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| Grant Delivery Plan Bushfire Recovery Victoria (BRV) |

### Instructions for grant applicants

Local Government Authorities (LGAs) must complete a Grant Delivery Plan using this Bushfire Recovery Victoria (BRV) template. This Grant Delivery Plan must be submitted as an attachment along with your online application as it will form a part of your assessment by BRV when making funding recommendations to the Minister.

#### What is a Grant Delivery Plan?

Your Grant Delivery Plan (the Plan) is a detailed breakdown of the funds you are asking for, to whom they will be allocated and how they will be allocated. It also identifies the obligations (including reporting requirements) that grant recipients will have to the LGA, who is responsible within the LGA for administering the grants and the anticipated start and finish dates.

#### Reporting requirements

Successful LGA grant recipients are required to complete regular progress and expenditure updates during the funding period and a final report and financial acquittal at the end of the grant period. BRV will provide all report templates.

LGAs should plan for the following reporting requirements:

* Financial Reports – Two weeks after the end of each financial year
* Progress Reports – Every six-months
* Final Report and Financial Acquittal – One month after the nominated grant ‘End Date’.

#### Revisions to the Grant Delivery Plan

If you are a successful grant recipient, your Grant Delivery Plan will form part of your Victorian Common Funding Agreement (the Agreement) as an attachment. Some grant recipients may receive part-funding or be approved subject to additional conditions and requirements which will require specific updates to the Plan.

You will be given an opportunity to update your Plan to include any additional details required by BRV or to update activity dates if these have changed since your application was submitted. Once updated, the Agreement can be executed and grant funds received.

Grant Delivery Plan

This Grant Delivery Plan must be submitted as an attachment along with your application. If you have any questions or require assistance, contact the BRV Central Grants Team at grants@brv.vic.gov.au or on 1800 560 760.

|  | Grant Delivery Details |
| --- | --- |
| **LGA name** |  |
| **Names and/or titles of the LGA officers responsible for administering the grant** |  |
| **Contact details of the LGAs officer/s responsible for administering the grant** | **Email**  | **Mobile phone (work)** | **Office phone** |
|  | **Area of Delivery**  | **Names (if known) of Community Recovery Groups likely to receive funds** | **Amount requested** |
| **Area of Delivery 1** | **Community-identified recovery and resilience projects** |  | $ |
| **Area of Delivery 2**  | **Community recovery group operating expenses** |  | $ |
| **Area of Delivery 3** | **Professional support for delivering recovery priorities**  |  | $ |
| **Area of Delivery 4** | **Volunteer costs associated with clean up and community recovery** |  | $ |
|  |  | **TOTAL** | **$** |

Grant Allocation Plan

Please complete each of the tables below to provide an overview of the initiatives and activities you propose to use the funds for and the anticipated costs of those activities.

**Area of Delivery 1: Community-identified recovery and resilience projects**

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| --- | --- | --- | --- | --- |
| **Type of activity/expense/ initiative***Refer to the Program Guidelines to identify projects and initiatives eligible and ineligible for funding* | **Rationale for need** * *Explain how funding for this expense will help meet the objectives of this area of delivery and support the needs of the community*
 | **Obligations/exclusions*** *Detail the guidelines that will apply with release of this funding to a community group (what is an eligible activity or cost)*
* *List any items/activities that will not be permitted using this funding*
 | **Anticipated end date*** *The date at which community group recipients will have expended all funds*
 | **Funds required ($)**  |
|  |  | Guidelines | Ineligible activities |  |  |
| **Briefly describe the nature of the projects the funds will be allocated to (use one line per project)***Nominate specific projects where you can. If projects are as yet unidentified, describe the community needs that you anticipate will be funded* |  |  |  |  |  |
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| **LGA administration cost***Amount required by the LGA to fund a resource or part-resource to administer the grant – not more than 15% of the funding requested.* |  |  |  |  |  |
|  | **TOTAL ($):***Enter all ‘Grant Funds Allocated’ first, then select the whole table and click F9 to update the table formula and automatically tally the total ($) field.* | **$ 0.00** |

**Insert additional rows as required** (right click in the last row above the Total, select ‘Insert > Insert Rows Below’).

