



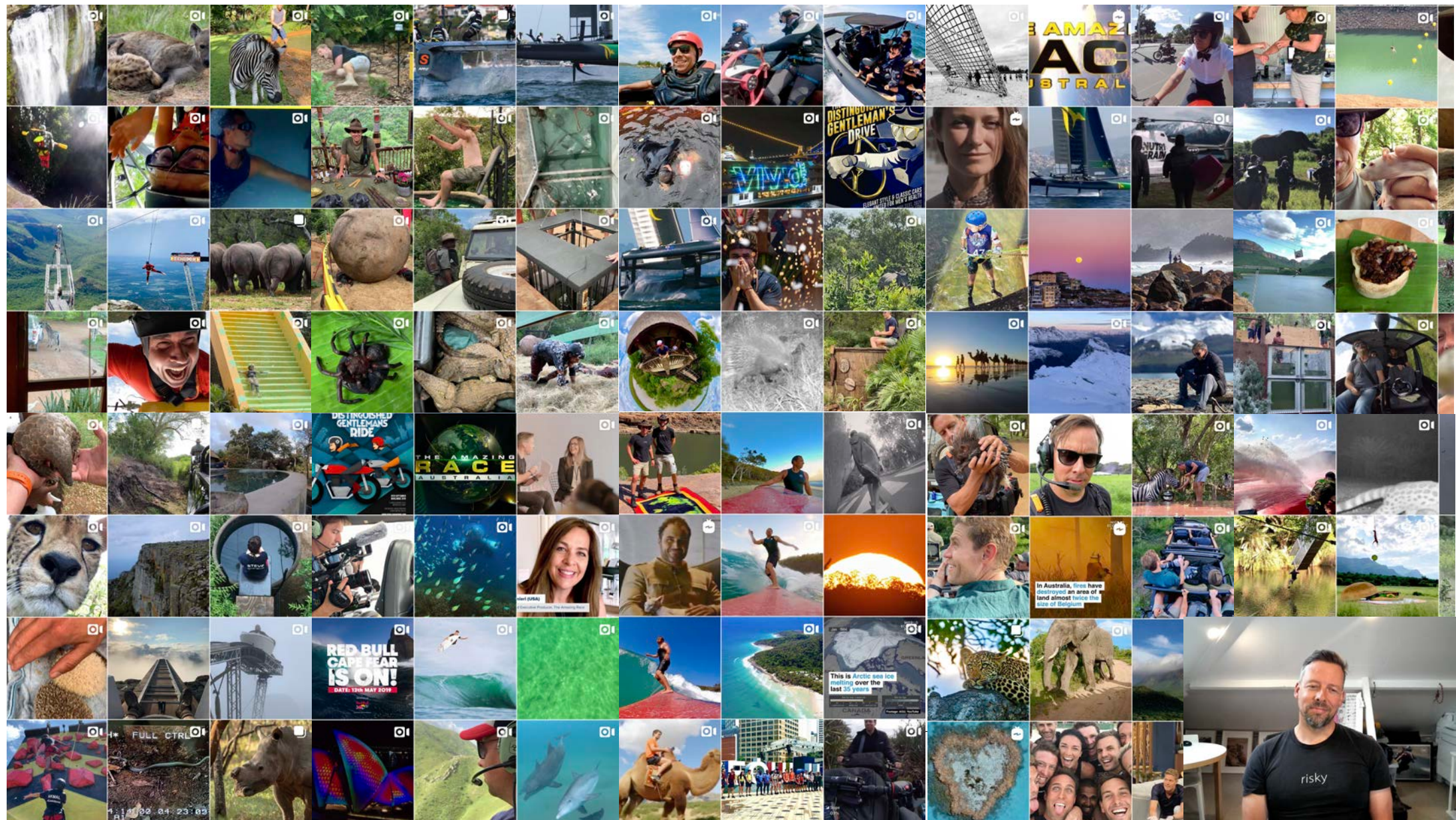
## Risk Resilience – Being Resilience Ready

### Paul Chivers - Risk Management Qualifications & Experience

- Graduate Certificate in Risk Management, Griffith University
- Certificate Practicing Risk Manager (CPRM), Risk Management Institute Australasia (RMIA)
- Subject Matter Expert – Coroners Court of Queensland
- Subject Matter Expert Panelist - The University of Sydney Business School
- Cert IV Work & Health Safety Lecturer (TAR)
- CPRM Assessor, Risk Management Institute Australasia (RMIA)
- Lecturer & Author – Risk Management Institute Australasia (RMIA)
- Lecturer & Author – CPA Australia (CPA)
- Certificate Governance & Risk Management, Governance Institute of Australia (GIA)
- Course Director, Lecturer & Author – Governance Institute of Australia (GIA)
- RMIA Education & Professional Development Council Committee
- Cert IV Trainer & Assessor TAE40110, Tabor
- Just Culture – Certificate Event Investigation for Managers
- Just Culture – Certificate Coaching & Mentoring
- Justice of the Peace (JP)

