

CAD FACTORY RISK MANAGEMENT MATRIX

Risk Area	The Risk (What can happen and how it can happen)	The consequence from an event happening	Description of existing controls	Likelihood rating	Consequence rating	Overall risk level	Controls to be implemented	Person responsible for implementing controls
Human	Work related car accident.	Staff death or injury; Vehicle rendered unusable.	Fully maintained vehicle, kept in good working order. Workers compensation insurance.	3	4	7	Creation of a safe driving/travel policy; Need to ascertain level of Cad Factory liability if private staff-owned vehicle is written off during Cad-related work/travel and record this in writing.	Artistic Director, Office Manager and Board.
Human	Staff turnover.	Costs of recruitment; loss of productivity; loss of corporate knowledge (particularly in light of responsive and unstable sector conditions).	Annual review/refining of position responsibilities; annual wage reviews; Flexible hours; Professional development opportunities; regular 2-way discussions with staff to refine work processes and identify and resolve issues.	3	2	5	Existing controls adequate.	Artistic Director and Board.
Human	Staff sickness/burnout/inability to perform duties.	Funding deadlines missed; General business not completed.	Regular Staff meetings/debriefs; Flexible hours; Deadlines and workplans shared; Ensure leave entitlements are fulfilled and taken; Ensure that provisions for staff care are implemented in all work planning.	3	3	6	Existing controls adequate.	All Staff.
Human	Psychological harm to staff and volunteers.	Work time lost; loss of productivity; development of serious mental illness.	Core staff have received Mental Health First Aid training. Mental Health First Aiders to be involved in delivery of all projects. Regular check-ins with staff.	3	3	6	Existing controls adequate.	Mental Health First Aid Officers.
Human	Relationships with artists damaged.	Reputational damage; inability to complete projects as planned.	Maintain strong links with artists regionally, nationally and internationally; Always consider the ethical implications of decisions; Adhere to our Principles and Values; Involve artists in project planning where possible and provide avenues for two-way feedback and de-briefing.	3	3	6	Existing controls adequate.	All Staff and Board.
Human	Lack of Cultural sensitivity towards staff, stakeholders, audiences, communities, projects & outcomes.	Staff feeling disrespected; potential impacts on staff turnover; Loss of reputation in the community; Audience feeling unwelcome or excluded; Stakeholders offended.	Annual review and constant adherence to the Cad Factory Code of Conduct Policy, Principles and Values; Always consider the ethical implications of decisions; Maintain strong links with stakeholders; Include Code of Conduct Policy in contracts, artist and board induction packs.	3	4	7	Include Code of Conduct Policy in contracts, artist and board induction packs. Develop project-specific conflict resolution strategies as needed. Employ First Nations Cultural Advisor for projects as needed. Appropriate cultural induction for all staff and volunteers when working on/in/with particularly	All Staff, Board and contractors.

							sensitive projects/locations/communities.	
Human	Risk of not tending to partnerships effectively while developing and delivering projects.	Break-down of relationships with partner organisations.	Key Personnel (Artistic Director, Creative Producer and Office Manager) assigned to oversee partner relationship including regular check-ins and integration of partner expectations.	3	4	7	Existing controls adequate.	Artistic Director, Creative Producer and Office Manager.
Financial	Withdrawal of funding from major stakeholder.	Operations severely compromised.	Track and disseminate record of performance; Deliver value for money; Maintain strong corporate governance and Board; Regular meetings with stakeholders/partners; Maintain healthy financial reserves; Creation of an emergency income plan; Sustained relationships with key arts bodies; Develop diversity in funding types received.	2	4	6	Existing controls adequate, along with creation of emergency income plan.	Artistic Director, Staff and Board.
Financial	Unexpected Expenses.	Ability to operate and deliver projects negatively impacted.	Maintain healthy financial reserves; Have solid financial practices to ensure all financial information and reporting is up-to-date; Regularly review financial policies and procedures to ensure best practice.	3	4	7	Existing controls adequate.	Artistic Director, Treasurer and Finance sub-committee.
Financial	Theft/Property damage.	Loss of production and IT equipment; Loss of artwork, stock and/or fittings.	Insurance maintained and reviewed annually; Ensure doors are locked & windows secured; Ensure management of assets used in offsite Cad Factory productions is assigned to a responsible person; Follow gear hire procedure.	3	2	5	Creation of asset register and relevant insurance policies for identified equipment. Creation of equipment hire procedure.	Artistic Director, Staff and relevant identified contractors/hirers.
Financial	Mis-managing large financial sums.	Financial mis-management; inability to deliver projects as planned; audit failure.	Creation of a budget and financial management policy for the duration of each project. Financial management policies to have oversight by a dedicated board sub-committee which will monitor financial procedures.	2	4	6	Creation of a financial management policy for the duration of each project.	Artistic Director, Office Manager, Cad Factory Board Sub-Committee
Remote Working	Organisation dysfunction; Employee dissatisfaction.	Failure to deliver on projects; Reputational damage; Loss of funding; Negative workplace culture.	Weekly all staff meeting via Zoom; Use of Discord for daily communication; Scheduling regular in-person working days; Additional Zoom meetings when required; Regular check-ins with employees about working processes.	3	4	7	Existing controls adequate.	All Staff.