**Area of Delivery 2: Community recovery group operating expenses**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Type of activity/expense/ initiative***Refer to the Program Guidelines to identify activities and initiatives eligible and ineligible for funding* | **Rationale for need** * *Explain how funding for this expense will help meet the objectives of this area of delivery and the support community recovery group*
 | **Obligations/exclusions*** *Detail the guidelines that will apply with release of this funding to a community group (what is an eligible activity or cost)*
* *List any items/activities that will not be permitted using this funding*
 | **Anticipated end date*** *The date at which community group recipients will have expended all funds*
 | **Funds required ($)**  |
|  |  | Guidelines | Excluded activities |  |  |
| **Printing/stationery/postage** |  |  |  |  |  |
| **Venue/facility hire** |  |  |  |  |  |
| **Travel/accommodation** |  |  |  |  |  |
| **Catering** |  |  |  |  |  |
| **Telecommunications (phone/internet)** |  |  |  |  |  |
| **ICT licences/hire** |  |  |  |  |  |
| **Governance mentoring/training**  |  |  |  |  |  |
| **Professional development** |  |  |  |  |  |
| **Communications (advertising)** |  |  |  |  |  |
| **Community engagement facilitation** |  |  |  |  |  |
| **Other (please list ‘other’ categories on the lines below)** |  |  |  |  |  |
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| **LGA administration cost***Amount required by the LGA to fund a resource or part-resource to administer the gran – note more than 15% of the funding requested* |  |  |  |  |  |
|  | **TOTAL ($):***Enter all ‘Grant Funds Allocated’ first, then select the whole table and click F9 to update the table formula and automatically tally the total ($) field.* | **$ 0.00** |

**Insert additional rows as required** (right click in the last row above the Total, select ‘Insert > Insert Rows Below’).

**Area of Delivery 3: Professional support for delivering recovery priorities**

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| **Type of activity/expense/ initiative***Refer to the Program Guidelines to identify activities and initiatives eligible and ineligible for funding* | **Rationale for need** * *Explain how funding for this expense will help meet the objectives of this area of delivery and the support community recovery group*
 | **Obligations/exclusions*** *Detail the guidelines that will apply with release of this funding to a community group (what is an eligible activity or cost)*
* *List any items/activities that will not be permitted using this funding*
 | **Anticipated end date*** *The date at which community group recipients will have expended all funds*
 |  **Funds required ($)**  |
|  |  | Guidelines | Activities not permitted |  |  |
| **Community visioning/planning** |  |  |  |  |  |
| **Recovery planning - Community engagement** |  |  |  |  |  |
| **Recovery planning – workshop/meeting facilitation** |  |  |  |  |  |
| **Recovery planning – report authoring and production** |  |  |  |  |  |
| **Recovery planning – project scoping**  |  |  |  |  |  |
| **Grant/tender writing**  |  |  |  | **)** |  |
| **Project management support**  |  |  |  | **)** |  |
| **Other (please list ‘other’ categories on the lines below)** |  |  |  |  |  |
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| **LGA administration cost** *Amount required by the LGA to fund a resource or part-resource to administer the grant – not more than 15% of the funding requested* |  |  |  |  |  |
|  | **TOTAL ($):***Enter all ‘Grant Funds Allocated’ first, then select the whole table and click F9 to update the table formula and automatically tally the total ($) field.* | **$ 0.00** |

**Insert additional rows as required** (right click in the last row above the Total, select ‘Insert > Insert Rows Below’).

