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| Chapter 11 – Risk |
| This chapter looks at how your committee should identify, analyse, treat and monitor risks relating to the reserve.  |

# 11.1 Introduction

Your committee should develop and implement a **risk management plan**. This is an essential part of its management of the reserve. The committee has a **duty of care** to eliminate or reduce risk to as low as **reasonably practicable**.

This chapter is an introduction to the process of managing risk. It is designed to be useful reading for all committees. Local committees will find it suitable for most or all of their needs. Major committees, and committees that are agencies subject to the *Financial Management Act 1994*, *Associated Incorporations Reform Act 2012*, corporations law or other regulatory regime, also have obligations under those laws and any relevant government policies and best practice. The ‘additional guidance’ section at the end of this chapter has useful links for these committees.

Your committee can seek advice from the local DELWP [regional office](https://www2.delwp.vic.gov.au/communities-and-regions/regions-and-locations).

# 11.2 Key steps in the risk management process

The key steps in the risk management process are to identify, analyse, evaluate, treat and monitor risk. And then to review risk at least annually.

Step 6 – Review at least annually by repeating steps 1 to 5

# 11.3 Documenting the steps taken

It is an important part of the risk management process to:

* document the steps taken and the committee’s reasons for reaching each decision
* retain supporting evidence, such as ‘before’ and ‘after’ photos
* record the committee’s findings in its official **risk register.**

This will help your committee to show it has fulfilled its duty of care if any liability issues arise.

# 11.4 Risk register

Your committee’s **risk register** is a formal record of the results of steps 1 to 4 in the risk management process. The committee then monitors these risks and keeps an eye out for any new risks that arise. At least once a year, the committee reviews its risk management plan by repeating steps 1 to 5.

Below is an example of a risk register. Your committee will almost certainly have more entries in its register.

## Example of a completed risk register

In the rest of this chapter, the shaded example of a tree branch falling on campers in a tent is used to illustrate each step in the risk management process.

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1a | 1b | 1c |  | 2a | 2b |  | 2c | 2d | 2e |
| Risk category | Identified risk | Causes |  | Existing controls | Effectiveness of existing controls |  | Consequences | Likelihood | Risk rating (risk level)  |
| **Safety** | Branch falls onto tent with campers inside | Public access to dangerous trees |  | Check for dangerous branches annually | Satisfactory |  | High | Medium | **A** |
| **Safety** | Injury to a new volunteer as a result of risky behaviour | New volunteers lack knowledge of safe work practices |  | New volunteers work alongside experienced volunteers | Satisfactory |  | Medium | Medium | **B** |
| **Safety** | Person injured at private function in hall for hire | Lack of safety measures and checks |  | Regular inspection of hall for physical risks | Poor |  | Medium | High | **A** |
| **Assets and maintenance** | Noxious weeds spread to adjoining land | Lack of adequate measures to restrict the growth and spread of weeds |  | Monthly spraying of weeds | Satisfactory |  | Low | Medium | **C** |
| **Environment** | Visitors damage protected flora | Visitors are unaware of or ignore protected flora laws and regulations |  | Signs warning not to damage or remove native vegetation  | Good |  | Medium | Low | **C** |
| **Finance and administration** | Committee funds go missing | Inadequate financial systems, safeguards and monitoring |  | Financial records reviewed at every committee meeting | Good |  | Low | Low | **D** |
| **Finance and administration** | Computer containing committee records stolen | Inadequate IT back up and security measures |  | Computer records backed up on external hard drive stored off site. | Good |  | Low | Low | **D** |
| **Relationship management** | Dispute arises with reserve tenant | Breakdown in relationship with tenant |  | Regular meetings with tenant | Satisfactory |  | Medium | Medium | **B** |

# 11.5 How to undertake the risk management steps

The following sections describe **how to undertake each step in the risk management process**. During each step in the process, **consult** with key stakeholders, such as users of the reserve, tenants, and the local council, to:

* gain information and suggestions about the risks that exist and how to reduce risk levels
* improve community awareness of public safety and other relevant risks.

# Step 1 – Identify risk

The first step is to identify what could go wrong, and why. Work through each aspect of the reserve and its management. While public safety risks will figure highly, also identify the other risks your committee faces.

## Record in risk register

In your committee’s risk register, record:

* each risk your committee identifies
* the cause(s) of the risk
* the category the risk falls into.