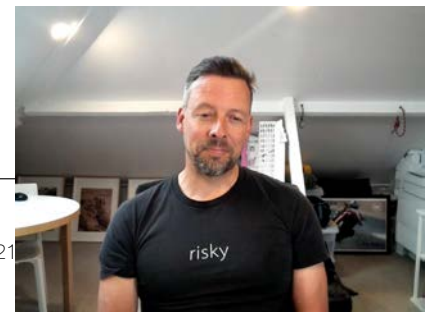








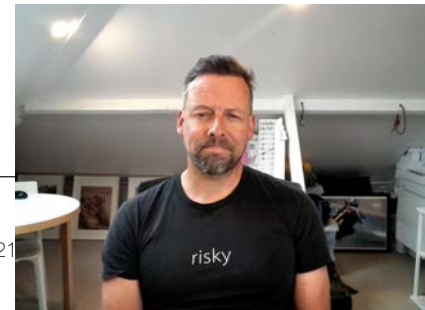
# Disruptive Risk

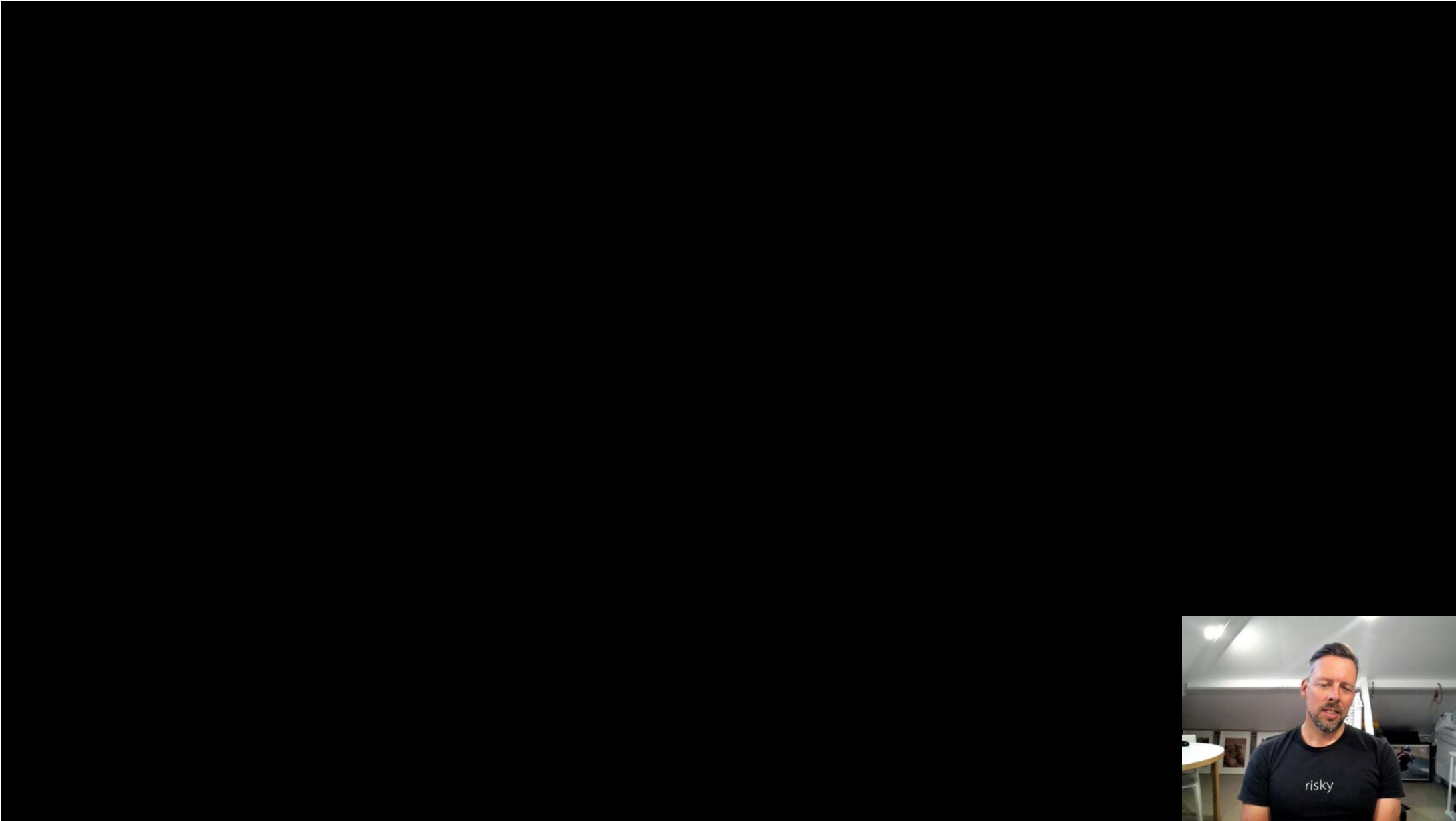


# Velocity at which the risk/s approach

Slow

Fast



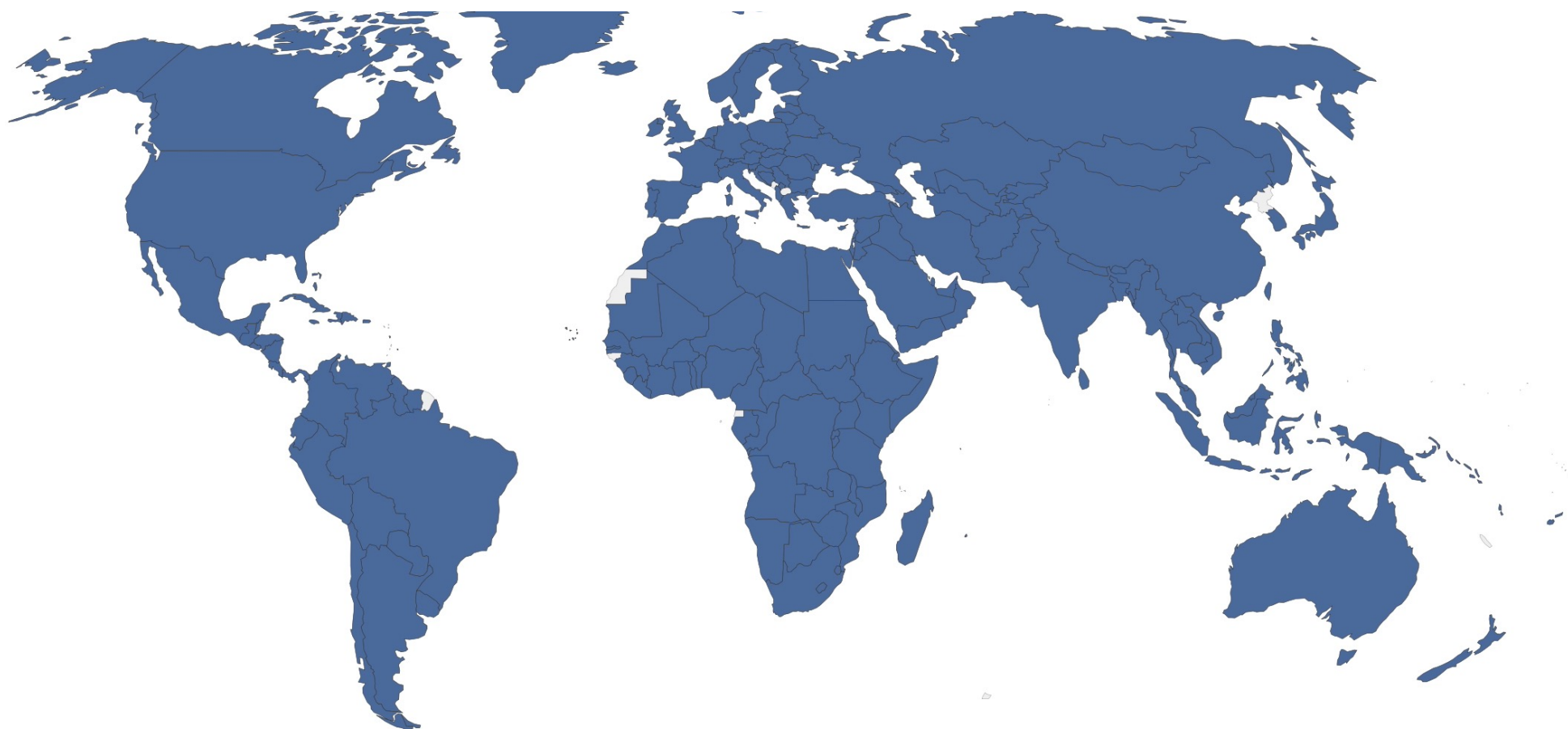


# Sense of urgency

Urgency

Complacent





No data

No measures

Recommended cancellations

Required cancellations

Source: Oxford Government Response Tracker, Blavatnik School of Government, University of Oxford – Last updated 14 October 2021, 22:50 (London time)  