**Area of Delivery 4: Volunteer costs associated with clean up and community recovery**

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| **Name of community group to be granted funds** *Refer to the Program Guidelines to identify activities and initiatives eligible and ineligible for funding* | **Rationale for need** * *Explain how funding for this expense will help meet the objectives of this area of delivery and the support community recovery group*
 | **Obligations/exclusions*** *List any requirements the community group will need to meet as part of receiving this funding (eg reporting requirements)*
* *Detail the guidelines that will apply with release of this funding to a community group (what is an eligible activity or cost)*
* *List any items/activities that will not be permitted using this funding*
 | **Anticipated end date***The date at which community group recipients will have expended all funds* | **Funds required ($)**  |
|  |  | Guidelines | Activities not permitted |  |  |
| **List the names of community groups (one per line) that you anticipate will access this gran** |  |  |  |  |  |
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| **LGA administration cost** *Amount required by the LGA to fund a resource or part-resource to administer the grant – note more than 15 % of the funding requested* |  |  |  |  |  |
|  | **TOTAL ($):***Enter all ‘Grant Funds Allocated’ first, then select the whole table and click F9 to update the table formula and automatically tally the total ($) field.* | **$ 0.00** |

**Insert additional rows as required** (right click in the last row above the Total, select ‘Insert > Insert Rows Below’

Engagement and Parties Involved

Provide details below (as available) for organisations partners, or key individuals who have been listed as ‘responsible’ for task delivery in the Grants Delivery Plan.

Consider all parties who will be involved, engaged, or consulted with to plan and deliver your proposed project.

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| --- |
| Grant Engagement  |
| **Have you engaged with the nominated community recovery group in relation to the grant?***(where it exists)* | [ ]  **Yes** | [ ]  **No** | [ ]  N/A |
| **Does project delivery include and/or rely on other partner organisations or external contractors for delivery?** | [ ]  **Yes** | [ ]  **No** |
| **Is the community recovery group a part of a Traditional Owner Group or will it engage with local Traditional Owner organisation / groups as part of expending this grant?** | [ ]  **Yes** | [ ]  **No** |
| **Have you engaged with all parties involved in delivery in the preparation of this Plan?** | [ ]  **Yes** | [ ]  **No** |
| **Additional Details***If you answered ‘yes’ above, provide additional details about Grant Engagement here:* |
|  |

**Community Recovery Group details**

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| Where known, provide details for the community recovery groups likely to receive funding through this grant |
| **Organisation name** | **Role in activities** | **Main contact person**  |
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*Add additional rows as needed.*

**Key LGA individuals**

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|  List contact details for LGA staff who will be responsible for overseeing grant activities and initiatives |
| **Individual name** | **Title and role in grant activities** | **Phone number and/or Email** |
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*Add additional rows as needed.*

Risk Management

Please note:

* brief descriptions and dot points are encouraged
* depending on the size and complexity of the grant, you may only have a few risks to note
* you do not need to provide details for *every possible risk* to your project or provide a response in every category (these are just a guide)
* include only those risks which are ‘Moderate’ to ‘Extreme’ and relevant to administering/expenditng your grant

No initiative, event or activity is ever without risk. Risk planning helps you identify what *could* happen in the worst-case scenario so you can avoid it ever happening or at least have an agreed plan for managing a risk event if it does happen.

It is recommended that during the planning stages you discuss with all key parties involved the possible risks and issues that could arise for you and the recipient community recovery group. Consider the broad risk categories in the template to guide a conversation about the potential risks.

See *Appendix B – Risk management examples* for the Risk Matrix and guidance to help you identify and document your project risk management.

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| **Risk Category** | **Area of risk**  | **Risk identified** | **Risk level** | **Controls and/or mitigation measures** | **Response measures** |
| **Operational & Delivery** |  |   |  |  |  |
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| **Financial & Budget** |  |  |  |  |  |
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| **Environmental** |  |  |  |  |  |
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| **People** |  |  |  |  |  |
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| **Legal & Compliance** |  |  |  |  |  |
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| **Communications & Engagement** |  |  |  |  |  |
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| **Infrastructure & Resources** |  |  |  |  |  |
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**Insert additional rows as required** (right click in white section of the last row in the relevant category, select ‘Insert > Insert Rows Above’).

