

Preempt

Purpose

Preempt

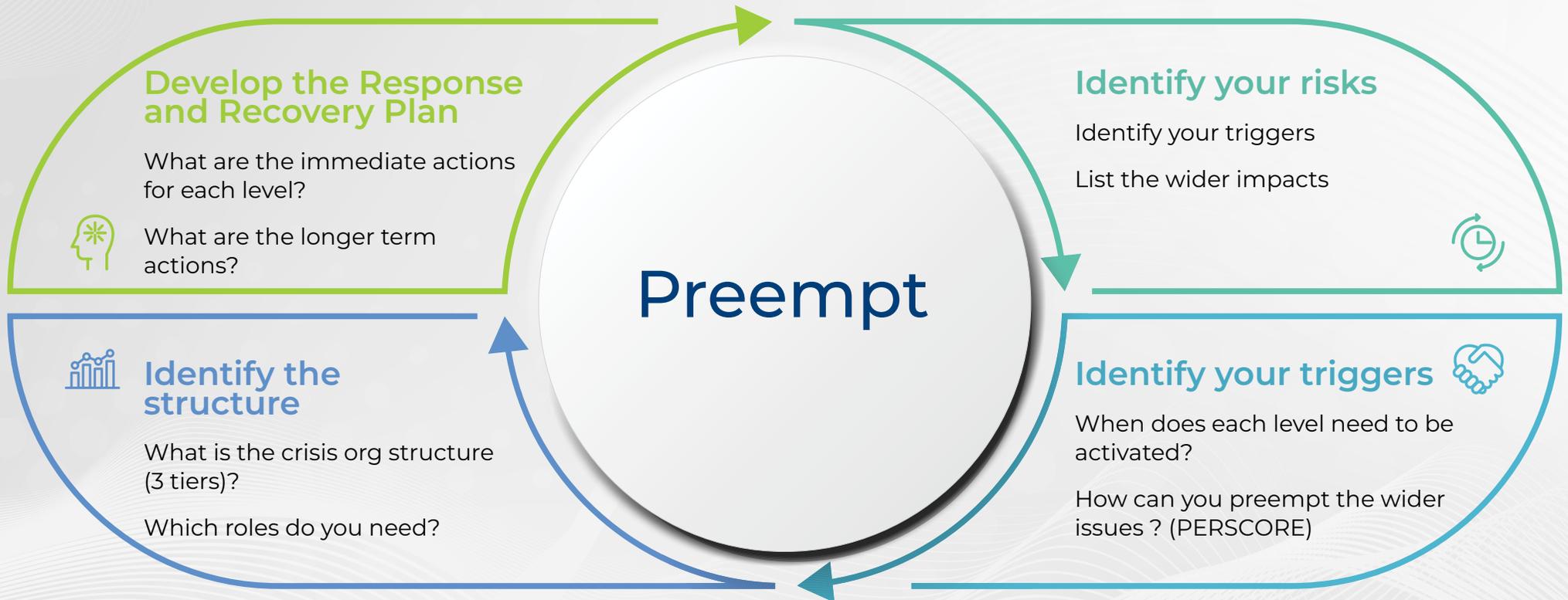
Prepare

“

*Plans are useless, but
planning is essential.*

Dwight D Eisenhower

”

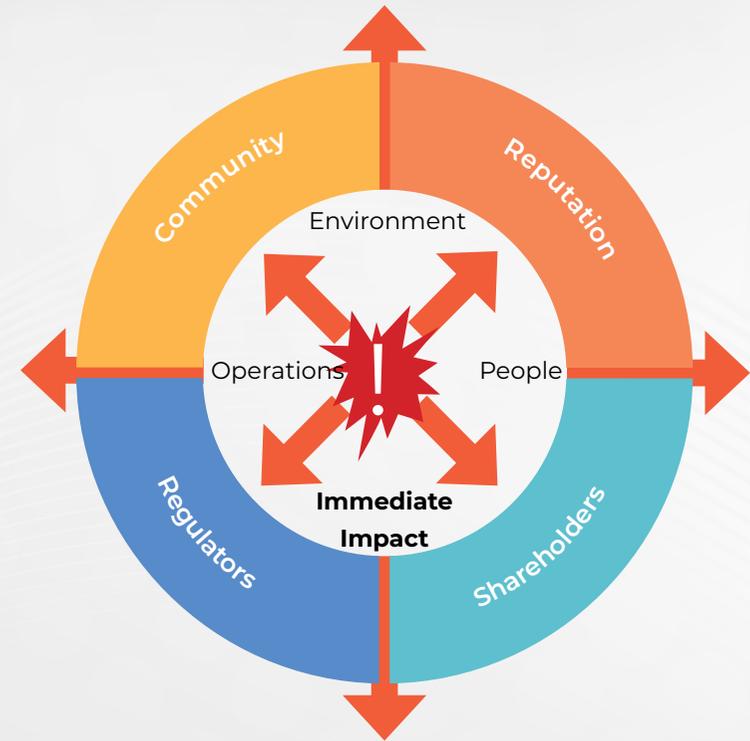


Activity 2

Preempt - Identifying Risk

Each operation has a different set of risks based on the activities it undertakes. Understanding the impacts of these risks to immediate and wider business activities is the starting point for the development of an effective crisis management program.