## Categories of risk

Your committee can use the following **categories** when considering the types of risks it faces:

* assets and maintenance
* safety
* environment
* finance and administration
* relationship management.

The committee can add to or change these categories. If doing so, take into account the nature of the reserve, the activities that occur on it, and structure of the committee. For example, a major committee, particularly one that employs staff, is likely to add categories such as ‘Workplace wellbeing and safety’, ‘Legal and compliance’, ‘Procurement and contract management’, and others.

Example

In this example, the safety risk that has been identified of a branch falling on campers in a tent, and the cause of the risk, has been recorded in the risk register in columns 1a, 1b, and 1c.

|  |
| --- |
| STEP 1 – IDENTIFY RISK |
| 1a | 1b | 1c |
| Risk category | Identified risk | Causes |
| **Safety** | Branch falls onto tent with campers inside | Public access to dangerous trees |

## Note on public safety

Public safety risks are particularly relevant. As a land manager, your committee owes a duty of **reasonable care** to people using the reserve and attending committee events at other locations. The committee must take all reasonably practicable action to avoid **foreseeable** risks of injury. Take a wide view of safety issues rather than focusing on a single issue. This will help to identify the key safety risks. Inspect the site, engage with stakeholders, such as visitors and other agencies, and take notes. Identify and record hazards, such as potential falls from height or slippery rocks.

# Step 2 – Analyse risks

After step 1 has been completed, work through and add the following information to the risk register:

* List the **existing controls**, the actions currently being taken to eliminate or reduce the risk.
* Rate **how effective** these existing controls are.
* Rate how serious the **consequences** will be if the event happens.
* Rate the **likelihood** that the risk will occur despite the existing controls.
* Determine the **risk rating (level of risk)**. See the ‘risk matrix’, table 1 in step 2e.

## Step 2a What are the existing controls?

For each risk identified in step 1, list the **existing controls**, that is, the actions currently being taken to reduce (mitigate) the risk.

Example

In this example, the existing controls (column 2a) have been added to the ‘falling tree branch’ entry in the risk register.

|  |  |  |
| --- | --- | --- |
| STEP 1 – IDENTIFY RISK |  | STEP 2 – ANALYSE RISK |
| 1a | 1b | 1c |  | 2a |
| Risk category | Identified risk | Causes |  | Existing controls |
| **Safety** | Branch falls onto tent with campers inside | Public access to dangerous trees |  | Check for dangerous branches annually |

## Step 2b How effective are the existing controls?

Next, rate **how effective** the existing controls are. Your committee can use the effectiveness ratings (good, satisfactory, poor, uncontrolled) in the following chart or develop its own ratings.

|  |  |
| --- | --- |
| Effectiveness rating | Description  |
| **Good** | The controls are effectively and reliably treating the cause of the risk. Nothing further needs to be done except monitor the controls. |
| **Satisfactory** | Most controls are in place and effectively treating the risk, but improvement can be made. |
| **Poor** | The controls in place are not very effective. They do not treat the root causes of the risk and/or they do not operate effectively and need to be significantly improved. |
| **Uncontrolled** | There is no risk control currently in place. |

Example

In this example, the effectiveness of the existing controls for the ‘falling tree branch’ entry in the risk register have been assessed as satisfactory. This has been entered into the register (column 2b).

|  |  |  |
| --- | --- | --- |
| STEP 1 – IDENTIFY RISK |  | STEP 2 – ANALYSE RISK |
| 1a | 1b | 1c |  | 2a | 2b |
| Risk category | Identified risk | Causes |  | Existing controls | Effectiveness of existing controls |
| **Safety** | Branch falls onto tent with campers inside | Public access to dangerous trees |  | Check for dangerous branches annually | Satisfactory |

## Step 2c How serious will the consequences be?

Next, assess how serious the consequences will be if the risk occurs. Your committee can use the consequence ratings (low, medium or high) in the following chart or develop its own ratings.