Events and Case Studies

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| BRV Case Studies – Showcasing grant recipients  |
| BRV occasionally creates and publishes Case Studies of previous grant recipients to our website. These Case Studies showcase the successes of the funded project, and can include photos, interviews or quotes from individuals involved in project delivery or the wider community. |
| **Would you be open to participating in a BRV Case Study?** | [ ]  **Yes***If ‘Yes’, a representative from BRV will contact your organisation when the next round of Case Studies are being developed to discuss further details.* | [ ]  **No** |

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| Engagement Opportunities  |
| Consider if there will be any engagement opportunities during your funded activities that would be appropriate for attendance by the Minister for Emergency Services or a BRV representative (e.g. an event or launch).  |
| **Will there be any events or opportunities for attendance?** | [ ]  **Yes***(If yes, please provide detail below)* | [ ]  N/A*(skip to next section)* |
| **Please indicate if attendance would be appropriate for:** | [ ]  Minister for Emergency Services \*[ ]  BRV representative | [ ]  Both if available |
| **Type of event:***(Brief description)* |  |
| **Proposed date and time:** |  |
| **Location:** |  |
| **Primary contact:***(for event liaison)* | Name: |  |
| Email: |  |
| Phone: |  |

*\* Please note, Minister attendance is dependent on availability and notice given.*

## Declaration

To be completed by the individual that has prepared this Grant Delivery Plan or is otherwise authorised to sign off on its approval by the organisation, Auspice (if relevant) and other parties involved.

|  |  |
| --- | --- |
| **Full Name:** |  |
| **Phone number:** |  |
| **Declaration** | I declare that:* I am authorised by the grant applicant organisation (and Auspice, if applicable) to submit this Project Plan and make this declaration on their behalf
* all parties and individuals identified in the Plan were consulted during preparation of the Plan and have confirmed their commitment to their roles, responsibilities, timelines, and delivery deadlines outlined
* to the best of my knowledge the information in the Plan is correct and that I will contact the BRV if there are any inaccuracies or changes
* I acknowledge that Bushfire Recovery Victoria (BRV) may seek additional information from the grant applicant organisation or other parties listed to clarify information provided, including any attached supporting documentation, as part of the assessment and review process.

**[ ]  I declare and acknowledge the above to be true and correct.** |
| **Date completed:** |  / /  |

**[BRV Office Use Only]**

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| **Review Date:** |  / /  | **Grant Ref:** | OPP- |
| **Name:**  |  | **Position:** |  |
| **Review comments:** |  |

Appendix A – Grant Delivery Plan (Example)

**Example scenario:**

The community of Localsville was heavily impacted by the storm. Critical infrastructure was damaged, as were a number of community facilities, including the local recreation reserve (home to the football, netball and tennis clubs), the public park and playground and the Community Garden. The Community Hall had a tree fall on its kitchen and needs extensive renovation before it can be re-opened. Homes and businesses were without power and water for several weeks and schools, playgroups and other community groups were severely restricted in their operation. The Recreation Reserve Committee of Management has taken a lead in bringing community together and has formed a Community Recovery Sub-Committee. The volunteers on the committee are gathering information on what the full impacts of the storm are and what the immediate recovery needs might be.

Below is an example of the information to include in your request for funding, some question prompts to get you thinking about specific planning details and some example entries.

If your grant is greater than $250,000 you will likely receive split grant payments over the life of the project. Discuss with BRV if your activities or initiatives have specific funding allocation needs (e.g., greater funding amounts are needed earlier rather than later).

