

Risk Management Plan 2024/2025

ArtSound Incorporated is committed to risk management and mitigation. The Board of Management has always been mindful of the need to ensure that adequate and appropriate risk management strategies are incorporated into procedures for the day-to-day management and delivery of services. ArtSound Incorporated has developed a detailed risk assessment in response to this requirement, highlighting areas where potential risks may be found.

Risk	Impact/s on organisation	L	C	R	Mitigation/Elimination	Responsibility
Mandated broadcasting / radiocommunications policy/regulatory changes	Need to make large financial outlays to purchase new equipment (e.g. for DAB+ or STL frequency changes); issues may be beyond our control.	4	4	2	Plan for new technical solutions well in advance to ensure alternatives can be adopted; liaise with relevant industry bodies and technical organisations to ensure our needs are addressed.	T, B
Re-development of Manuka Studios Precinct	Noise, traffic, security, parking, STL path, possible re-location of studios and offices; disruption to services; impacts budget.	4	5	3	Seek early involvement in planning/consultation processes with a view to achieving workable solutions at existing, or potential new sites; seek additional project planning resources to support any re-location/re-design of studios; lobby for retention of existing site as best solution.	B
Increase in demands on our human and physical resources	Difficulty to expand new services and projects as success/popularity grows; impacts deliverables.	5	4	3	Need for additional personnel to manage and train volunteers to support new project activities and services and eliminate “burn-out” of existing staff.	B
Loss of licence/ breach of licence conditions	Formal complaint affecting reputation and licence renewal.	1	5	1	Ensure promulgation of relevant ACMA technical and content standards; CBAA Code of Practice; formal complaints procedure via training program; ensure licence undertakings are met adequately.	B
Major technical failure including Internet/power outages; data loss; transmitter damage; studio console fault	impact on ACMA technical operating conditions; audience; sponsors; reputation; broadcast links; delays to program supply, administration.	2	4	1	Training procedures in place to ensure backup systems can be employed in emergencies. Maintain redundant telco links, seamless emergency power backup systems and off-site backed-up data storage to ensure continuity of services. Maintain virus and ransomware protection on IT systems.	T

Escalating operating costs	Potentially impacts viability of the station.	5	5	4	Secure not-for-profit discounts; implement power-saving mechanisms at transmitter site and studios; investigate solar power options; expand sponsorship and cultivate past and new donors; promote bequests; diversify fundraising and explore new grant opportunities.	T, B, F
Insufficient technical expertise	Delays to production work; on-air and on-line services could be halted; delays in repair work being undertaken; technical projects shelved; more sophisticated production tasks shelved.	4	4	3	Train qualified staff augmented by access to specialist consultancy expertise to ensure emergency backup team is available; arrange shared engineering support through other radio stations in the region.	T, B
Loss, damage or theft of key equipment	Services stall while equipment repaired or replaced. Impacts deliverables and budget.	2	5	1	Maintenance of sophisticated security systems including IP cameras and well-administered access control procedures. Maintain current assets register.	T, B
High volunteer turnover and lack of skills	“Burn-out” impact on other volunteers and staff leading to absences; impact on delivery of key programs and projects.	5	4	3	ArtSound to implement reward, recognition, flexible working, multi-skilling, succession planning and career development; provision of high quality training to staff and volunteers.	B
Diminishing memberships, sponsorships and donated funds	Budget impact; places pressure on other funding mechanisms such as increased reliance on grants.	5	5	3	Dedicate staff to developing a major donor and sponsorship campaign; implement a targeted marketing plan to promote station facilities and services more intensively.	B, F
Lockdown of studios due to a pandemic	Impact on station’s ability to raise funds from traditional revenue sources; disruption to daily operations and delivery of services.	5	4	3	Invoke remote broadcasting and program contribution plan to sustain services under emergency conditions; run virtual fundraisers and secure grants to secure core operational funding.	T, P, F

Notes:

L, likelihood: 5, almost certain; 4, likely; 3, possible; 2, unlikely; 1, rare;
 C, consequence: 5, severe; 4, major; 3, moderate; 2, minor; 1, negligible;
 R, risk level: 4, extreme, 3, high, 2, medium, 1, low.
 T = Technology Team, P = Program Committee, B = Artsound Board
 F= Fundraising Committee