Example Risk Register

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# Security Risk Management Aide-Mémoire

| | Negative Consequence | | | | | Positive Consequence | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **CAPABILITY** | Protracted unavailability of critical skills/people has catastrophic impact on outcomes | Unavailability of critical skills or personnel that has a major impact | Unavailability of core skills that substantially affects services | Minor adverse impact on organizational capability | Minor skills reduction at individual or workgroup level | Minor skills improvement at individual or workgroup level | Minor improvement to organizational capability | Noticeable enhancement in core skills affecting services | Major enhancement to critical skills or personnel and organizational capability | Extensive improvement critical skills and organizational capability |
| **FINANCES** | >200% adverse impact on the organisations profit or operating budget | >100% adverse impact on the organisations profit or operating budget | >50% adverse impact on the organisations profit or operating budget | >10% adverse impact on the organisations profit or operating budget | <10% adverse impact on the organisations profit or operating budget | <10% improvement in the organisation's profit or operating budget | >10% improvement in the organizations profit or operating budget | >50% improvement in the organizations profit or operating budget | >100% improvement in the organizations profit or operating budget | >200% improvement in the organizations profit or operating budget |
| **PEOPLE** | Multiple fatalities | Fatality or multiple major injuries | Hospitalisation required due to serious Injury | Absences from work for up to a week, possibly requiring medical treatment | A 'near miss' or minor injury | Minimal health improvement or reduction in injury or first aid treatment | Minor improvement in safety, health and wellness | Significant improvement in safety, health and wellness | Major improvement in safety, health and wellness | Extensive organization wide improvement in safety, health and wellness |
| **INFORMATION** | Catastrophic compromise of sensitive or classified information pertaining to key organizational objectives | Major compromise of sensitive or classified information pertaining to key organizational objectives | Moderate compromise of sensitive or classified information | Minor compromise of sensitive information sensitive | Compromise of information otherwise available in the public domain | Acquire information that is available in the public domain | Acquire or improve safeguards for business intelligence including information sensitive to internal or sub-unit interests | Acquire business intelligence or improve safeguards to sensitive information which impacts the organization | Acquire significant business intelligence or improve safeguards for critical information (eg: sensitive to national interests or registered intellectual property) | Allows the organization to acquire or improve safeguards to information of the highest value |
| **PROPERTY** | Catastrophic impact on organizational assets (>75% of assets/value) | Major impact on organizational assets (51% to 75% of assets/value) | Moderate impact on organizational assets (26% to 50% of assets/value) | Minor impact on organizational assets (2% to 25% of assets/value) | Insignificant adverse impact to organizational assets (<2%) | Insignificant positive impact to organizational assets (<2%) | Minor positive impact on organizational assets (2% to 25% of assets/value) | Moderate positive impact on organizational assets (26% to 50% of assets/value) | Major positive impact on organizational assets (51T to 75% of assets/value) | Extensive positive impact on organizational assets (>75% of assets/value) |
| **BRAND/REPUTATION** | Royal Commission, Parliamentary inquiry or sustained adverse national/international media | Intense public, political and media scrutiny Eg: front page headlines, TV, etc | Scrutiny required by external committees, auditors, ASIC etc | Scrutiny by Executive, internal committees or internal audit to prevent escalation | Adverse local mention in media Quickly forgotten Self-improvement review required | Some positive local media attention or increase in brand value | Positive media exposure at the local level or in industry/client circles | Some benefit to brand value or positive regional media exposure | Significant benefit to brand value or positive national media exposure | Significant and quantifiable increase in brand value or sustained positive national/international media attention |
| **SYSTEMS** | Critical business failure, preventing core activities from being performed which threatens survival of the organization or project | Breakdown of key activities reduce business performance, create service delays, client dissatisfaction, costs, legislative breaches | Reduced performance such that targets are not met requiring significant review or changed ways of operations | Business delays and/or quality which be dealt with at operational level | Minimal impact on non-core business operations which can be dealt with by routine operations | Minimal benefit to core operations | Some improvement in business processes (eg: reduced delays, efficiencies, systems, quality) | An impact on business resulting in enhanced performance that increases achievement of objectives | Considerable and quantifiable enhancement of key processes (Eg: faster service, improved client satisfaction, increased revenue, cost reduction) | Extensive improvement to critical business activities which delivers quantifiable improvement to core activities and achievement of objectives |
| **OBJECTIVES** | Increased barriers or failure of strategy, likely to cause catastrophic impact on objectives | Major adverse impact on organisational outcomes or strategies | Moderate adverse impact on organisational outcomes or strategies | Some adverse impact on organisational outcomes or strategies but can be managed by routine procedures | Minimal impact on organisational outcomes or strategies | Minimal benefit to organisational outcomes or strategies | Some improvement to organisational outcomes or strategies | Moderate improvement in organisational outcomes | Considerable improvement in organisational outcomes or strategies in support of objectives | Extensive improvement in organisational outcomes or strategies in support of objectives |
| | **Catastrophic** | **Major** | **Moderate** | **Minor** | **Insignificant** | **Negligible** | **Negligible** | **Noteworthy** | **Considerable** | **Extensive** |
| | **-5** | **-4** | **-3** | **-2** | **-1** | **1** | **2** | **3** | **4** | **5** |

| Likelihood | Qualitative Likelihood | Historical Occurrences | % Probability | | |
|---|---|---|---|---|---|
| | Is expected to occur in most circumstances | Has occurred on an regular basis in the organization during the timeframe being considered or circumstances are in train that will cause it to happen | Considered to have a >99% chance of occurring in the assessed period. | 5 | **Almost Certain** |
| | Will probably occur in most circumstances | Has occurred in the organization within 3 multiples of the timeframe being considered. | Considered to have >66% chance of occurring in the assessed period. | 4 | **Likely** |
| | Might occur at some time | Has occurred previously in the history of the organization in other similar companies or circumstances | Considered to have >33% chance of occurring in the assessed period. | 3 | **Possible** |
| | Could occur at some time | Has never occurred in the Company but has occurred infrequently in other similar companies | Considered to have <33% chance of occurring in the assessed period. | 2 | **Unlikely** |
| | May occur only in exceptional circumstances | Is possible but has not occurred to date in the Company or any similar Company. | Considered to have less than a 1% chance of occurring in the assessed period. | 1 | **Rare** |

| | | | | | |
|---|---|---|---|---|---|
| **-10** | **-9** | **-8** | **-7** | **-6** | **6** | **7** | **8** | **9** | **10** |
| **-9** | **-8** | **-7** | **-6** | **-5** | **5** | **6** | **7** | **8** | **9** |
| **-8** | **-7** | **-6** | **-5** | **-4** | **4** | **5** | **6** | **7** | **8** |
| **-7** | **-6** | **-5** | **-4** | **-3** | **3** | **4** | **5** | **6** | **7** |
| **-6** | **-5** | **-4** | **-3** | **-2** | **2** | **3** | **4** | **5** | **6** |

## Management of Negative Risks

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|---|---|
| **EXTREME (E)** | Immediate action by Executive management and detailed planning |
| **HIGH (H)** | High risk, senior management attention needed |
| **MEDIUM (M)** | Management responsibility must be specified |
| **LOW (L)** | Managed by routine procedures |

## Management of Positive Risks

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|---|---|
| **EXTREME (E)** | Amazing opportunity requiring immediate action by the Executive |
| **HIGH (H)** | Strong or valuable opportunity that requires senior management attention |
| **MEDIUM (M)** | Some added-value. Might be worth considering |
| **LOW (L)** | Little added-value. Managed by routine procedures |