

# RISKPOST

Issue 16 No. 2 July 2016

## RiskNZ Development Day 16

*Driving prosperity and value from risk*

*Sally Pulley – Events Portfolio Lead*

### Contents

1. NZ Development Day 16
2. The Wellington Networking Forum is back!
3. Editorial
4. Chair's Piece
4. Tim's Time
5. But is this the best available information?
6. New RiskNZ Members
7. Book Review: Guidelines for developing quantitative safety risk criteria
8. Meet the Board – Part 3
9. A Recent Call Transcript from Risk Tech Support
11. RiskNZ news and information

*Development Day 2016 is designed as a one-day value for money event. It is designed by professionals for professionals - and will be packed with information, ideas, and insights that you can use to enhance your professional knowledge.*

Risk New Zealand is hosting a Development Day this year, leading up to a full Conference in 2017.

When I accepted the Events portfolio lead, and we turned our attention to the Development Day, my first questions were the usual Why and What. "Why does RiskNZ run a Development Day? What should members expect, and why do attendees attend?" So we built on your feedback from the inaugural Development Day in 2015 to design Development Day 2016. I have found that leading the organisation of this one day event is a real conundrum – what should be included and what should be left out, or held over for Conference 2017?

Development Day 2016 is designed as a one-day value for money event. It is designed by professionals for professionals - and will be packed with information, ideas, and insights that you can use to enhance your professional knowledge – and almost certainly there will be ideas you can use immediately in your current role and over time build your career. You can find out what is in store at the 2016 Development Day website which is accessible from the Risk NZ homepage.

*Continued on page 2*

#### DISCLAIMER

RiskPost is the newsletter of RiskNZ Incorporated. RiskPost welcomes contributions from members of RiskNZ. Any such contributions do not necessarily represent the views of RiskNZ as a whole, although from time to time RiskPost will publish items setting out the views of RiskNZ on a particular topic.



SAI GLOBAL

RiskNZ gratefully acknowledges the support of our premier sponsors JLT and SAI Global

## RiskNZ Development Day 16

*Continued from page 1*

The RiskNZ Management Board have selected speakers that are not 'on the circuit' at commercial conferences; their practical insights should not be missed. We are still confirming some speakers; the web site and RiskNZ emails will provide you with updates as we firm up the day.

In the afternoon you can choose to participate in interactive sessions, where you can offer and gain insights from experts and from your peers and colleagues.

Development Day concludes with the Awards of Excellence. This event – designed to celebrate best practice and endeavour - will offer further informal opportunities for you to network with your peers, and share ideas and experiences in a congenial and social setting.

***Sharing and building knowledge is what it is all about, and Development Day will give you the ability to share knowledge, based on your own experience, and also gain insights in conversations with recognised experts in their respective fields.***

We have kept the costs down to ensure attendance at Development Day remains valuable and yet is affordable – it should certainly be value for money considering the personal and business benefits that can be expected from a specialist professional event of this kind. The value of the discussions should help you shape your thinking, enhance the value to your organisation and support your career aspirations.

Our next challenge is to convene a Conference in 2017. Conferences always need an early start to shape conference streams, evaluate conference dates and venues, identify presenters and develop budgets.

We are looking for 6 people to become the conference planning committee. First steps will be to work with the Board to define the shape of the 2017 Conference and identify keynote speakers for the conference streams. If you are interested in contributing to the development of the 2017 conference please contact Erin include Erin's contact details. This is a great opportunity to get involved and even help shape the near future of the profession.

I look forward to seeing you on 15 September at the Amora Hotel, Wellington. Please say hello, and tell me what you would like to be included in Conference 2017.

## ***The Wellington Networking Forum is back in action!***

The Wellington Networking Forum, also known as the Wellington Breakfast Meeting, allows for the risk related discussions to be wider and more abstracted than the usual operational, strategic, sector or business related subjects. The meetings are relaxed and collegial, and are a great environment for both experienced and newer risk practitioners to interact.

Please join me at the next Wellington Networking Forum:

- Date: 17 August 2016
- Time: 8:00am - 9:00am
- Venue: Contact Energy – Level 2, 29 Brandon Street (Level 2 doors open from 8am)

Please RSVP by sending an email to [editor@risknz.org.nz](mailto:editor@risknz.org.nz) by 5 August 2016.

