

## Example – Completing a Risk Statement

Risk No.1. Program Area:						Likelihood Rating	Risk Level
Failure to achieve improved strategic management of client portfolio							
Sources		Current controls and adequacy of controls  A = Fully Adeq. M = Moderately Adeq. I = Inadequate	controls A = Fully Adeq. M = Moderately		rson sponsible	By When	Person Monitoring
Risk Owner			Target Res	idual Risk Level =			



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Risk No.1. Program Area:		Impact of risk h	appening	Consequence Rating	Likelihood Rating	Risk Level
Failure to achieve improved strategic management of client portfolio  Sources	Current controls ar controls A = Fully Adeq. M	Lack of relation  Difficult	nagement Resourd of management resonship management to manage peaks gement resources.	ources to over	se	d on
<ol> <li>Senior Management Resources:</li> <li>Lack of management resources to oversee relationship management of client base</li> <li>Difficult to manage peaks in fluctuating demand on management resources.</li> </ol>	Adeq. I = Inadequa					
Managers fail to raise client issues to senior management						
Inappropriate bidding process  - Misrep in tender doc  - Bribery  - Conflict of interest  - Putting in team member without consent		<ul><li>Misrep</li><li>Bribery</li></ul>	te bidding process in tender doc			
Lack of understanding of client needs		- Putting	in team member w	ithout conse	nt	
Fail to deliver on needs						
Lack of funding for marketing and general stakeholder management						



Litample — Completing the Template								
Risk No.1. Program Area:		Impact of risk happening			Consequence Rating	Likelihood Rating	Risk Level	
Failure to achieve improved strategic management of client portfolio								
Sources		Current controls and adequace controls  A = Fully Adeq. M = Moderate Adeg. I = Inadequate		Risk Treatments	Person Responsible	By When	Person Monitoring	
relationship manag  Difficult to manage on management re  Managers fail to raise management  Inappropriate bidding proces	ources: ient resources to oversee gement of client base e peaks in fluctuating demand esources. ie client issues to senior	<ul> <li>Management structure</li> <li>Management meetings</li> <li>Delegated authorities</li> <li>CRM Systems</li> <li>CRM Reports</li> </ul>	A M A I					
- Misrep in tender do - Bribery - Conflict of interest - Putting in team mer  Lack of understanding of c	ember without consent		_ Mai	nagement structu nagement meetin egated authorities	ngs M	1		
Lack of funding for marke management	eting and general stakeholder		CRN	VI Systems VI Reports				



Risk No.1. Program Area:		Impact of r	sk ha	appening	Consequence Rating	Likelihood Rating	Risk Level
Failure to achieve improved		Loss of profitability/revenue. Loss of					
stra	tegic management of client	market share.		Moderate	Likely	High	
por	tfolio	Loss of reputation. Dilution of		Moderate	Linely		
		Shareholder Value.					
Source	es	Current controls and adequacy of co. ⁴rols  A = Fully Aoo. M = Moderately  Adeg. I = Inadequate		Risk Treatments	Person Resr sible	By When	Person Monitoring
1.	Senior Management Resources:	Management structure	Α				
1	Lack of management resources to oversee     relationship management of client base	Management meetings     Delegated authorities	M				
	Difficult to manage peaks in fluctuating de on management resources.	loderate	Lil	kely Hig	h		
	Managers fail to raise client issues to management	Communication eg SMU		, <u> </u>			
	Inappropriate bidding process	Client Feedback Session     Policy and systems	М				
	<ul><li>Misrep in tender doc</li><li>Bribery</li></ul>	Checklists					
	- Conflict of interest	<ul><li>Code of Conduct</li><li>Accountability of bidder</li></ul>					
	- Putting in team member without consent	ricocanitasini, oi siaaci					
	Lack of understanding of client needs	Skills and knowledge of staff	М				
	Fail to deliver on needs	<ul><li>System and process</li><li>Management systems</li></ul>	М				
		Resource planning					
	Lack of funding for marketing and general stakeholder management	<ul><li>Budgets and forecasts</li><li>Attention to Debtor Control</li></ul>	М				
	-	- / Mondon to Dobtor Odnitol					



Example Completing the lemplate								
Risk No.1. Impact of risk happening Consequence Likelihood Risk Level								
Now complete risk treat			Rating	Rating				
			nue. Loss of					
whom, by when and wh	o will be							
monitoring		L :	ution	Moderate	Likely	High		
monitoring			lution of					
	Shareholder Value.							
Sources	Current controls and adequacy of		Risk Treatments	Person	By When	Person		
	controls			Responsible		<b>M</b> nitoring		
	A = Fully Adeq. M = Moderately Adeq. I = Inadequate							
1. Senior Management Resources:	Management structure	Α						
Lack of management resources to oversee	Management meetings	М				<b>\</b>		
relationship management of client base	<ul> <li>Delegated authorities</li> </ul>	Α				\		
Difficult to manage peaks in fluctuating demand     management recourses.	CRM Systems					\		
on management resources.	CRM Reports	$\perp \perp$						
Managers fail to raise client issues to senior	Monthly reporting	И						
management	<ul> <li>Communication eg SMU         Client Feedback Session     </li> </ul>							
Inappropriate bidding process	Policy and systems	1						
- Misrep in tender doc	Checklists							
- Bribery	Code of Conduct							
<ul><li>Conflict of interest</li><li>Putting in team member without consent</li></ul>	Accountability of bidder	N.				/		
T daming in todain monitor without control in	·					/		
	Olilla and the state of							
Lack of understanding of client needs	<ul> <li>Skills and knowledge of staff</li> </ul>	М						
	System and process							
Fail to deliver on needs	Management systems	М						
	Resource planning							
Lack of funding for marketing and general stakeholder	Budgets and forecasts	М						
management	Attention to Debtor Control							

Risk No.1. Program Area:	Impact of risk happening	Consequence Rating	Likelihood Rating	Risk Level
Failure to achieve improved strategic management of client portfolio	Loss of profitability/revenue. Loss of market share. Loss of reputation. Dilution of Shareholder Value.	Moderate	Likely	High
	Current controls and adequacy of controls  A = Fully Adeq. M = Moderately Adeq. I = Inadequate	Person Responsible	By When	Person Monitoring
<ol> <li>Senior Management Resources:</li> <li>Lack of management resources to oversee relationship management of client base</li> <li>Difficult to manage peaks in fluctuating demand on management resources.</li> </ol>	<ul> <li>Management structure</li> <li>Management meetings</li> <li>Delegated authorities</li> <li>CRM Systems</li> </ul>			
Managers fail to raise client issues to senior management	<ul> <li>CRM Reports</li> <li>Monthly reportir</li> <li>Communication Client Feedback</li> <li>Communication Client Feedback</li> </ul> And a target risk level			
Inappropriate bidding process  - Misrep in tender doc  - Bribery  - Conflict of interest  - Putting in team member without consent	<ul> <li>Policy and syste</li> <li>Checklists</li> <li>Code of Conduct</li> <li>Accountability o</li> </ul> Teatments will be			
Lack of understanding of client needs	<ul> <li>Skills and knowledge of staff</li> <li>System and process</li> </ul>			
Fail to deliver on needs  Lack of funding for marketing and general stakeholder	<ul> <li>Management systems</li> <li>Resource planning</li> <li>Budgets and forecasts</li> <li>M</li> </ul>			
management	Budgets and forecasts     Attention to Debtor Control			
Risk Owner	Target Residual Risk Level	=		