If there is more than one possible consequence, **use the worst**.

|  |  |
| --- | --- |
| **Consequence Rating** | **Description for each category** |
| **Low** | **Assets/maintenance** – minor repairs or remediation**Safety** – minor injury possibly requiring on-site first aid only**Environment** – negligible/minor effect on environment; requires negligible/minor recovery; environment suffers harm for under one year**Financial** – under 10 per cent of annual income and/or cash balance**Relationship management** – local issue for committee resolution; user satisfaction affected for a short period. |
| **Medium** | **Assets/maintenance** – major repairs, remediation or construction work**Safety** – serious injury requiring medical attention**Environment** – moderate effect on environment; requires small scale recovery; environment suffers harm for one to five years**Financial** – between 10 and 40 per cent of annual income and/or cash balance**Relationship management** – issue raised at DELWP or local council; major issue with long term impact on user satisfaction.  |
| **High** | **Assets/maintenance** – irreversible damage to reserve or loss of asset**Safety** – life-threatening or permanent injury or death**Environment** – major effect on environment; requires large scale recovery or is irrecoverable damage; environment suffers harm for five or more years**Financial** – over 40% of annual income and/or cash balance**Relationship management** – issue raised with police or at court level; issue causing irreparable damage to relationships with reserve users. |

Example

If a tree branch were to fall on a tent with campers inside, the **worst consequence** would be a death, so rate the consequence as high. Your committee can now record this finding in its risk register (column 2c).

|  |  |  |
| --- | --- | --- |
| STEP 1 – IDENTIFY RISK |  | STEP 2 – ANALYSE RISK |
| 1a | 1b | 1c |  | 2a | 2b |  | 2c |
| Risk category | Identified risk | Causes |  | Existing controls | Effectiveness of existing controls |  | Consequences |
| **Safety** | Branch falls onto tent with campers inside | Public access to dangerous trees |  | Check for dangerous branches annually | Satisfactory |  | High |

## Step 2d How likely is the risk to occur?

Next, assess the likelihood that the risk will occur despite what is being done to reduce the risk, in other words, the **existing controls**. Your committee can use the likelihood ratings (low, medium or high) in the following chart or develop its own ratings.

|  |  |
| --- | --- |
| **Likelihood Rating** | **Description** |
| **Low** | Could occur at some time – less than once in 10 years |
| **Medium** | Might occur at some time – at least once in 3 years |
| **High** | Will probably occur in most circumstances – at least once a year |

When assessing the likelihood (low, medium or high) that a **public safety risk** will occur some considerations include:

* **Determine if the hazard is accessible**. Is it reasonable to expect that someone might access the hazard? Is there free public access to a cliff top or an inviting pathway to dangerous water, or is access prevented by thick vegetation or other natural obstacles?
* **Measure how frequently people visit the site where the hazard exists**. An unfenced cliff top in a highly frequented area is quite different to an unfenced one in a remote area where visitor numbers are minimal.
* **Identify particularly vulnerable groups**. Do children frequently visit the reserve? Are visitors participating in activities such as surfing, bike riding, skiing, swimming or climbing that may increase risk?

Example

Your committee assesses the likelihood that, despite the existing controls, a tree branch may fall on campers inside a tent beneath it as **medium.** It can now enter this finding into the risk register (column 2d in the example below).

|  |  |  |
| --- | --- | --- |
| STEP 1 – IDENTIFY RISK |  | STEP 2 – ANALYSE RISK |
| 1a | 1b | 1c |  | 2a | 2b |  | 2c | 2d |
| Risk category | Identified risk | Causes |  | Existing controls | Effectiveness of existing controls |  | Consequences | Likelihood |
| **Safety** | Branch falls onto tent with campers inside | Public access to dangerous trees |  | Check for dangerous branches annually | Satisfactory |  | High | Medium |

## Step 2e What is the level of risk that remains?

Now, determine the **level of risk** (risk rating) that remains for each risk despite the existing controls. Your committee can do this easily by using the suggested:

* risk matrix
* risk levels (A, B, C, D).

### Risk matrix

Note: this risk matrix uses the consequences and likelihood classifications set out in steps 2c and 2d. If your committee chose different ones, use those instead when developing the matrix.

The risk matrix shows the level of risk (A, B, C or D) **at a glance**, based on its likelihood and how serious the **worst consequences** would be.

For example, if your committee rated the likelihood of the risk as medium and the seriousness of the consequences if it does occur as high, then looking at the matrix shows that it is a Level A risk. This is the highest classification.

|  |  |
| --- | --- |
| Risk matrix | **Seriousness of the consequences**  |
| **Likelihood of the risk occurring** | High | Medium | Low |
| High | A | A | B |
| Medium | A | B | C |
| Low | B | C | D |

 *Table 1: Risk matrix*

### Risk level classifications – what do A, B, C and D mean?

Note: if your committee prefers, it can develop its own risk levels.