***As the meetings have just restarted, I am looking for a new bunch of facilitators with risk related topics. Your involvement is what has made this such a well-regarded networking forum, so volunteers please step up!***

## Editorial – Miles Crawford

With the 2016 Development Day coming up in September, and the resumption of the Wellington Networking Forum (breakfast Meetings) in August, I've been thinking more about our perceptions of risk related subjects and which are most salient. RiskPost has traditionally covered risk subjects relating to enterprise risk management – insurance, regulatory liabilities, and project management to name a few. While this focus on business related risk has been helpful for practitioners working in the field, I see those risk related subjects as the applied endpoints, rather than drivers or sources for why we manage risk. Risk is transdisciplinary, where social, technological and environmental risk drivers interact, increasingly emerging as events that we should have foreseen and done something about, but didn't. The rise of cyber-security risk is a great example of this, as is the rise of the Donald J. Trump (refer to my editorial in Issue 16 No. 1).

In light of looking at risk more holistically, rather than just the applied endpoints, I have been mulling over a paper published last year titled 'Tsunami risk facing New Zealand'\*. It provides some interesting information that I think, when combined with social and technological risk drivers, becomes quite scary. The paper gives a scenario for a 1/500 year tsunami event impacting on New Zealand, predicting fatalities to be in the order of 33,000, injuries in the order of 27,000, and a financial loss in the order of \$45 billion (excluding business disruption costs, recovery costs and intangible psycho-social costs). The effect this would have on business is extreme. New Zealand's economy would be driven to its knees; all trade, infrastructure, and a high proportion of major assets would be disrupted. The recovery would take decades and New Zealand would be irreversibly changed.

And yet, while this kind of risk is a driver or source for how businesses manage their insurance, regulatory liabilities, and project management risks, it hasn't managed to garner much profile in past issues of this newsletter. There's no reason why not. It's bemusing.

So this is a call for the RiskNZ members who practice risk management outside of the business related risk field (and I know who you are), to contribute RiskPost articles on such juicy, risk related subjects as natural hazards, politics, economics, engineering, health, society, law, technology, climate change, et cetera.

Please feel free to get in touch with your ideas. The ball is in your court.

Miles

Editor – RiskPost

[editor@risknz.org.nz](mailto:editor@risknz.org.nz)

\*Gill, D., Clough, P., Webb, T. (2015). Tsunami risk facing New Zealand. NZIER report to the Earthquake Commission.

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Focused on the  
Upside of Risk

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Deborah Fisher  
JLT Client Relationship Manager  
+64 (0) 9 300 3763  
+64 (0) 21 902 864  
[deborah.fisher@jlt.co.nz](mailto:deborah.fisher@jlt.co.nz)  
[www.jlt.co.nz](http://www.jlt.co.nz)





## Chair's Piece – Geraint Bermingham

### Development Day

Development Day is approaching fast - If the 2016 event pans out like the 2015 one did - I strongly suggest you should secure your place now.

Enough said!

### Post Nominals - Revised proposal for the membership

Post-nominals (a set of letters after your name) to denote membership of organisations and / or represent a level of professional status have been in use in different forms for many years. At the RiskNZ development day in Wellington on 13th of October 2015, Nigel Toms announced the RiskNZ Board's intention to move forward with the implementation of post-nominals for RiskNZ members to demonstrate their risk management capability and expertise - updates to that were included in the March 16 and May 16 issues of RiskPost in preparation of the Board tabling formal resolution at the 2016 AGM.

However, concerns were raised in the ensuing discussions at the AGM, that as proposed, the Board alone would make the determination of and bestow the status of Member and Fellow. That concern carried the day and the proposal was therefore not accepted. However, the lively discussion was informative and valuable and has enabled alternative post nominal frameworks and processes to be developed.

Given the consistent and clear message from the member surveys that the majority of members wish for professional recognition, and given the self-evident value to members, the profession, and to society of being able to determine those with credible professional backgrounds, the Board has determined a revised proposal should be put to the membership again - and without delay. This revised proposal involves establishing a 'professional recognition committee' to develop and propose the criteria and that, on an ongoing basis, assess applications and make recommendations for the Board to endorse. To this end an on-line voting process will be employed and is being prepared. It is intended that this will be run as soon as is reasonable - with the aim of announcing the results within 3 months if not earlier.

In an increasingly challenging and competitive world, the Board believes that post-nominals that provide recognition of capability and expertise in the field of risk management for RiskNZ members will be of significant value, I strongly encourage you to watch out for the revised proposal, consider it with due care, and to partake in the online voting process when details are announced.

