the details in the Risk Assessment Form click the **Save or Submit** button located on the toolbar.

**Note: It is only once you click on 'Submit' that a risk will become active on the risk register.**

## 4. Recording and Reporting

A number of risk management reports, graphs and charts are available for you to print and communicate risk to relevant stakeholders. Click on '**Analysis**' to access.



## 5. Monitoring and Review

Ongoing monitoring and reviews are essential to ensure that risk management plans remain relevant. Factors that may affect the likelihood and consequence of an outcome may change over time, as may the factors that affect the suitability or cost of the treatment options. It is therefore necessary to regularly repeat the risk management cycle. Periodic reviews are essential to ensure the controls you have in place to mitigate the risk are effective and the risk tolerance level is not exceeded. Refer to the '**Review a Risk**' Quick Reference Guide.

## 6. Communication and Consultation


Ensure the University is properly informed of current and emerging risks. Communicate with a wider audience to mitigating risks through the assignment of treatment plans. Also bring the risk management discussion into meetings. Regularly provide risk management reports to relevant stakeholders on how the risks are being managed.

## Appendices


### Appendix 1 - Login to RiskWare

The link to RiskWare is available on the JCU website. To access via the JCU website, you will need to do the following:

Open your Internet Browser to the JCU Homepage and click on '**Staff**'. Scroll down and select **Riskware**. Click on '**Log into Riskware**'.


	<b>Enterprise Risk Management Users will be required to provide their username and password to Log In. This is now automated using the Multi-Factor Authentication and Single Sign-On.</b>
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Once successfully logged in to Riskware, on the Home Page, Click on '**Enterprise Risk Register**'.

	<a href="#">Enterprise Risk Register</a> View and manage Enterprise Risk Assessments
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### Exit RiskWare

To exit always use the LOGOUT option which is located at the top right-hand side of the navigation screen.

<div>JAMES COOK UNIVERSITY AUSTRALIA</div> <div><a href="#">Home</a> <a href="#">My Tasks</a> <a href="#">Analysis</a> <a href="#">Feedback</a> <a href="#">Logout</a></div>	
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## Appendix 2 - RiskWare Layout and Navigation

### Home Page

The Home Page displays a dashboard with the following components:

- Global Menu:** Located at the top right, containing links for Home, My Tasks, Analysis, Maintenance, Feedback, and Logout.
- Welcome Message:** "Welcome, Dimitri Dimopoulos"
- Notification Centre:** On the left, it states: "You have 20 Enterprise Risks in draft. There are 24 Enterprise Risks for review. You have 1 Task to perform."
- Business Functions:** A central list with trend indicators: Chancellery - International (down), Engagement (down), Finance and Resources (down), Human and Intellectual Capital (neutral), Learning and Teaching (neutral), Organisational Effectiveness (up), and Physical Infrastructure (down).
- Heat Map (Current Risk Rating):** A 5x5 grid showing risk concentrations with numbers in colored cells (yellow, red, green).
- My Tools:** A bottom section with icons and links for: Enterprise Risk Register, Incident/Claim/Hazard Register, WHS Risk Register, Field Trip, Incident/Claim/Hazard Reporting, Analyse Data, and System Maintenance.

### Menu Explanations

#### Enterprise Risk Management (ERM) Register

The Enterprise Risk Register interface includes the following annotated elements:

- Toolbar:** Located at the top left of the register, containing icons for Back, New, Filter, Refresh, Print, Export, and Help.
- Group Risk Display:** A dropdown menu at the top right of the register table, currently set to "Group by: Risk Rating - Current".
- Risks:** The main table listing individual risks with columns for Ref, Trend, Risk Description, Risk Owner, Risk Rating (Current/Residual), Last Review, Next Review, and Commands.
- Commands:** A set of icons at the end of each risk row, used for actions like edit, delete, or approve.