*Please note, the examples show a variety of activities which may or may not be eligible under the BRV grant program you are completing this Plan for currently. Please carefully review the relevant Program Guidelines to ensure your proposed activities are eligible.*

**Area of Delivery 1: Community-identified recovery and resilience projects**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Type of activity/expense/ initiative***Refer to the Program Guidelines to identify projects and initiatives eligible and ineligible for funding* | **Rationale for need** * *Explain how funding for this expense will help meet the objectives of this area of delivery and support the needs of the community*
 | **Obligations/exclusions*** *List any requirements the community group will need to meet as part of receiving this funding (eg reporting requirements)*
* *Detail the guidelines that will apply with release of this funding to a community group (what is an eligible activity or cost)*
* *List any items/activities that will not be permitted using this funding*
 | **Anticipated end date*** *The date at which community group recipients will have expended all funds*
 | **Funds required ($)**  |
|  |  | Guidelines | Ineligible activities |  |  |
| **Briefly describe the nature of the projects the funds will be allocated to (use one line per project)***Nominate specific projects where you can. If projects are as yet unidentified, describe the community needs that you anticipate will be funded* | Localsville Community Connections Space Project* Residents in Localsville have identified that the community does not have a unified space that is suitable for individuals and families to congregate together in a welcoming and social environment
* During the storm, the local hall was overwhelmed by residents seeking refuge, relief, power and information. The hall was unable to adequately cater for this demand.
* When a tree fell on the hall’s kitchen, the building became effectively useless as a community focal point.
* The community is seeking to have the hall upgraded to include amenities that are accessible to all. Upgrades to the kitchen and bathrooms are proposed as well as an extension to the hall to accommodate multiple meeting rooms and congregation facilities.
* Improvements to outdoor facilities, including a children’s playground, barbecue area and a multi-sport playing surface are also proposed.
* The project has been staged and the Project team is seeking to fund Stage 1, which is the construction of the outdoor playground.
 | Financial statement (receipts)Report (locations identified, benefit, etc)Insurance coverage as appropriate for the activityConsultation with community to understand community preferences. | Ongoing maintenance costs past the end delivery dateReplacement or upgrading of hardware past the end delivery date | December 2022 | $25,000 |

**Area of Delivery 2: Community recovery group operating expenses**

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| --- | --- | --- | --- | --- |
| **Type of activity/expense/ initiative** | **Rationale for need**  | **Obligations/exclusions** | **Anticipated end date** | **Funds required ($)** |
|  |  | Guidelines | Excluded activities |  |  |
| **Venue/facility hire** | The Community Recovery Sub-Committee requires a space to be able to host meetings and deliver on their programs/ projects in a central and accessible location for Localsville residents. Unfortunately, their Community Hall is currently damaged and unable to be accessed at this time, resulting in the need for venue hire.  | Financial statement (receipts)Report (number of meetings, benefits, challenges, etc)Insurance coverage as appropriate for the activityFunds can only be utilised by the Community Recovery Sub-Committee members as part of their official function or program delivery  | Non-June Flood and Storm related hire, such as venue hire for The Recreation Reserve Committee of ManagementPersonal or business eventsVenue hires on behalf of another community groupVenue hire for political and/or fundraising activities | June 2023 | $5000 |
| **Governance mentoring/training**  | To meet financial and reporting requirements associated with the Community-led Recovery Support grants program and Council guidelines, the Community Recovery Sub Committee will require financial training.  | Financial Statements (receipts)Reporting obligationsFunds can only be utilised by the Community Recovery Sub-Committee membersFinancial training prioritised for the Treasurer. | Training activities not related to governance or finances.  | December 2022 | $1000 |
| **Community engagement facilitation** | To effectively gauge community priorities, an online survey and two community workshops will be held. A professional facilitator will be required to author the survey, run the workshops and prepare reports. | Workshops must be for the purpose of recoveryWorkshops must involve broad community representation | Non-recovery workshopsWorkshops that exclude community participation | December 2022 | $10,000 |