Watch this space.

Chair

## Tim's Time – Tim Jago

It has been a high volume couple of months for RiskNZ. The AGM in early June was in itself not a major time consumer (Ross Wells, Tony Yuile and Rachel Allen are a finely tuned AGM organizing team) but the remit to alter the constitution to introduce professional post-nominals did create quite a bit of buzz, both before and after the AGM. A bit more on this later.

Our 2016 Development Day on 15 September is a big team effort. Making it even better than the highly regarded inaugural 2015 event is occupying the energies of a sizeable team, ably led by Sally Pulley, with great back up from Loata Stewart, Ross Wells, Geraint Bermingham, Deb Fisher from our premier sponsor JLT, and our new administration officer, Erin Killian. Sally elsewhere in this edition clearly explains the approach being taken to DevDay 2016, and the benefits that attendees will enjoy. The team are to be congratulated for putting together a set of speakers that are topical, expert, thought-provoking, and as Sally says, not the regular circuit speakers.

Our lead sponsors JLT and SAI Global are enthusiastically involved in shaping DevDay 2016, and the Awards of Excellence evening function that concludes the day. JLT is making its Wellington based team available to assist with event organisation, and has introduced us to our pre-Awards speaker. SAI Global has generously funded the participation of their Global CRO, Nicole Grantham and have worked with us to introduce a 'private breakfast' element to our DevDay, allowing attendees to meet informally with key speakers before the formal plenary sessions to engage in discussions on issues that may not be canvassed in their formal presentations.

Nominations for the 2016 Awards of Excellence closed just a few days ago. Obviously I can't reveal too much just now, but can say it's pleasing to see diversity in the nominations and the keen interest of some sectors that don't have high visibility in the risk management sector. The main category awards, exemplar awards and service awards together with a powerful pre-awards speaker promises to deliver the celebratory event envisaged.

Following our call for expressions of interest, seven organisations / individuals have been confirmed for the next stage of involvement in our quest to deliver an NZ contextualised Fundamentals of Risk Management (FoRM). Our friends at the IRM(UK) are excited to be supporting RiskNZ in this endeavour. Several board members recently participated in a video-conference with Suzanne Cureton, CEO of the RMIA (Risk Management Institute of Australia). RMIA is a couple of years ahead of RiskNZ in the CPD journey, and have many useful learning experiences to share with us.

RMIA has in recent years moved to introduce professional post-nominals. They have arrived at an arrangement that sees the authority for bestowing post-nominals sitting with the Board, but only after full consideration and on the recommendation of an arms-length panel. This type of arrangement will feature in an amended proposal to shortly be put before the membership, picking up on some of the helpful suggestions arising from AGM debate on the issue.

As mentioned in my opening paragraph, the AGM remit to introduce post-nominals created quite some buzz before, during and after the AGM. What I personally find interesting is that according to the May 2014 survey of members a majority of those surveyed (55.89%) support an 'NZ based risk management professional membership' and 59.15% were supportive of a risk membership professional membership in conjunction with an Australian body. Whilst around one-third of those surveyed were uninterested, strong opposition was registered by only 7.35%.

Clearly, as Geraint Bermingham mentions in his piece, RiskNZ has been working for more than two years now to deliver what a majority desire. We have worked energetically with RMIA and the IRM, and others to ensure we get things right. This has been well signalled. In the lead up to the AGM several members sought clarity as to the intent of the remit, most wanting to be sure that the introduction of post-nominals wouldn't preclude them from RiskNZ membership (which I assure, it won't). Few of those that cared to seek clarity participated in the AGM. To me this begs the question, was there a high level of presumption that the remit would pass with relative ease, so no perceived need to exercise an affirmative voice and vote?

A bigger question for me – and one asked after the last RiskNZ AGM, as well as by several other organisations – is does the traditional styled AGM adequately engage members in shaping organizational strategy, and making key decisions? We like many organisations have increasing numbers of people partaking in our activities, but decreasing participation in AGM type forums. The move to on-line voting can enable greater numbers of members to participate in votes on key matters. We have taken legal advice and had it confirmed to us that use of on-line voting is permissible for RiskNZ, and we are putting the detail to arrangements to put an amended professional post nominals remit to the membership this way.