OurWorldInData COVID-19 response measures • CC BY

Jan 1, 2020

Jan 1, 2020



# Effectiveness of existing controls

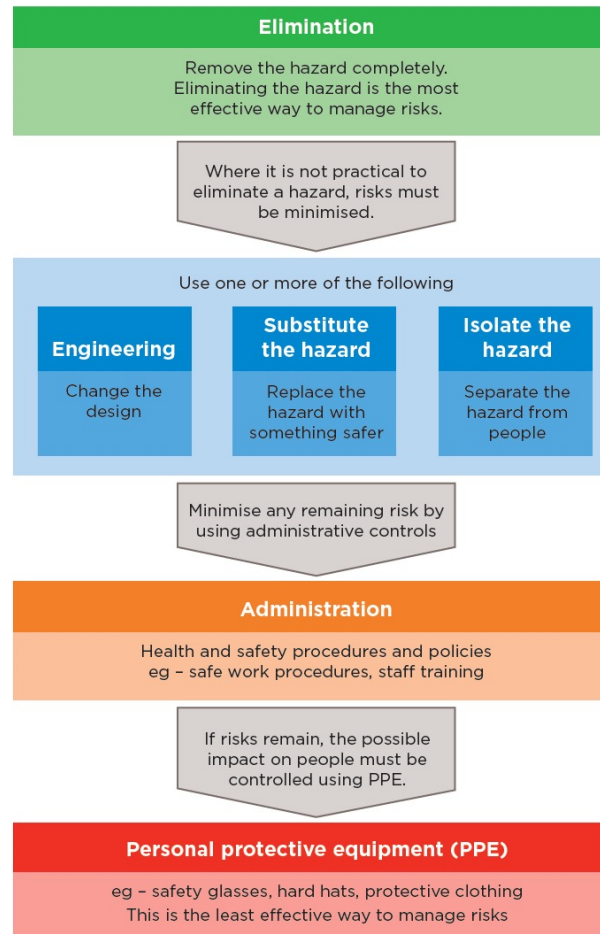
Substantial Effective

Ineffective

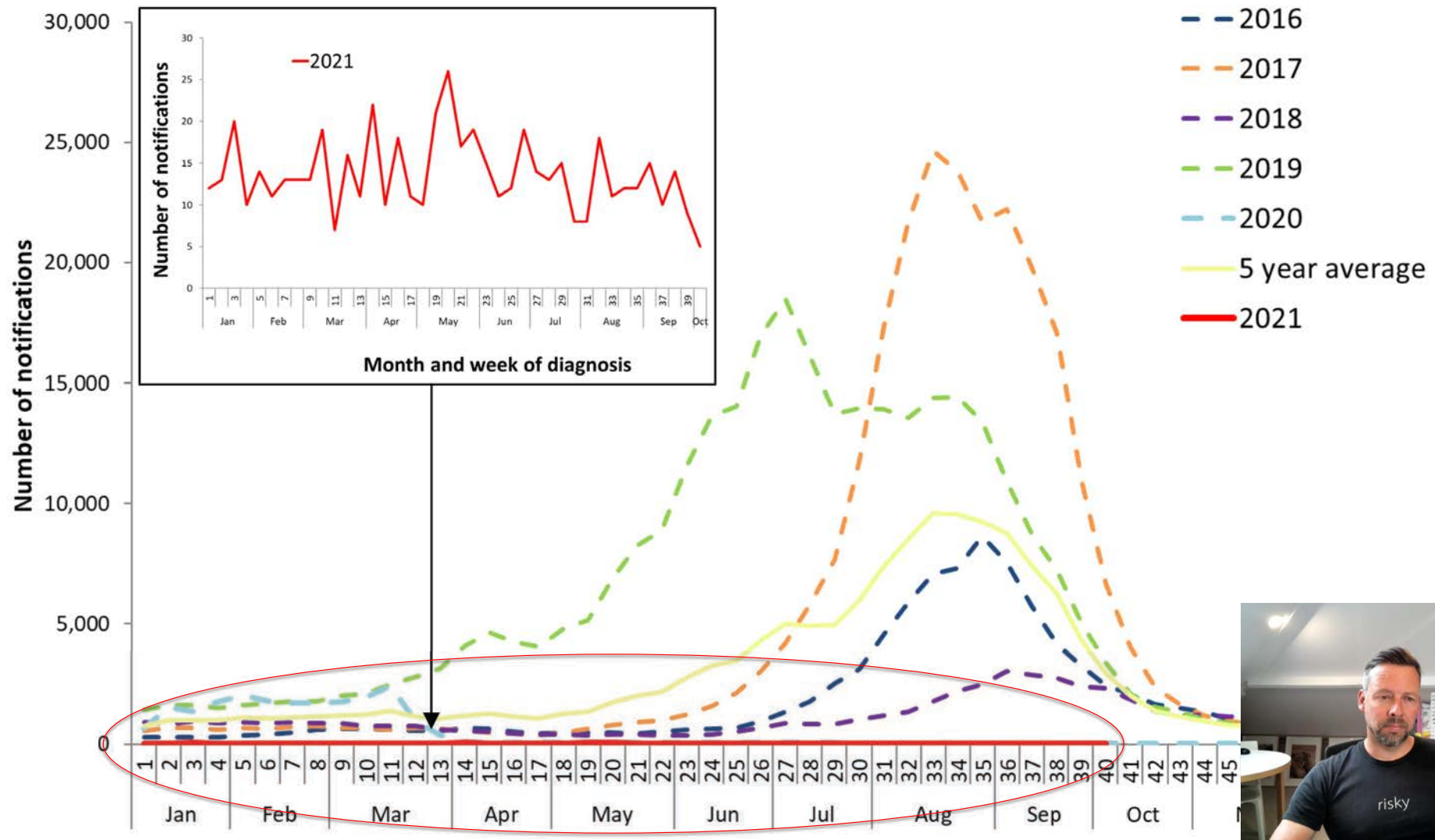




## Control measures



**Figure 4. Notifications of laboratory-confirmed influenza, Australia, 01 January 2016 to 10 October 2021, by month and week of diagnosis\***