**Area of Delivery 3: Professional support for delivering recovery priorities**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Type of activity/expense/ initiative** | **Rationale for need**  | **Obligations/exclusions** | **Anticipated end date** | **Funds required ($)**  |
|  |  | Guidelines | Activities not permitted |  |  |
| **Community visioning/planning** | Three community debrief sessions were held in Localsville in the weeks following the event, with over 100 residents in attendance. Community identified that while they felt their Community Emergency and Recovery Plan prepared them for bushfire disasters, it did not prepare them for the unique nature of flood and storms, leaving many residents unsure of what decisions they should be making and where they should be congregating during and after the event.It was identified that a Localsville Community Recovery and Preparedness Plan was a priority for the community and that it should include preparedness and resilience for all future hazards and natural disasters.  | Financial Statements (receipts)Reporting obligationsDelivery by an independent facilitatorA public facing Community Emergency and Recovery PlanBroad community consultation for input into the Community Emergency and Recovery Plan  | Covid recovery and preparedness plan. Any activities or programs of work identified in the plan. Costs associated with printing, promoting or publicly hosting the Community Emergency and Recovery Plan | December 2022 | $7500 |
| **Recovery planning - Community engagement** | To ensure the Localsville Community Recovery and Preparedness Plan is inclusive and representative of the wider community committee members are seeking professional development on how to engage its community with the outcome of incorporating the community’s feedback and priorities into the plan.  | Financial Statements (receipts)Reporting obligationsDelivery by an independent facilitatorA public facing Community Emergency and Recovery PlanBroad community consultation for input into the Community Emergency and Recovery Plan, including young people, people with a disability, and Aboriginal and Torres Strait Islander peoples | Covid recovery and preparedness plan. Any activities or programs of work identified in the plan. Costs associated with printing, promoting or publicly hosting the Community Emergency and Recovery PlanEngagement to promote political and/or fundraising activities | September 2022 | $5000 |
| **Grant/tender writing**  | Ten mobile community recovery sessions were hosted during September in Localsville. Over 90 local residents attended, with a further 300 reached via social media posts (link to post here). The community feedback that the refurbishment of the Community Hall, to make it fit for purpose for future events, was one of its highest priorities. The Community-led Recovery Support grants do not offer the opportunity for such a refurbishment. The Community Recovery Sub Committee will be seeking funding via government and philanthropic grants. Access to professional development would uplift the capability of the members and potentially increase the chances of a successful grant application.  | Financial Statements (receipts)Reporting obligationsDelivery by an independent facilitatorThe submission of a grant application to support the refurbishment of the Community HallAt least 50% of the funds must be used for training and workshops for the sub-committee member(s) to uplift their capability in grant writing. No more than 49% of funds may be used to hire a grant writer to write the grant on behalf of the Community Recovery Sub-Committee | The entirety of the funds cannot be used to hire an external professional to write all grants on behalf of the Community Recovery Sub-Committee. | December 2022 | $10 000 |