Our AGM was not made easy by the technical issues that disrupted the audio links. This issue has also disrupted some lunch time seminars, and smarter minds than mine have been sleuthing the cause of the problems. Apologies to those that have been frustrated by these problems. We are working diligently with our host venues and service providers to get a thorough fix.

Finally, Rachel Allen recently finished her time as our Administration Officer, after several years in the role. Rachel assisted us to find her replacement, and Erin Killian has now been with us for a little over a month. Erin has stepped into a sizeable workload as DevDay and the Awards of Excellence draw near, membership renewals are processed, we deliver increased engagement with our sponsors and partnering organisations, and website revamp occurs incrementally. Thanks Rachel, and welcome Erin.

See you all at DevDay and the Awards of Excellence on 15 September.

## But is this the best available information?

- Chris Peace

We often use data – information – when assessing or managing risk. AS/NZS ISO31000 Risk management: principles and guidelines says that, “for risk management to be effective, an organisation should at all levels comply with the principles below”. One of those principles is (ISO, 2009, p. 7):

### f) Risk management is based on the best available information

*The inputs to the process of managing risk are based on information sources such as historical data, experience, stakeholder feedback, observation, forecasts and expert judgement. However, decision makers should inform themselves of, and take into account, any limitations of the data or modelling used or the possibility of divergence among experts.*

Risk assessors ought to judge the limitations of any data they are using before reporting on the assessment to decision makers and such judgements should also be reported to decision makers to help them make their own judgement. One way of judging any limitations in the data is to use the “Admiralty Code” rankings for reliability and accuracy as set out in the table below.

**Table 1. Reliability and accuracy ratings**

		Likely validity of the claim					
		Confirmed by other sources	Probably true	Possibly true	Doubtful	Improbable	Truth cannot be judged
Expected reliability of the source		1	2	3	4	5	6
Completely reliable	A	A1	A2	A3	A4	A5	A6
Usually reliable	B	B1	B2	B3	B4	B5	B6
Fairly reliable	C	C1	C2	C3	C4	C5	C6
Not usually reliable	D	D1	D2	D3	D4	D5	D6
Unreliable	E	E1	E2	E3	E4	E5	E6
Reliability cannot be judged	F	F1	F2	F3	F4	F5	F6

In the table any evidence on the diagonal A1 to F6 can be readily interpreted. For example, an A1 rating indicates a claim from a highly reputable source that has been independently verified whereas the reliability and truth of evidence rated F6 cannot be judged and the evidence should be ignored. Evidence further from the diagonal requires more careful interpretation and might need to be corroborated by additional evidence from other sources. The darkest shading in the lower right quadrant covers the least acceptable data.

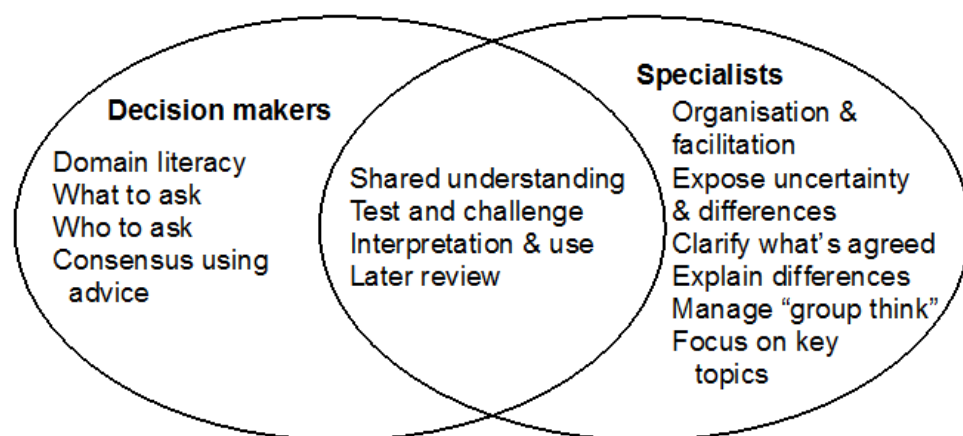
The risk assessment should show whether and how the data was used in consensus building by the risk assessors but there will be times when there is a difference of opinion between risk assessors or other advisors. How might that be addressed?

There is no objective best practice for dealing with differences in opinion but it is suggested in the Venn diagram in Figure 1 summarising how it might be done. The approach will be especially important if a decision might be affected by the:

- reliability or validity of data (ie, uncertainty)
- value judgements
- “reasonably practicable” test in legislation
- situations where there may be intense scrutiny of decisions or data.