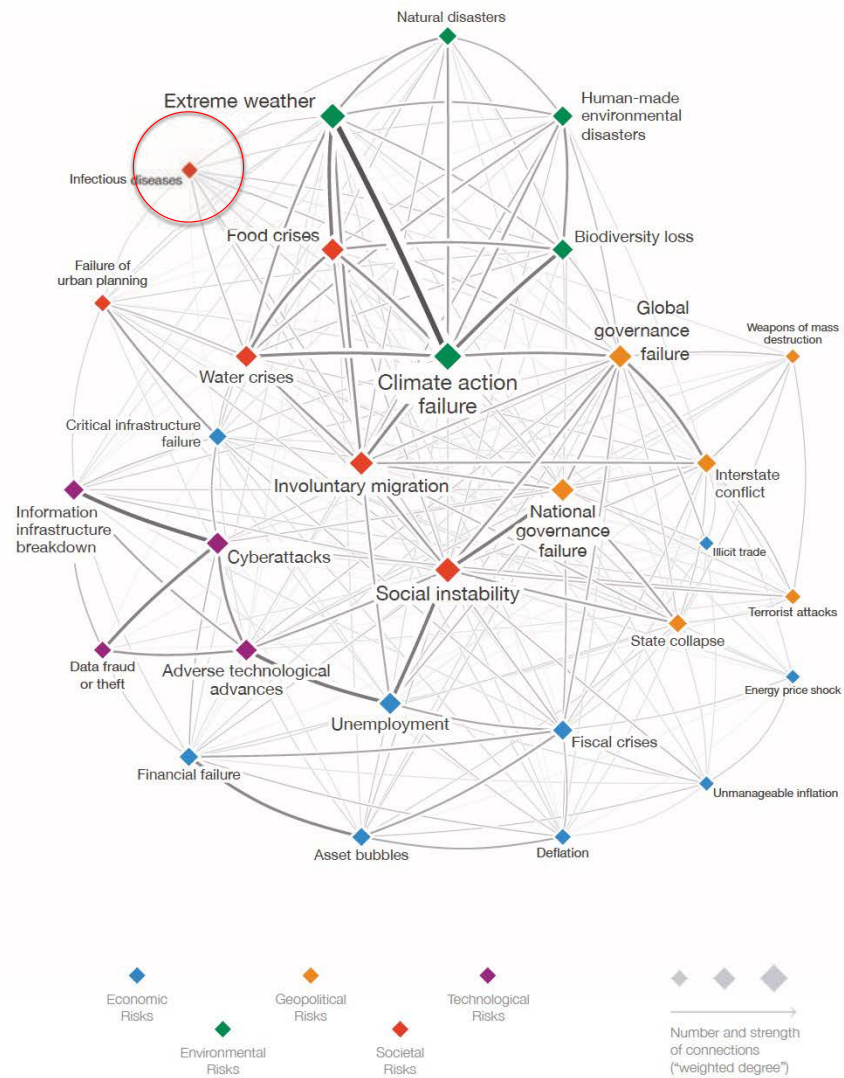
# Interconnectivity of risks

Isolated

Connected



Figure IV: The Global Risks Interconnections Map 2020



WEF Global Risk Report 2020

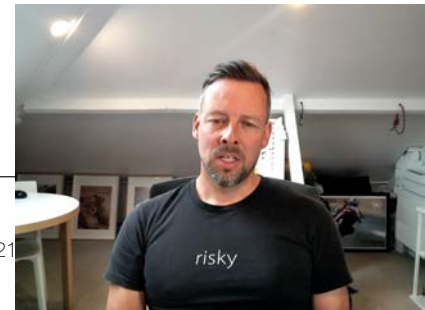




# Human behaviour - perception V reality

Reality

Perception



Don't let the **truth** get in the way of a good story!



# OBESSED BY THE NUMBERS









Campaign: Matesong

Spend: \$15 Million

Pulled after 1 week





**Rihanna** ✓  
@rihanna



devastating. 🤔 #Australia



♡ 320K 4:49 PM - Jan 6, 2020



💬 73.7K people are talking about this



@RIHANNA

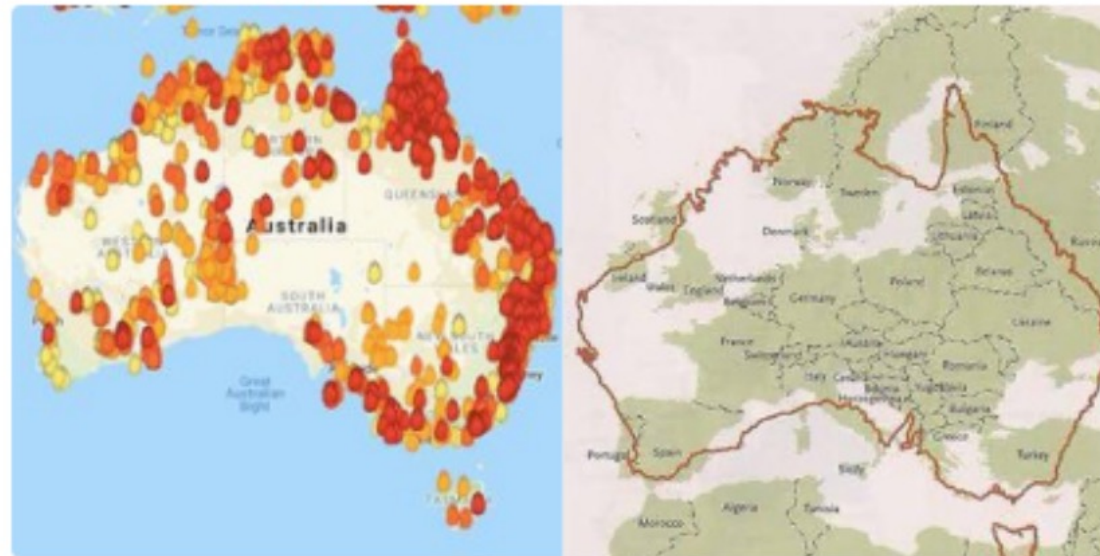




**Martin**  
@marty386



Here is a map of all the fires burning in Australia.  
Here also is a map of Australia overlaid on Europe.  
[#Bushfires](#) [#AustraliaFires](#) [#vicfires](#) [#nswbushfire](#)  
[#NSWfires](#)