**Area of Delivery 4: Volunteer costs associated with clean up and community recovery**

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| **Name of community group to be granted funds**  | **Rationale for need**  | **Obligations/exclusions** | **Anticipated end date** | **Funds required ($)**  |
|  |  | Guidelines | Ineligible activities  |  |  |
| **List the names of community groups (one per line) that you anticipate will access this grant** |  |  |  |  |  |
| The Localsville 4WD Club | * In the aftermath of the storm, the 4WD club came together to support local clean up.
* Members used their own vehicles and equipment to support residents who lacked the capacity and/or capability to clear their own properties
* The club coordinated and prioritised a list of properties owned or occupied by vulnerable people who need clean up support
* The Club has limited financial resources and has already expended 60 per cent of its cash reserves to support this initiative
* Club members are using their own funds where possible, but some are at the point where they can’t afford to continue
* This money will allow the club to cover fuel costs and tip fees
* It will also provide Chainsaw Safety training for volunteers who wish to get involved
 | Financial statement (receipts)Reporting obligationsInsurance coverage as appropriate for the activitySigned consent forms to enter and perform work on private propertyOH&S and other training to support staff and/or volunteers to undertake clean up activity in a safe manner hire of equipment necessary for the safe removal of debris left by the storm and/or floodpayment of fees associated with the disposal of debris and rubbish left by the storm or floodfuel costs associated with the running of equipment/machinery required for clean-up activitycosts associated with the repurposing of timber or other reusable waste left by the storm or floodIn line with Council’s biodiversity and natural environment principles and Council bylaws | Clean up works or activities that are otherwise covered by insurancePurchase of alcohol, gifts, prizes or incentives (e.g., thank you gifts, gift cards or similar rewards)Clean up projects that are within the responsibility of another State, Federal or Local Government program and/or are more suitably funded under another programClean up activities that may have a negative impact on the environment, heritage, existing businesses, services and/or communitiesTree removal and clean up of public lands such as State, Federal or Local Government.Accommodation costsCatering costs | June 2023 | $5 000 |
|  |  |  |  |  |  |

Appendix B – Risk Management and Examples

No project, event or activity is ever without risk. If risks are never identified, then they cannot be controlled.

Risk planning helps you identify what *could* happen in the worst-case scenario so you can avoid it ever happening or at least have an agreed plan for managing a risk event if it does happen.

#### Identify your project risks

Consider the examples and categories below to guide a conversation about possible risks to your own project.

Don’t jump ahead to planning or detailing controls or response measures right away - just brainstorm and list all the risks you can identify.

#### Include only Moderate to Extreme risks in your Plan

You do not need to provide details in your Plan for *every possible risk* that could happen in your project. You only need to include risks which are of a Moderate to Extreme risk level.

Use the risk matrix below to determine the risk level for each of your potential risks identified. Consider for each risk identified, how *likely* it is to occur and what the level of *impact* would be on the project if it did occur.

| Likelihood | Impact |
| --- | --- |
|  | **Insignificant***Risk is easily mitigated by normal day to day process.* | **Minor***Delays up to 10% of schedule.**Additional costs up to 10% of budget.* | **Moderate***Delays up to 30% of schedule.**Additional costs up to 30% of budget.* | **Major***Delays up to 50% of schedule.**Additional costs up to 50% of budget.* | **Catastrophic***Unacceptable level of risk.**Project abandoned.* |
| **Certain***>90% chance* | High | High | Extreme | Extreme | Extreme |
| **Likely***50% - 90% chance* | Moderate | High | High | Extreme | Extreme |
| **Moderate***10% - 50% chance* | Low | Moderate | High | Extreme | Extreme |
| **Unlikely***3% - 10% chance* | Low | Low | Moderate | High | Extreme |
| **Rare***<3% chance* | Low | Low | Moderate | High | High |

#### Controls and response measures

Once you have identified the ‘Moderate’ to ‘Extreme’ risks for inclusion in your Plan, discuss and document your controls and response measures for each risk.

A **control measure** is an activity that aims to detect the risk in advance to prevent it occurring at all or to mitigate the risk to reduce likelihood or severity of impact to the project. Controls often fall into three categories that can be helpful when considering your control options:

* administrative *(e.g., training, policies and procedures, insurance policies, permits)*
* physical *(e.g., eliminating risk, barriers, personal protective equipment)*
* technical *(e.g., correct tools/machinery, specialist expertise).*

A **response measure** is what you will do if the identified risk event *does* occur. Considering how you will respond to a risk event means your organisation will have a shared plan for how to manage and reduce its impact to the project.

The response measure must detail the key actions required for the *immediate* response (e.g., Call 000 for assistance, notify partners/Local Council) and if relevant should detail any steps required as a *recovery* response to get the project back on track (e.g., convene the planning committee, contact the funding body for extensions).