These approaches to judging data or reconciling differences of opinion align with legal requirements for expert witnesses giving evidence in court (Ministry of Justice, 2009).

**Figure 1. Dealing with differences of opinion**



#### **About Chris Peace**

Chris delivers risk management training, consultancy and mentoring services in New Zealand and overseas. Chris is currently researching a PhD at Victoria University with the working title “The effectiveness of risk assessments in informing decision makers” and some of this article is adapted from his draft thesis.

## New Members

RiskNZ welcomes the following new Members. Contact details are included in the Members' section of the Website.

#### **Corporate Members:**

- Kiwibank

#### **Individual Members:**

- Jacky Bush, Quality and Risk Manager, Waitemata District Health Board
- Raelene James, Senior Analyst Risk and Assurance, NZ Customs Service
- Bilal Nayer, External Auditor Internee, Faruq Ali and Co. Chartered Accountants
- Tony Frost, Senior Advisor, Ministry of Transport
- Cameron Smith, Consultant, Know Your Risk Ltd
- Arash Barzin, Senior Project Manager, University of Auckland
- Gabriel Gate, Head of Enterprise Risk, New Zealand Superannuation Fund
- Ben Stevens, Chief Executive, Risk Dynamics

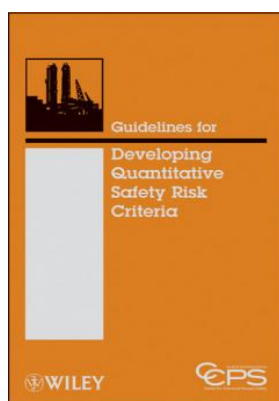
Membership of RiskNZ is open to any person of good character or an organisation engaged in or with an interest in the practice, study, teaching or application of risk management. RiskNZ is keen to attract a wide range of Individual and Corporate members representing all the different aspects of risk management knowledge and practice. This includes those with direct involvement in the field and those with a personal or community interest.

Apply online at <http://www.risknz.org.nz/membership/how-to-join/>



# Guidelines for Developing Quantitative Safety Risk Criteria. By the Center for Chemical Process Safety

– Review by Kevin Oldham



With the advent of the Health and Safety at Work Act (HSWA), it's timely to review what guidance is available on acceptable risks for fixed installations.

The Centre for Chemical Process Safety (CCPS) book is an excellent guide to how acceptable risk standards developed over time in Europe. Most literature focuses on individual risk, addressing the question of what is the acceptable annual fatality risk to a person who is most exposed to the hazard? A broad consensus has emerged that an acceptable annual individual fatality risk for a member of the public from a new fixed facility is one in a million ( $1 \times 10^{-6}$ , often abbreviated to  $10^{-6}$ ). How did that consensus arise?

The CCPS guideline gives the background to how this originated in the Netherlands from the design criteria protecting low lying areas of the country after the disastrous 1953 storms, which killed almost 2,000 people in the Delta area. It's useful to understand the rationale; that an existing risk should not increase the chance of fatality of a young person by 10% above the risk of dying of natural causes, and a new risk should not increase it by more than 1%. The  $10^{-6}$  criterion was roughly equivalent to 1% of the annual risk of a member of the general public dying on Dutch roads at that time.

In the 1980's this evolved into the VROM land use planning rules which set individual annual risk of  $10^{-6}$  for new risks and  $10^{-5}$  for existing risks. The VROM rules apply at a plant level for risks where the number of potential fatalities is greater than 10.

The book also provides an excellent synopsis on the evolution of the UK Health and Safety Executive (HSE) guidance on acceptable risk, building from Farmer's seminal work in 1967 on nuclear safety, through the HSE's Tolerability of Risk from Nuclear Power Stations (TOR) in 1988 and on to the more generalised HSE publication Reducing Risks, Protecting People (R2P2) in 2001. The HSE adopted the same  $10^{-6}$  value of acceptable individual risk for members of the public potentially affected by industrial facilities, but as the lower bound, beyond which risks were regarded as broadly acceptable. In addition the HSE identified a higher level of individual annual fatality risk,  $10^{-4}$  as being intolerable.