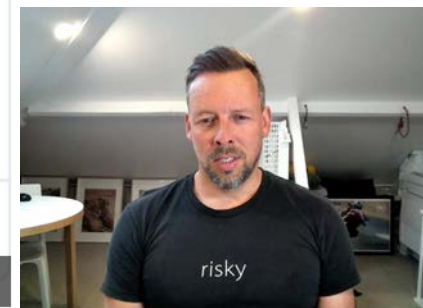
♡ 8,665 10:14 AM - Dec 30, 2019

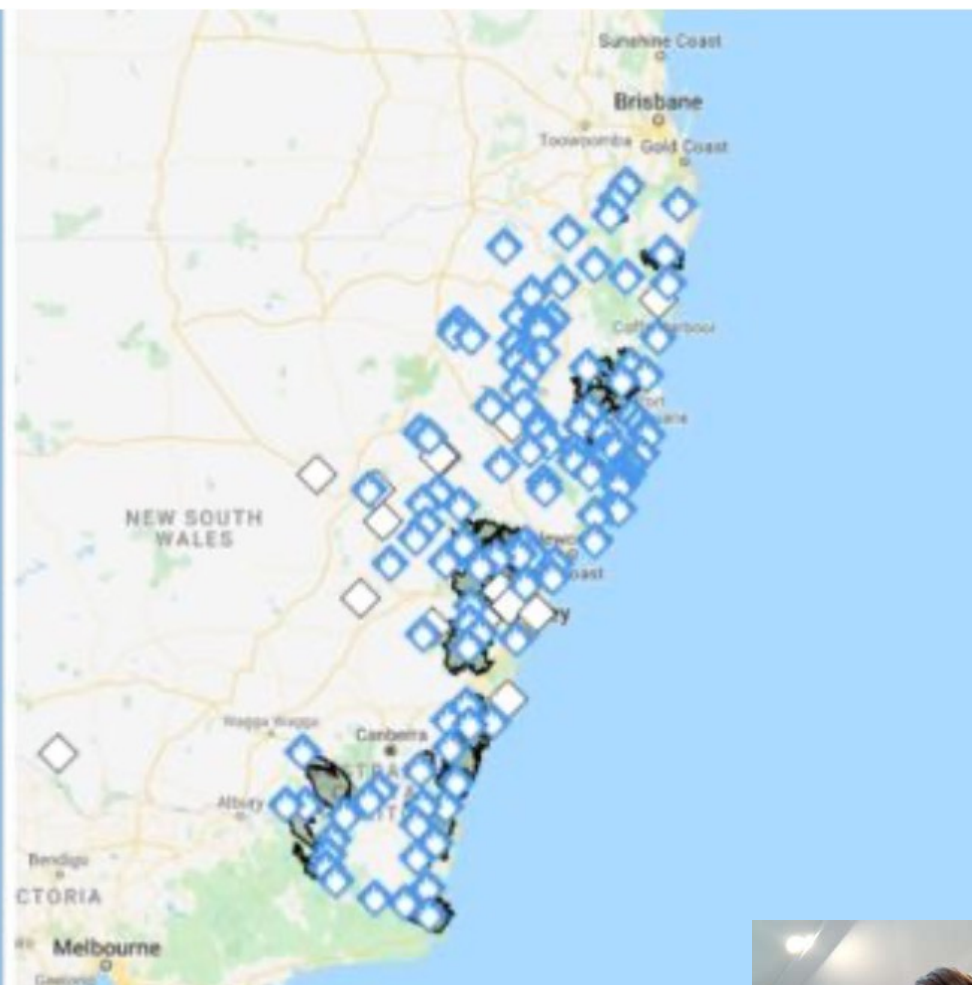


💬 7,559 people are talking about this



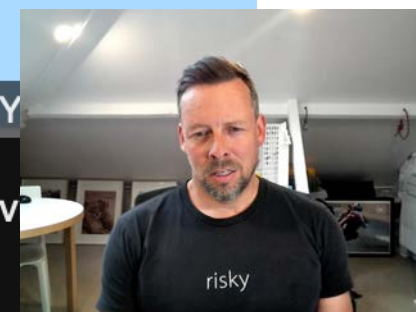
@MARTY386





NEW SOUTH WALES RURAL FIRE SERVICE; MY

In contrast to MyFireWatch maps (left), blue symbols on New South Wales Rural Fire Service (right) give 'Advice' warnings, indicating no immediate danger







THERE'S **STILL** NOTHING LIKE  
**AUSTRALIA**





What Is SailGP?



Play (k)