The meaning of the four risk levels in the matrix are:

|  |  |
| --- | --- |
| **Risk level** | **Classification of treatment priorities** |
| A | Risk must be reduced. Risk must be managed to ‘as low as reasonably practicable’. |
| B | Risk must be reduced unless the cost/difficulty of reducing it is grossly disproportionate to the benefits gained.  |
| C | Risk may be reduced unless the cost or effort of reducing the risk is disproportionate to the benefits gained. |
| D | Maintain current systems of monitoring and review. Usually, no additional action is required to reduce the risk. |

 *Table 2: Risk level (risk rating)*

Example

Using the risk matrix, your committee would reach the following conclusion about the risk of a tree branch falling on campers in a tent:

* Your committee rated the seriousness of the consequences as high, because the **worst consequence** would be a death.
* It rated the likelihood of a tree branch falling on campers in a tent as medium.
* So the risk matrix shows it is a **Level A risk**. This means that the risk still remaining, despite the existing controls, must be reduced to ‘as low as reasonably practicable’.

Your committee can record the risk level remaining, Level A, in the risk register (column 2e in the example below).

|  |  |  |
| --- | --- | --- |
| STEP 1 – IDENTIFY RISK |  | STEP 2 – ANALYSE RISK |
| 1a | 1b | 1c |  | 2a | 2b |  | 2c | 2d | 2e |
| Risk category | Identified risk | Causes |  | Existing controls | Effectiveness of existing controls |  | Consequences | Likelihood | Risk rating (risk level)  |
| **Safety** | Branch falls onto tent with campers inside | Public access to dangerous trees |  | Check for dangerous branches annually | Satisfactory |  | High | Medium | **A** |

At the end of step 2, the level of risk still remaining for each risk has been analysed and added to the risk register. Your committee now has the information it needs to proceed to step 3 and evaluate which risks to ‘treat’ and how.

# Step 3 – Evaluate which risks to treat and how

Next, your committee decides:

* which risks it will ‘treat’ (take action to eliminate or further reduce), and
* what these additional controls will be.

Your committee has a duty to do everything **reasonably practicable** to reduce risk. The most effective way to reduce or eliminate risk is to address its key causes. Any new controls that your committee decides to put in place should aim to reduce the likelihood of the risk occurring and/or the seriousness of the consequences if it does.

## Level of risk

In step 2e, your committee worked out the level of risk (A, B, C or D) for each risk it identified.

Level A and B risks are the **priority** to treat. See the risk level classifications in table 2 of step 2e.

## Reasonably practicable

When deciding whether to treat a risk and what actions are reasonably practicable, **balance** **the level of risk**
(A, B, C or D) with what is sensible and practicable in the circumstances. In doing so, take into account:

* the projected reduction in the level of risk
* the expense and difficulty involved
* any conflicting responsibilities the committee may have, such as other risks that need to be reduced
* any other relevant factors.

## Projected reduction in risk level

A key factor in evaluating what, if any, new controls to implement is to project what thereduction in the **level of risk** (A, B, C or D) would be. This can be done **at a glance** by using the risk matrix (step 2e), based on:

* the projected reduction in the seriousness of the consequences (low, medium or high, as in step 2c)
* the projected reduction in the likelihood that the risk will occur (low, medium or high, as in step 2d).

Remember to keep a record of these decisions and document the reasoning behind them.

Example

Your committee determined that the risk of a tree branch falling on campers in a tent is a **Level A** risk. So, this risk is a priority to treat. The committee decides to fence off dangerous trees in the reserve and erect signage to warn campers of the risk. The committee determines that these new controls will reduce the likelihood of the risk occurring from medium to low. The seriousness of the consequences if the risk does occur will still be high. A glance at the risk matrix previously used in step 2 shows that the level of risk remaining *after* the new controls are in place will reduce to a **Level B** risk.

|  |  |  |
| --- | --- | --- |
| STEP 1 - IDENTIFY | STEP 2 - ANALYSE | PROJECTED REDUCTION IN RISK LEVEL |
| 1a | 1b | 1c | 2a | 2b | 2c | 2d | 2e |  |  |  |  |
| Risk category | Identified risks | Causes | Existing controls | Effectiveness of existing controls | Consequences | Likelihood | Current level of risk (rating)  | New treatment controls | Revised consequences | Revised Likelihood | Revised level of risk (rating)  |
| **Safety** | Branch falls onto tent with campers inside | Public access to dangerous trees | Check for dangerous branches annually | Satisfactory | High | Medium | **A** | Check for dangerous branches annuallyNew – **Fence off dangerous trees and erect signage to warn campers of the risk** | High | **Low** | **B** |