When considering the safety of workers, the HSE identified that individual fatality risks greater than  $10^{-3}$  were intolerable. This was derived from considering historical risks in highly hazardous industries of the time such as mining, quarrying, demolition and deep-sea fishing diving. By modern standards the  $10^{-3}$  level now appears to be somewhat lenient, even for individual fatality risks for workers in highly hazardous industries, but the practical effect of applying the as low as reasonably practicable (ALARP) principle is to drive risks to much lower levels.

At face value the UK and Dutch approaches look different as one is an upper bound and one is a lower bound, but in practice they arrive at similar outcomes. The reasons for this lie in the origins of the legal codes in Britain and Europe, and are covered well in a section of the book devoted specifically to this topic.

How relevant are the decisions of yesteryear in today's seemingly post-industrial world? It is instructive to compare the current New Zealand context with the circumstances in which the so-called  $10^{-6}$  "Delta" norm was derived in the Netherlands.

The annual probability of a young person (5-15 years old) dying from natural causes in New Zealand over the period 1995-2011 was approximately  $0.9 \times 10^{-4}$ . This is consistent with the Delta norm that led to adoption of the  $10^{-6}$  standard.

The New Zealand road toll for the 6 years from 1 January 2010 to 31 December 2015 was 1,834 (NZTA 2016), being an average of 306 fatalities per year. This suggests an annual average fatality risk of around  $0.7 \times 10^{-4}$  for members of the public. Again this is reasonably consistent with Dutch experience at the time that the Delta norm was applied more broadly to land use activities in the Netherlands.

# Meet the RiskNZ Membership

## Board – Part 3

In the past two issues of RiskPost, the RiskNZ Board has been re-introducing itself to its members. This edition introduces Sally Pulley and Nathanael Stirling

### ***Sally Pulley***

I hold a degree in Exploration Science (Mining Engineering and Geology). My interest in risk management started with my first journey down a working underground coal mine.

Dire weather conditions during seismic surveys in mountain ranges prompted my career transition into Information Technology (IT).

IT projects gave me the opportunity to work with a huge range of organisations. Each project implemented something new, no two projects were the same, and some became world firsts.

Introducing new technologies and re-engineering established business practice is inherently risky. My interest in risk management grew as I implemented data analytics and systems to transform the way organisations worked. Large business transformation projects led me into Consultancy and Independent Quality Assurance.

In 2014 I was appointed as an external, independent, member of the Audit and Risk Committee for the Parliamentary Counsel Office. In 2015 I and five others founded the Project Quality Assurance Forum.

Despite bad weather in mountains, I still love the great outdoors. I have always been a cyclist - an early memory is crashing my tricycle at 3 years old. I live in Wellington and have a small holding in the Tararua ranges where we breed Angus cattle and grow timber trees.



### ***Nathanael Sterling***

I am a risk management practitioner within Beca assisting project teams and organisations in the implementation of risk management. I am the Project and Cost Management lead for 'Safety in Design' and assists in the Risk Management Technical Interest Group within Beca. I am also a training presenter for IPENZ in Risk Management and Safety in Design.

Graduating with a civil engineering degree, the first half of my career was within a civil engineering contracting organisation in both tendering (estimating) and project management areas. In 2005 I moved into a capital works management role at a local council. Prior to the amalgamation of councils within Auckland, I moved to Beca where I have performed roles in design management, project management, programme management and more recently risk management. In addition to an International Certificate in Risk Management (IRM), I also hold Project Management Professional (PMI) and Chartered Professional Engineer (IPENZ) Certifications.





# A Recent Call Transcript from Risk Tech Support

- Recorded Kevin Oldham

Hello. Risk Tech Support here. This is Bertrand Rustle. How can I help you?

David Cameroon here. My referendum hasn't worked.

BR Didn't you get a result?

DC Yes, I did. But it's the wrong one. The people voted to leave because they didn't want change.

BR You mean people voted to leave because they wanted the right to remain the same.

DC That's right.

BR So logically others voted to remain because they wanted the right to leave.

DC You could put it that way.

BR There you have it!

DC Have what?

BR It's clearly a problem definition issue.

DC Look, I need risk management help, not a lesson in semantics. Aren't you in the wrong department? Is there anyone from risk tech who can provide practical assistance?

BR I'm filling in due to heavy caller demand. I'll put you through to our fromagerie.

DC Thanks.

BR How does this work?..... (muffled) ..... (indistinct).

DC I heard that.

BR Sorry! These new systems are a bit tricky to master. Through now.