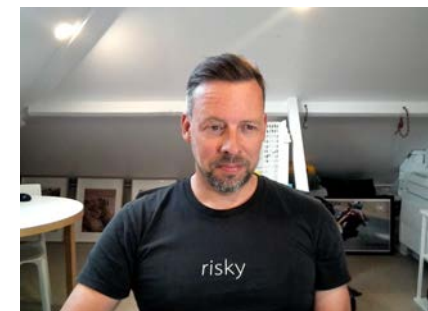


0:00 / 1:04

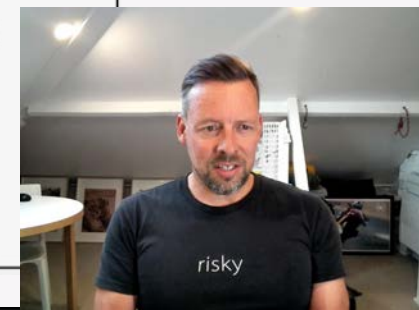
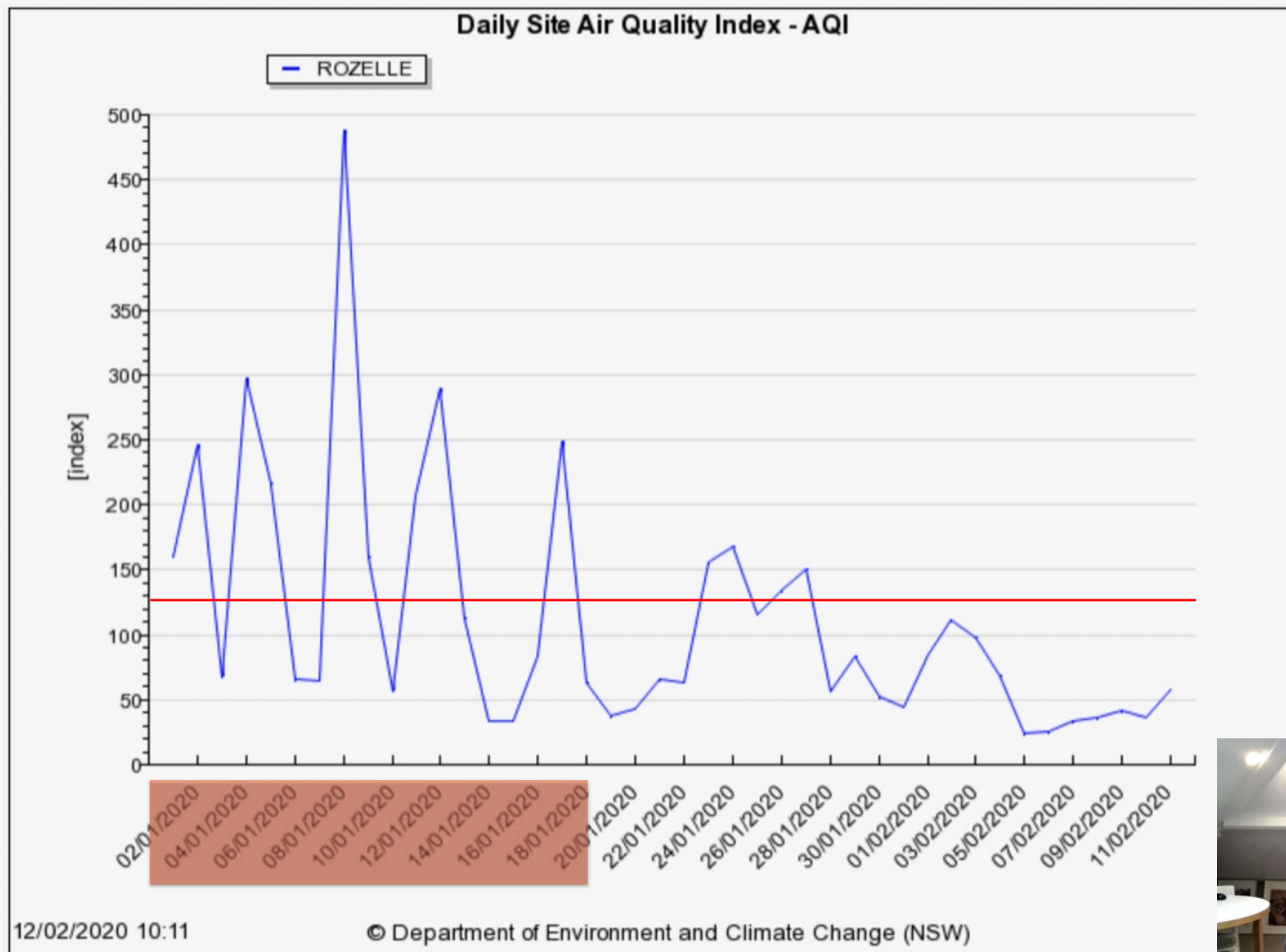


Colour indicator	What activities can I do
0-33 Very good	Enjoy normal activities.
34-65 Good	Enjoy normal activities.
67-99 Fair	People unusually sensitive to air pollution should reduce or reschedule strenuous outdoor activities.  Others are not likely to be affected when the AQI is in this range.
100-149 Poor	Sensitive groups should reduce strenuous outdoor activities.  Other adults are not likely to be affected. Anyone who experiences symptoms should reduce outdoor activities.
150-199 Very poor	Sensitive groups should avoid strenuous outdoor activities  Other adults should reduce or reschedule strenuous outdoor activities.
200+ Hazardous	Sensitive groups should avoid all outdoor activities.  Other adults should avoid strenuous outdoor activities.