## Other considerations – expense, difficulty and conflicting responsibilities

Examples of some of the other factors to consider when determining what risks to treat and how, include:

* On balance, it may not be reasonable to eliminate a particular Level A risk, only to reduce it.
* The committee may decide not to treat a particular Level B or C risk because, on balance, the expense is not justified, especially if the committee needs the funds to reduce a Level A risk.
* Insurance is one way of transferring risk to a third party (the insurer). However, it only transfers financial risk. It does not reduce the consequences for others, such as campers who are struck by a falling tree branch.
* For some high-level risk activities, the committee may decide to discontinue the activity entirely.

If there is a high level of risk that cannot be eliminated or reduced report this to the local DELWP [regional office](https://www2.delwp.vic.gov.au/communities-and-regions/regions-and-locations).

# Step 4 – Treat the risk

Once your committee has decided which risks to ‘treat’ and how:

* **Update** the risk register.
* **Implement** the new controls.

Your committee then monitors how well its new controls are working and the risks it still faces (step 5).

# Step 5 – Monitor risks

The committee needs to regularly:

* monitor the risks in the **risk register** to ensure that:
	+ the new risk controls are reducing the risks as projected in step 3. Are the revised likelihood, seriousness of consequences, and reduced level of risk accurate?
	+ all of the risk controls, old and new, your committee has in place continue to remain effective.
* be alert for any risks that arise, escalate, or were previously missed. Regularly inspect the reserve.

High-level risks should be monitored closely. For example, a steep cliff face on the reserve that is at a high risk of crumbling should be monitored more closely than other lower level safety risks.

## Reporting risks to the department

If a high-level risk cannot be treated effectively, your committee should report this to the local DELWP [regional office](https://www2.delwp.vic.gov.au/communities-and-regions/regions-and-locations). Advice can also be sought about any risk concerns.

# Step 6 – Review risk management

Review the risk management plan **at least annually**:

* Use steps one to four to update the risk register.
* Then monitor risks as set out in step 5.

How often your committee conducts a risk review will depend on factors, such as:

* the nature of the reserve and the activities that occur on it
* the structure of the committee and its ‘risk appetite’ (the level of risk it is willing to accept)
* the number of high-level risks and their nature
* any other relevant factors.

For example, some major committees review their risk management plan at regular intervals during the year.

# 11.6 Documents to support the risk management plan

Ensure that the decisions the committee has taken during each step, and the reasons why, have been properly documented in its risk management plan.

Keep documents, including ‘before’ and ‘after’ photos, that provide evidence that your committee has done everything reasonably practicable to develop and implement a suitable risk management plan.

## Risk identification, treatments and reasons

If any risks were identified but were removed from the list and not recorded in the risk register, document the reasons why.

Similarly, if any risk treatments were considered but rejected, document why, especially if they would have been more effective than what the committee chose.

Also document why the committee chose the risk treatments that it did, or why nothing will be done to treat the risk.

Example

‘The risk of a visitor falling over the cliff edge was identified as a Level A risk following a fall by a visitor at Bandy’s Lookout.’ The committee considered:

(a) erecting barriers along the 20 km of cliff frontage, and/or

(b) erecting signage to warn visitors to stay back from the cliff edge.

It decided to erect barriers only at the designated look-out points. This decision was reached by balancing the cost of erecting 20 kilometres of barriers along the cliff face with the fact that very few visitors access the cliff except at the lookouts. In addition, warning signs to be erected at the lookouts and all visitor car parks will be seen by almost every visitor entering the reserve.’

Before and after photos are taken, the invoices from the construction of the barriers and for the warning signs are retained, and any other relevant evidence that the decision was properly considered and implemented are retained.

## Consultation with key stakeholders

Make notes of what consultation occurred with key stakeholders, such as users of the reserve, tenants, and the local council. Consider this example. Your committee manages a reserve including a river accessed via land controlled by another public agency. The committee must be able to show that it cooperated with the agency to ensure the risk to public safety is being treated as much as reasonably practicable and accountability is appropriately assigned.

## Expert advice

If expert advice was obtained by your committee, keep the documentation. If it was not followed, or was followed in a modified way, record the rationale for the modified approach. The decisions should also be included in the minutes of a committee meeting.