Use the table below to identify the top 3 risks your business faces and the immediate and wider impacts.



| RISKS | IMMEDIATE IMPACT | WIDER IMPACT |
|-------|------------------|--------------|
| | | |
| | | |
| | | |

PERSCORE Integrated Matrix



INTEGRATED SEVERITY MATRIX

| | | | | People | Environment | Reputation | Systems | Customer | Operations | Regulatory | Economic |
|-------------------------|--------------------------|------------------------|---|---|---|--|---|--|--|---|-------------------|
| Emergency Response Team | Incident Management Team | Crisis Management Team | Catastrophic | Multiple fatalities, or significant irreversible effects to persons | Significant incident causing long-term environmental damage. Irreparable damage to highly valued items of cultural significance, widespread social impacts. | Mass (national / international) coverage including public, NGO, government, regulator and/or media attention. Longer term damage to the company reputation. Significant, long last impact on the community. | Major data centre or network outage triggers IT business continuity plan activation. Cyber-attack impacting whole of business. Major data-breach. | Significant impact leading to customer CEO/senior management to contact the business. Permanent loss of major customers. | Major disruption to critical asset with long-term impacts on production. Disruption to major supplier/s that causes long-term (>24 hours) loss of production. | Risk of prosecution of company and officers, exposure to potentially fines. Risk of cancellation of key operating licenses. Risk of material litigation, including class actions. | AUD \$50M + |
| | | Notify | Major | Single fatality and/or severe irreversible disability to one or more persons. | Serious medium term environmental effects. Significant damage to structures/items of cultural significance. On-going serious social issues. | Significant levels of national media/public/government, regulator/NGO attention. Adverse impact on reputation on the company or multiple divisions. Severe, short term impacts on local community. | Major incident impacting multiple divisions, multiple sites, enterprise wide systems. Cyber incident impacting multiple sites / systems. Databreach incident. | Major impact leading to a division's loss of a major contract or a major customer does not want to enter into any further contracts with the company. | Disruption to critical asset resulting in an inability to operate a site for a prolonged period (>24 hours). Major supplier issues causing disruption of operations or critical services for a prolonged period (>24 hours). | Risk of significant breach of law. Risk of cancellation or operating licenses. Risk of potentially significant litigation. | AUD \$10M - \$50M |
| | Minor | | Moderate | Moderate irreversible disability or impairment to one or more persons. | Moderate, short-term effects but not affecting eco system functions. Permanent damage to items of cultural significance. On-going social issues. | Stakeholder concerns including regional/national media attention and/or heightened concerns/enquiries by community, NGO and local Govt. Adverse impact on reputation of a business unit. Moderate, short term impact on local community. | Business systems incident causing significant disruption to operations and/or customer service. Cyber incident compromising accounts or data loss (single site / system). | Moderate impact where mid-tier customer does not want to enter into any further contracts. Long term interruptions to a customer (>3 months). | Impacts to critical assets causing a moderate impact on business continuity (<24 hours). Interruption of critical supplier/s causing inability to operate. | Risk of significant breach of law with investigation or report to authority with prosecution and/or moderate fine possible. Risk of variation of operating license or removal of operating permissions. | AUD \$5M - \$10M |
| | Notify | Minor | Objective but reversible disability requiring hospitalisation | Minor effects on biological or psychological environment. Minor medium-term social impacts on local population. | Media enquiries from public and/or local media enquiries including numerous community complaints. Business unit impact is directly identified and impacted. Potential impacts on local community. | A partial loss of services with a medium-to-low impact on the business. Business is still able to function. Short-term workarounds are available, but not scalable. Unauthorised information disclosure. | Minor impact with customer making a formal complaint but continuing to trade with the company. Medium term interruptions to a major customer. | Inability to operate for short period - partial loss of a site or total loss of a minor site. Asset damage able to be rectified in short term. Low level of business interruption. | Risk of investigation by authorities or potential issue of penalty notice. | AUD \$1M - \$5M | |