© NSW Department of Planning, Industry and Environment



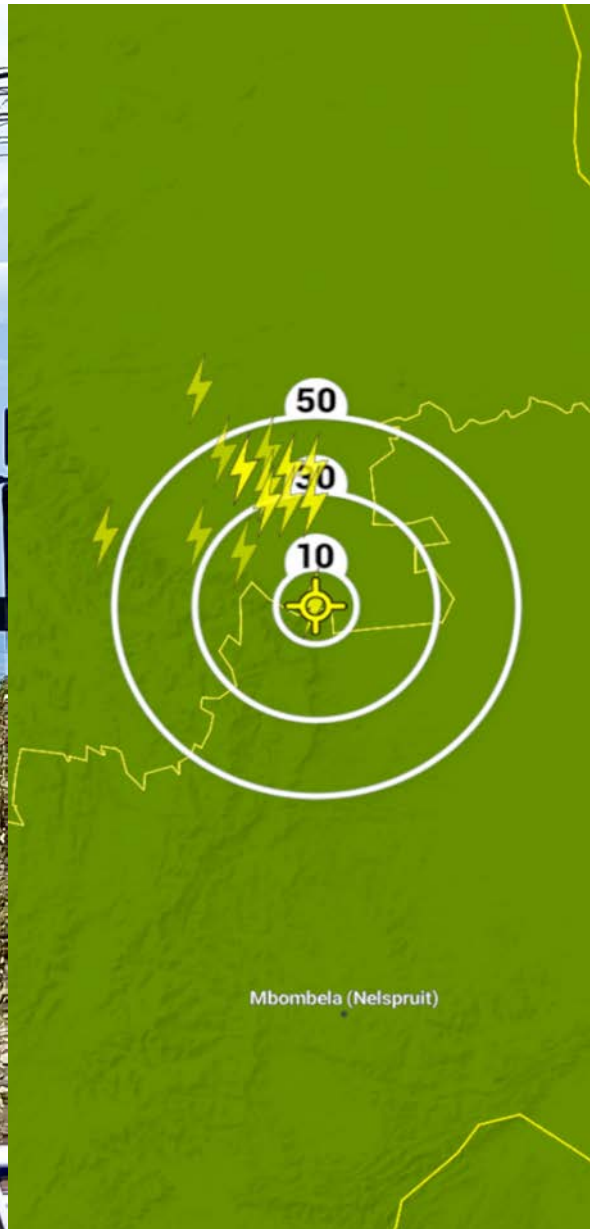




## Evidence of effective controls

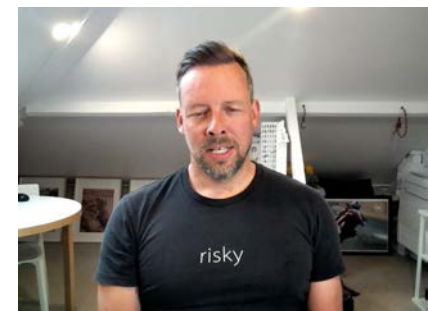
- Documented evidence of consultation
  - Documented AQI Plan implemented
  - Graduated implementation of controls testing for effectiveness
- 
- ✓ AQI & Visibility checks with athletes and key stakeholders
  - ✓ Medical occurrence alerts through reporting system
  - ✓ Daily debrief sessions

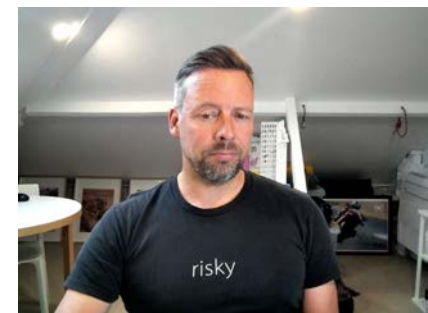




## I'M A CELEBRITY GET ME OUT OF HERE!

- 2km above sea level
- 3 weather systems
- Threshold 10km







## Risk Register - SHS1 - Dreadmill



### Creative Brief

To win stars, all the celebrities need to do is run on a treadmill whilst playing a simple word guessing game. The catch... the treadmill is perched on the edge of the Mariepskop cliff and the speed of the treadmill is dictated by the three onlooking celebrities. One at a time, each celebrity will have a turn on the Dreadmill. To signal the start of the trial, Julia will pull the Dreadmill lever starting the treadmills belt. Our three remaining celebrities will then begin to guess letters to figure out the five-letter word on the gameboard. For each incorrect letter, Julia will increase the Dreadmills speed and difficulty. Campmates will win their meals for camp by correctly completing the word puzzle before the celebrity on the treadmill falls off the cliff. No celebrity on the treadmill = no meals for camp.

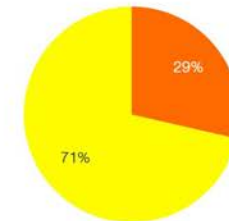
Date of Record: 8/1/20  
Number of Celebrities: 4  
Location: Marieskop  
Type: Rigging

### PPE Recommendations:

- IAC uniform, Full body harness, helmet, knee/shin, elbow pads and gloves

### Expected Risk Level

CATEGORY	RISKS
Extreme	0
High	2
Medium	5
Low	0



Serial	Risk Description	Category	Consequence	Likelihood	Risk Level	Existing Controls proactive/reactive	Treatment / Control Effectiveness	WHS Hierarchy Level	Implementation Status	Expected Residual Risk level	Risk Decision	Key Risk Indicators	Actions	Due	Risk Owner	Next Risk Review
1	Dreadmill															
1.1	Lightening strike to rigging structure or surrounding area	Safety & Security	Catastrophic	Likely	2	<ul style="list-style-type: none"><li>• Safety brief including evacuation procedures for location</li><li>• Weather monitoring hourly with consist visual reviews by safety officer</li><li>• Multiple weather information sources</li><li>• Radio coms between all HODs with overriding "God" radio in the event of evacuation</li><li>• Weather contingencies in place</li><li>• All HODs review and approve</li><li>• At anytime, any crew member can call a stop to filming if they feel it is unsafe. All crew MUST stop filming and move away from the potential risk or hazard until reasonable controls are in place</li></ul> <ul style="list-style-type: none"><li>• Qualified emergency medics onsite with fit for purpose resources to respond effectively</li><li>• Emergency evacuation procedures in place, communicated and tested</li></ul>	Substantially Effective	Level 2	Complete	5	Accept	1. Historic Data 2. Trial Testing 3. Reporting system	1. Review trials 2. Graduated testing 3. Evidence of control effectiveness	Prior to testing	Risk Advisor HOD DEMS WHS Safety HOD	Trial setup





## Debrief

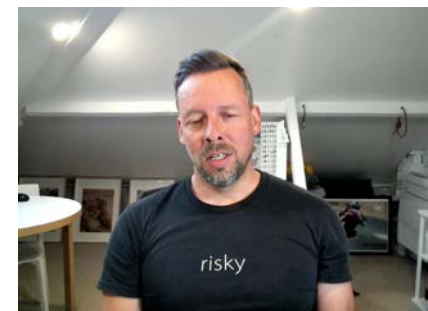
Dreadmill

### Notes

- Controls were substantially effective

### Recommendations

- No recommendations



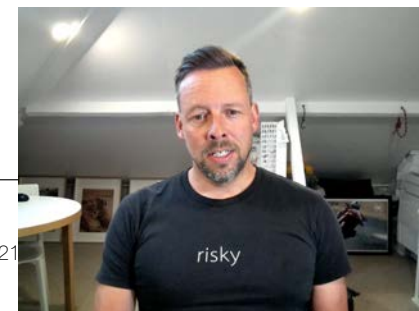


Creating an environment where **disruption** is part of success





Reference: 2012 Antifragile – Nassim Nicholas Taleb

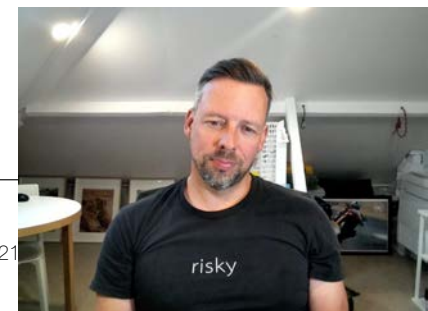


# Risk due diligence

Calculated

Intuitive

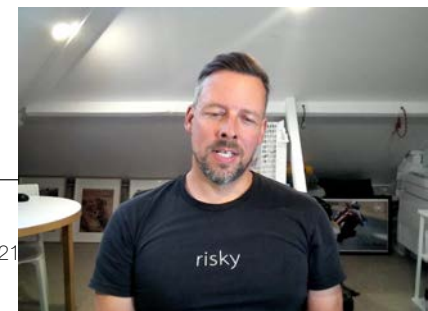
None!