Hello. This is James. How may I help?

DC My referendum hasn't worked. I thought that the risk was low, but it's resulted in catastrophe.

JR Why did you hold a referendum that you could lose?

DC I promised the referendum when I was in coalition, safe in the knowledge that our coalition partners would never agree to it. Then we unexpectedly won an outright majority in the last election, so I had to deliver the poll. I knew I could rely on heavyweight politicians of all types to support remain, but the opposition had a coup and have since been insipid supporters. I didn't think that all that would align.

JR Sounds like a classic Swiss cheese problem to me.

DC Eh?

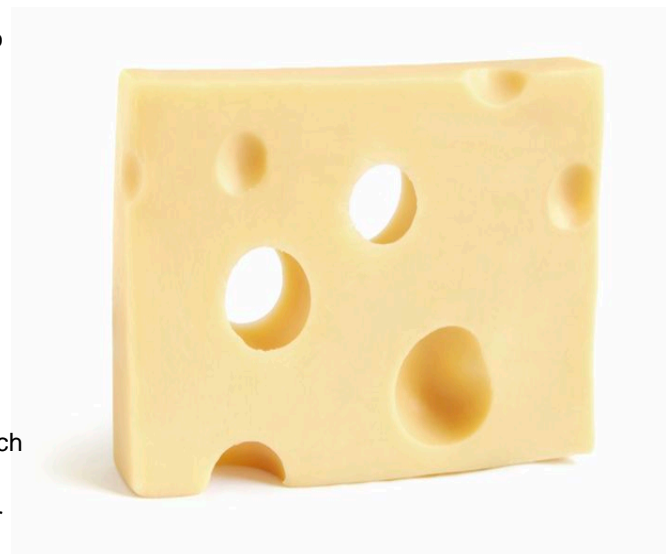
JR Yes all the holes in the slices of Swiss cheese have lined up and voila! The low probability catastrophic event has happened.

DC But the Swiss are not in the EU.

JR It's a mental model David. You need to read my book – "Avoiding disasters: Gruyere for every occasion".

DC How would that help?

JR It's easy. The more layers of Swiss cheese you have and the smaller the holes then the less egg will end up on your face.



DC Isn't that a bit simplistic?

JR You're right. I'm working on a more sophisticated approach that might describe your situation better. I'm calling it the spaghetti bolognaise model.

DC Can you transfer me to someone who can actually help with the catastrophe that's unfolding?

JR You don't like my edible analogies? OK. I'll transfer you through to haberdashery. Ask for a bowtie.

Hello. This is the Haberdashery Department. How can we help you today?

DC I was transferred to you by those clowns in tech support. My glorious referendum has turned into a disaster. They told me to ask for a bowtie.

HD Hmmm. If the event has already happened, we'd recommend the one-sided variety, sir.

DC Excuse me.

HD That's right sir. You need a right-handed bow tie to manage the consequences.

DC Now we might be getting somewhere. How do I get one of those?

HD Well first you need to know your objectives.

DC Oh that's easy – I wanted to unify the party over the Europe question.

HD So you called a poll that has split the nation in a bid to unify the party?

DC It seemed like the right thing to do. Like I told the tech guys, losing was meant to be a low probability outcome. I was sure I wouldn't have to keep my promise. Now the banks are moving to Paris and the country is threatening to split apart. What can I do?

HD Hmmm. You'll need a series of bowties for this range of consequences. There's already been a run on our financial bowties.

DC Do they come in tartan?

HD We stock 31,000 ISO standard varieties sir. Users find our bowties handy for many occasions. Have you considered "Dress for Success" - our risk management training course - so you can learn how and when to deploy bowties?

DC So long as it's got nothing to do with suffragettes....

HD There's an extra module on human factors that you might find useful too sir.

DC Will that help me to understand why people sometimes act in unexpected ways? Like voting against their economic interests when they feel they've been left out by progress?

HD Precisely sir. Instead of blaming individuals, we help people understand why catastrophic decisions can seem completely rational at the time.

DC Are you suggesting my decision to ..... (click), (click), (Click), (CLICK).

HD Come again. You're breaking up sir!

(Automated voice – "Country code not found. Please call risk tech support if you require further assistance.").