Technology	System Crash/IT Data loss.	Cad Factory's files lost; Ability to operate and deliver projects negatively impacted.	Use of off-site cloud storage; ongoing management of (2 location) data backup systems.	3	3	6	Existing controls adequate.	Artistic Director.
Technology	IT-related cyber threats; hacking of website and/or emails; hacking of cloud storage.	Fraud is committed against the Cad Factory; Emails are hacked and correspondence with stakeholders forged; Cad Factory website is tampered with or taken down; Reputational damage; Operations and projects impacted.	Maintain anti-malware software on all devices; Staff maintain awareness of and enact digital security Best Practice procedures; Access to company passwords is encrypted.	3	4	7	Existing controls adequate.	Artistic Director.
Media	Negative media.	Reputational damage.	Deliver high quality work and be able to articulate its value; Respond appropriately when necessary; Maintain positive media relations.	3	4	7	Existing controls adequate.	Artistic Director, Staff and Board.
Media	Social Media hacking and/or trolling.	Reputational damage; Time taken to administrate, delete and filter social media feeds; Personal/professional impact on staff.	All staff have access to all social media accounts and monitor replies, DMs, comments & tags.	3	3	6	Existing controls adequate.	All Staff.
Marketing and Communications	Our messages become confused, such that communities and funding bodies do not value us.	Reputational damage; loss of access to funding.	Clear and understandable communications about who we are, what we do, and why it is valuable to the wider community; Our Vision, Values, Mission, Constitution and Strategic Plan are all easily viewed on our website.	3	4	7	Existing controls adequate.	All Staff and Board.
Marketing and Communications	Needing to communicate changing information.	Reputational damage; Confused or incorrect messaging to target audiences.	Ensure our website is always up-to-date; Regular social media posts and e-newsletters.	3	3	6	Existing controls adequate.	Communications staff; Creative Producer and Office Manager.
Management	Not having quorum for Board meetings.	Decisions not getting made.	Set dates for meetings well in advance, in consultation with all board members, and be responsive to necessary changes; Board members to inform Secretary and Office Manager in a timely manner if date changes required.	2	3	5	Existing controls are adequate.	Secretary and Office Manager, with support from all Board members.
Management	Retention and recruitment of Board members.	Unable to meet legal/governance requirements; Loss of corporate knowledge.	Board manual and skills matrix reviewed annually; Deliver board reports in a timely manner; Maintain fluidity in Constitution (currently allows for 5-7 members).	3	3	6	Existing controls adequate.	Cad Factory Board.
Outdoor Event Management	Injury or other harm to persons working at or attending an outdoor event.	Injury or other harm to staff, volunteers, audience, or other community members.	Detailed risk assessments to be created for each event including site, permissions, facilities, security, first aid, working procedures, relevant insurances, risk mitigation measures and responsibilities.	3	3	6	Existing controls adequate.	Production manager and producer.

Natural and climate change related Events	Floods and fires, including bushfires.	Equipment and building damage or loss; Injury or death of people; Restricted access and impacts on operations.	Adequate insurance policies in place and annually reviewed; Maintain Cad Factory properties to reduce fire risks.	1	3	4	Create fire plan for Cad Factory owned or rented premises.	All Staff.
Unexpected and uncontrollable Program Changes	For example: Travel restricted, venues unavailable, projects cancelled at short notice, emergency situations arising, Covid/illness.	Workplace stability compromised; Funding obligations not met; Reputational damage; Increased workload in cancelling/rescheduling etc.	Maintain flexibility in schedules; Assess and respond to changes as they occur; Maintain open communication with stakeholders, funding bodies and audiences; Acknowledge impacts on staff and organisation.	2	4	6	Existing controls adequate.	All Staff and Board.
Copyright Infringement of external contractors' intellectual property	Copyright infringement (perceived or actual).	Reputational damage; Breaking the law; Breaking contracts.	All contracts clearly identify intellectual property arrangement; Standard contract template to be regularly reviewed.	3	4	7	Existing controls adequate.	All Staff and Board
Copyright infringement of Cad Factory Intellectual Property	External parties claiming ownership of our work; external parties claiming intellectual property; external contractors overstating their involvement in project development and delivery.	Reputational damage; loss of opportunities.	Maintain comprehensive online archives to generate an organisational narrative; publicly participate in current contemporary conversations about practice.	3	4	7	Clearly identify roles and relevant 'credit' information in all contracts.	All Staff.

Risk Matrix
Level of Risk Ratings

Likelihood		Consequence		Overall Risk Level	
Almost Certain	5	Catastrophic	5	Extreme risk	10
Likely	4	Major	4	High risk	8-9
Possible	3	Moderate	3	Moderate risk	6-7
Unlikely	2	Minor	2	Low risk	4-5
Rare	1	Insignificant	1	Very low risk	2-3