## Evidence of what has been done to reduce the risk

Keep documents that prove that risk treatments have been completed, for example, invoices from contractors, notices of working bees, and ‘before’ and ‘after’ photos.

# 11.7 Summary example – what the risk management process can achieve

The table below demonstrates what the risk management process can achieve.

* On the left is the original example risk register (11.4 ‘Risk register’).
* On the right are the new controls and projected reduction in the level of risk remaining.

|  |  |
| --- | --- |
| Example risk register – as set out in 11.4 ‘Risk register’ | Example of projected reduction in riskNote: when the risk is treated, this information will be used to update the original entries in the risk register. |
| STEP 1 - IDENTIFY | STEP 2 - ANALYSE | STEP 3 – EVALUATE  |
| 1a | 1b | 1c | 2a | 2b | 2c | 2d | 2e | New controls, if any, and projected reduction in level of risk |
| Risk category | Identified risks | Causes | Existing controls | Effective-ness of existing controls | Consequences | Likelihood | Current level of risk (rating)  | Revised controls | Revised Consequences | Revised Likelihood | Revised level of risk (rating)  |
| **Safety** | Branch falls onto tent with campers inside | Public access to dangerous trees | Check for dangerous branches annually | Satisfactory | High | Medium | **A** | Check for dangerous branches annuallyNew – **Fence off dangerous trees and erect signage to warn campers of the risk** | High | **Low** | **B** |
| **Safety** | Injury to a new volunteer as a result of risky behaviour | New volunteers lack knowledge of safe work practices | New volunteers work alongside experienced volunteers | Satisfactory | Medium | Medium | **B** | New volunteers work alongside experienced volunteersNew – **Conduct occupational health and safety training for all volunteers** | Medium | **Low** | **C** |
| **Safety** | Person injured at private function in hall for hire | Lack of safety measures and checks | Regular inspection of hall for physical risks | Poor | Medium | High | **A** | Regular inspection of hall for physical risksNew – **Require or provide hirer’s insurance** | Low | **Medium** | **C** |
| **Assets and maintenance** | Noxious weeds spread to adjoining land | Lack of adequate measures to restrict the growth and spread of weeds | Monthly spraying of weeds | Satisfactory | Low | Medium | **C** | No change – Monthly spraying of weeds | **Low** | Medium | **C** |
| **Environment** | Visitors damage protected flora | Visitors are unaware of or ignore protected flora laws and regulations | Signs warning not to damage or remove native vegetation  | Good | Medium | Low | **C** | No change – Signs warning not to damage or remove native vegetation  | Medium | Low | **C** |
| **Finance and administration** | Committee funds go missing | Inadequate financial systems, safeguards and monitoring | Financial records reviewed at every committee meeting | Good | Low | Low | **D** | No change – Financial records reviewed at every committee meeting | Low | Low | **D** |
| **Finance and administration** | Computer containing committee records stolen | Inadequate IT back up and security measures | Computer records backed up on external hard drive stored off site. | Good | Low | Low | **D** | No change – Computer records backed up on external hard drive stored off site. | Low | Low | **D** |
| **Relationship management** | Dispute arises with reserve tenant | Breakdown in relationship with tenant | Regular meetings with tenant | Satisfactory | Medium | Medium | **B** | No change – Regular meetings with tenant | Medium | Medium | **B** |

# 11.8 Other guidance and resources

Information is available to committees through your local DELWP [regional office](https://www2.delwp.vic.gov.au/communities-and-regions/regions-and-locations).

The VMIA is the Victorian Government’s insurer and risk adviser. The VMIA [website](https://www.vmia.vic.gov.au/) has a range of [guidance and learning resources](https://www.vmia.vic.gov.au/risk-advisory/risk-advice-and-support) on risk, such as fact sheets and learning modules.

The Victorian Public Sector Commission’s [website](https://vpsc.vic.gov.au/) also has information on [risk management](https://vpsc.vic.gov.au/governance/board-obligations/risk-management/).

There is also information on the [DELWP website](https://www2.delwp.vic.gov.au/boards-and-governance/risk-management) which may be useful to major committees and committees with additional regulatory and/or government policy obligations and best practice (e.g. AS/NZS ISO 31000:2009).

# 11.9 Electronic copy

An electronic copy of this document is available from the DELWP website ([www.delwp.vic.gov.au/committees](http://www.delwp.vic.gov.au/committees))

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