(Steady tone)

ENDS



# RiskNZ News and Information

## Management Board and Officers

The Management Board and officers of RiskNZ are:

**Chair:** Geraint Bermingham;

**Executive Officer:** Tim Jago;

**Administration Officer:** Erin Killian

**Secretary:** Ross Wells;

**Treasurer:** Gary Taylor;

### Board Members:

Brian Potter

Hilary Walton

Sally Pulley

Sharyn Bramwell

Miles Crawford

Gary Jerome

Nathanael Sterling

## RiskNZ's Website

RiskNZ's website is located at [www.risknz.org.nz](http://www.risknz.org.nz)

As part of this year's business plan initiatives, our website is being constantly upgraded. Although we have made every endeavour to ensure all aspects of the website are functioning as they should, if you do notice any broken links or other gremlins, please notify the Administration Officer at [adminofficer@risknz.org.nz](mailto:adminofficer@risknz.org.nz)

The website is your RiskNZ's shop window, and a major risk management information resource, so please take the opportunity to browse the new site. We welcome your feedback on it.

As a financial member of RiskNZ you are entitled to access the members-only section of the website. For this you need a user name and a password. If for any reason you do not have the password or have forgotten it, please contact the Administration Officer.

## Social networking – Follow us on:



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<https://twitter.com/risknz>



## Information for Contributors

The next edition will be published in September 2016. RiskNZ strongly encourages all members to contribute items for this newsletter on practices, developments or issues in your particular area of risk management. Contributions for the next issue should be sent to [editor@risknz.org.nz](mailto:editor@risknz.org.nz) and received by 30 August 2016. Members are welcome to submit material for the following sections: Activities, services and situations vacant

Articles are welcome at any time; please contact [editor@risknz.org.nz](mailto:editor@risknz.org.nz) if you wish to propose an article.

RiskPost provides a membership service for the display of notices and advertisements, if aligned with RiskNZ's objectives.

Notices may describe an activity or service, or advertise a risk management vacancy. Notices must not exceed 150 words of plain text, inclusive of all contact and reference details. Pricing and application form for both RiskPost and on-line advertising services, are available from the Administration Officer:

[adminofficer@risknz.org.nz](mailto:adminofficer@risknz.org.nz)

For further details on RiskNZ's submissions and advertising, please contact the Administration Officer: [adminofficer@risknz.org.nz](mailto:adminofficer@risknz.org.nz)

RiskNZ,  
PO Box 5890,  
Wellington 6145

## Links

This section in RiskPost provides our members with useful links to websites and LinkedIn discussion sites. These links hold a lot of information that our members should find useful to enhance their knowledge in Risk Management and related areas. We welcome comment from our members on the usefulness of these links and suggestions for others sites they found useful. Please send feedback or links to [editor@risknz.org.nz](mailto:editor@risknz.org.nz)

- Consumer Affairs – Product Safety <http://www.consumeraffairs.govt.nz/for-business/compliance/product-safety>
- ISO 10377:2013 Consumer Product Safety — Guidelines for suppliers and ISO 10393:2013 Consumer product recall – Guidelines for suppliers.  
[http://www.iso.org/iso/home/news\\_index/news\\_archive/news.htm?refid=Ref1726](http://www.iso.org/iso/home/news_index/news_archive/news.htm?refid=Ref1726)

## Internet Sites

<http://globalriskcommunity.com/>

<http://www.valuebasedmanagement.net/>

<http://www.knowledgeleader.com/>

<http://poole.ncsu.edu/erm/>

## Groups within LinkedIn

- ComplianceX - <http://www.linkedin.com/groups?gid=865117>
- Conference Board of Canada ERM - <http://www.linkedin.com/groups?gid=2561072>
- Enterprise Risk Management - [http://www.linkedin.com/groups/Enterprise-Risk-Management-82279?trk=myg\\_ugrp\\_ovr](http://www.linkedin.com/groups/Enterprise-Risk-Management-82279?trk=myg_ugrp_ovr)
- Enterprise Risk Management Association [http://www.linkedin.com/groups?gid=89308&trk=myg\\_ugrp\\_ovr](http://www.linkedin.com/groups?gid=89308&trk=myg_ugrp_ovr)
- Governance Risk & Compliance - [http://www.linkedin.com/groups?gid=95089&trk=myg\\_ugrp\\_ovr](http://www.linkedin.com/groups?gid=95089&trk=myg_ugrp_ovr)
- ISO 31000 – Risk Management – <http://www.iso.org/iso/home/standards/iso31000.htm>