99.999% of the time things go right



# 1 in 13



- Workarounds
- Shortcuts
- Violations
- Guidelines not followed
- Errors and miscalculations
- Unfindable people or equipment
- Unreliable measurements
- User-unfriendly technologies
- Organisational frustrations
- Supervisory shortcoming

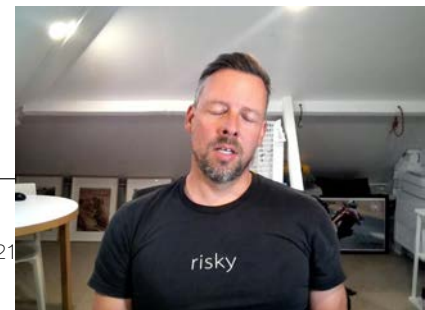
Dekker, 2007







Causal factors for when they got it right?



- Workarounds
- Shortcuts
- Violations
- Guidelines not followed
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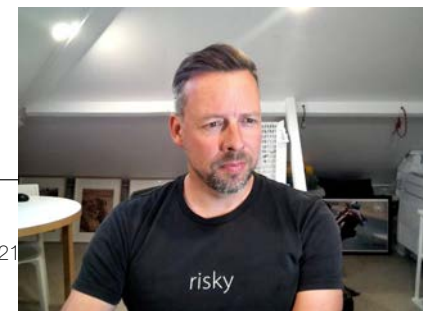
Dekker, 2007

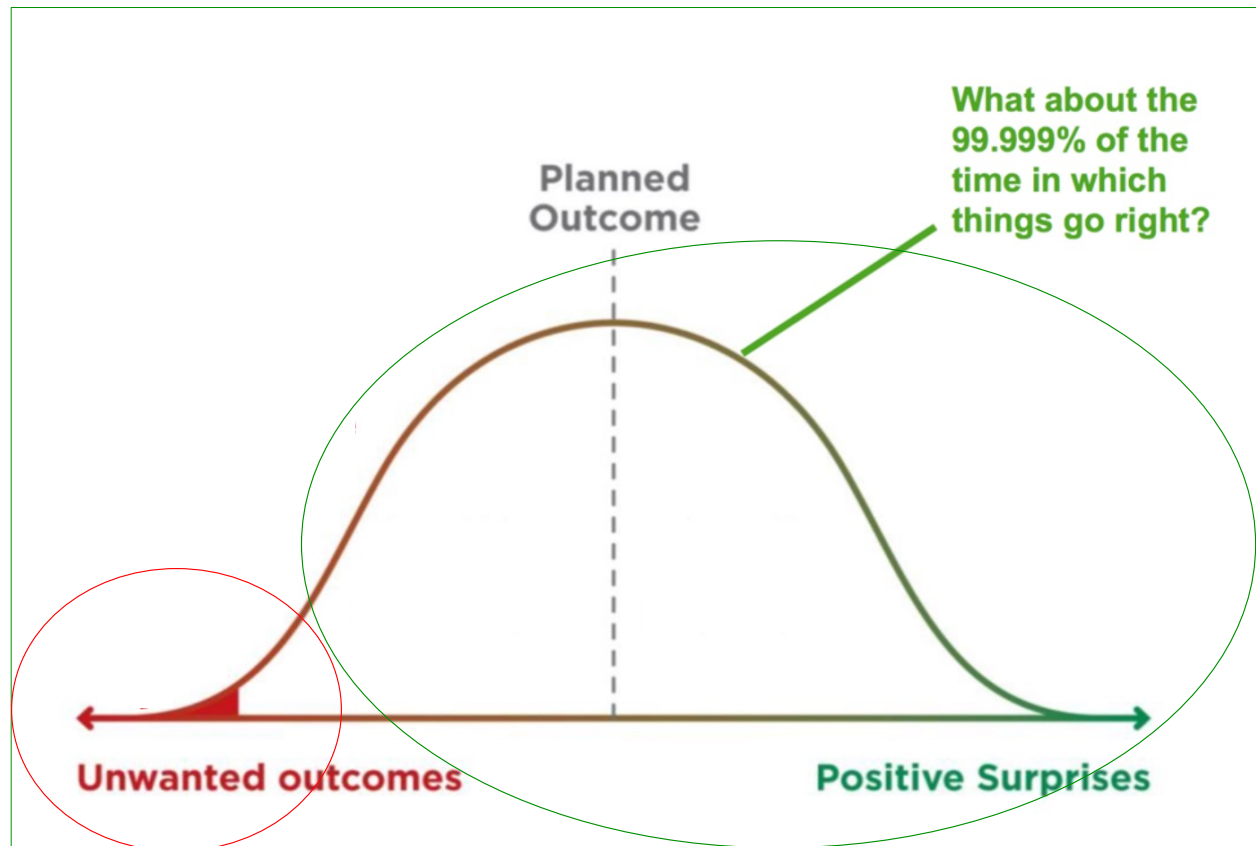


## What's the difference?

- Diversity of opinion and the possibility to voice dissent.
- Keeping a discussion on risk alive
- Deferring to expertise
- Ability to say stop
- Breaking down barriers between hierarchies and departments
- Not waiting for audits or inspections to improve
- Having pride of workmanship

Dekker, 2007





Dekker, 2007





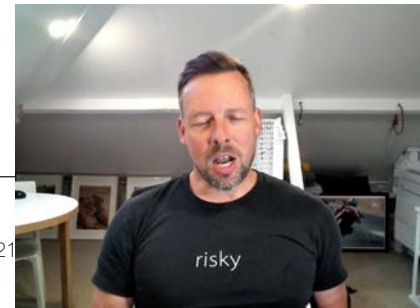
Due diligence doesn't have to come at the cost of creativity, opportunity and success.





## Disruptive antidote

- Risk is inherent, controls are not. Adjust your focal point
- Embrace variance
- Move beyond resilience, become anti-fragile
- In dealing with risk, human factors will defeat procedures every time
- Connect before you correct
- Use risk indicators to pick up on drift before it becomes the norm
- Proportionate due diligence keeps everyone happy
- If you want behaviors to change about risk, find a truth that influences peoples' feelings
- Plan for cognitive ease
- Educate your audience





Thank you