Ref	Trend	Risk Description	Risk Owner	Risk Rating Current / Residual	Last Review	Next Review	Commands
1061	High	JCU's ability to hire dentists could compromise its ability to consistently deliver patient services		High / High	29/07/2020	29/04/2021	[Icons]
1055		Insufficient patient numbers may affect Queensland Government WOOs and therefore possibly result in a decrease in funding.		High / High	29/07/2020	29/04/2021	[Icons]
1054		The lack of available/qualified dentists will compromise the level of student supervision required to run the clinic		High / High	29/07/2020	29/04/2021	[Icons]
1021		Loss of Key Employees		High / Medium	30/11/2020	1/09/2021	[Icons]
997		Loss of compromised service delivery due to physical infrastructure failure or degradation. Integral to student experience and competitiveness as well as supporting teaching, research and engagement activities across the University.		High / Medium	6/12/2019	6/09/2020	[Icons]
1100		Negative effect of COVID on JCU Dental Business		Medium / Medium	6/07/2021	6/07/2022	[Icons]
1008		Boating and Diving Boat Yard. Theft of sonar equipment from boats in April 2021. The cost to replace was under \$10,000 and could therefore not be claimed under insurance. Future incidents may cause business disruption and impact research outcomes. There is a risk that this can occur again.		Medium / Medium	12/05/2021	12/05/2022	[Icons]
1079		JCU Dental will not be recognized as a safe and high-quality healthcare facility if it is not accredited under the National Safety and Quality Health Service (NSQHS) Standards. Qualified dentists are under a legal obligation to operate in a clinical environment that meets all of the appropriate current Australian standards and so JCU Dental must comply with NSQHS standards. The reason for NSQHS standards is provide patients the safest most appropriate clinical care as part of the Australian Charter of Healthcare Rights.		Medium / Medium	29/07/2020	29/07/2021	[Icons]
1059		The relationship between the Dental School and JCU Dental could deteriorate if alignment between dental theory and practice is not closely managed		Medium / Medium	29/07/2020	29/07/2021	[Icons]

## Global Menu

<b>Home</b>	Return to the RiskWare Home Page where you can see all of your options in the Panel.
<b>My Tasks</b>	View Incidents and Hazards that require further action.
<b>Analysis</b>	View statistical information and run reports
<b>Feedback</b>	Used to provide feedback to the RiskWare developer. Please do not use – contact JCU WHS Unit on <a href="mailto:safety@jcu.edu.au">safety@jcu.edu.au</a> for any RiskWare related issues or to provide feedback.
<b>Logout</b>	Use to log out of RiskWare




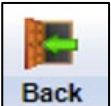







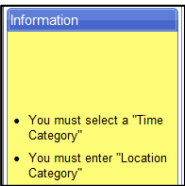
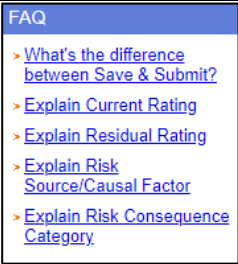






## Help









<b>Notification Centre</b>	Informs the User know which risks require action. E.g., draft, review, tasks, or any overdue risks.
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## My Tools

<b>Enterprise Risk Register</b>	View and manage Enterprise Risk Assessments
<b>Other registers</b>	Used to view and manage Incidents, WHS and Field Trips
<b>Analyse Data</b>	Used for accessing statistical information and reports
<b>System Maintenance</b>	Configuration settings and system maintenance. Only accessible to System Administrators

## Appendix 3 - Navigation Tools and Commands

<b>Navigation Toolbar</b>			
	Create a new Risk Assessment Form		Used to save as a draft in Risk Assessment
	Exit the Risk Assessment Form		Once all steps are completed the risk owner can Submit the form which will workflow to the approver
	Indicates a required field and must be completed		Attach a file or image
	Access to user guides (in development) Email: <a href="mailto:riskmanagement@jcu.edu.au">riskmanagement@jcu.edu.au</a> for assistance		Used to perform a search
<b>General (in Risk Assessment Form)</b>			
	Indicates a drop down list is available		Used to save as a draft in Risk Assessment
	Advises what mandatory field requires information		Click a question to display an answer to the FAQ
	Add a new textbox. This can be a Risk Source, Existing Control, or Risk Treatment Plan		Move the textbox up.
	Move the textbox down		Delete the textbox
	Check spelling		Add a general note or a note for a reviewer

Commands			
	View Risk Assessment		Print Risk (or download as a file)
	Review Risk Assessment		View Risk Review History
	Audit Trail		Bow Tie Analysis
	Clone Risk (using similar characteristics of the risk)		



## Appendix 4 – Risk Matrix

Risk Matrix							
		Consequence					
			Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood	Likely to occur within a 3 month period or during the performance of an actual task.	Almost Certain	Medium	High	High	High	High
	Could occur within a 3 to 12 month period.	Likely	Medium	Medium	High	High	High
	Could occur within a 1 to 5 year period.	Possible	Low	Medium	Medium	High	High
	Could occur within a 5-10 year period.	Unlikely	Low	Low	Medium	Medium	Medium
	May occur within every 10 year period or more.	Rare	Low	Low	Low	Low	Medium
		<div>OK</div> <div>Cancel</div>					



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