



## ACTION & RISK REGISTER

*Based on Operational Plan*

*March 1, 2021*

GOAL 1: Explore opportunities to use technology to reach learners						
YEAR	OBJECTIVE	ACTION STEPS	STARTED	DUE DATE	NOTES	RISK
1	Give learners an opportunity to provide confidential feedback	Determine if Councils are using feedback card	Dec-18	Dec-18	Complete	<b>2 (4)</b>
		If yes, establish reporting mechanism	Dec-18	Dec-18	Complete	
		If no, revise, develop process and send to councils	Apr-19	Apr-19	Complete	
		report semi-annually (April and September re: feedback)	Sept-19	Sept-19	Complete	
2	Develop survey for council to give learners at the 3-month mark and every 12 months thereafter	Develop 3-month survey	Apr-19	Apr-19	Complete	<b>2 (6)</b>
		Develop annual survey	Apr-19	Apr-19	Complete	
		Develop process for Councils to implement	Jun-19	Jun-19	Complete	
2	Create a self-assessment tool for learners that can be accessed online	Develop project idea for NBCC IT students to consider for development	Mar-19	Sep-19	Complete	<b>2</b>
3	Research potential mobile apps to improve learner engagement	Work with partners to determine their experience - esp. LLON, LLNFLD, Proliteracy	Mar-20	Jun-20	Complete	<b>2</b>

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**GOAL 2: Identify improvement opportunities to deliver training**

YEAR	OBJECTIVE	ACTION STEPS	STARTED	DUE DATE	NOTES	RISK
1	Develop an easy to use, searchable database from which tutor coordinators and ED can pull reports	Review Database concerns from TQAC & TCs	Nov-18	Nov-18	Complete	3 (6)
		Meet with IT tech to review database	Mar-19	Mar-19	Complete	
		Identify whether it should be revised or redeveloped	Mar-19	Mar-19	Complete	
		Advise Board, DPETL and/or CODAC of changes we are making	Apr-19	May-19	Complete	
		Hire IT to revise/redevelop	May-19	June-19	Complete	
		Transfer information	Jun-19	Jun-19	March/April 2021	
		Train TCs/Tutors to use new/revised database	Sept-19	Sept-19	March/April 2021	
1	Work with PETL to access Edmodo modules as a training resource for tutors	Meet with Pat Stafford and review modules	Nov-18	Nov-18	Complete	2 (9)
		Advise DPETL that we are planning to use EDMODO Modules and timeline	Nov-18	Dec-18	Complete	
		Review Modules and request DPETL to make changes as needed	Dec-18	Feb-19	Complete	
		Transfer content onto our own EDMODO Page	Feb-19	Apr-19	Complete	
		Develop Quiz(zes) to accompany Modules	Feb-19	Apr-19	Complete	
		Finalize structure of new ITT program	Apr-19	Apr-19	Complete	
		Train trainers on new ITT program structure	May-19	June-19	Complete	
		Implement new ITT program	June-19	ongoing	Complete	

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2	Identify best practices from other literacy agencies re: training/recruitment	Establish methods for Councils to share information -	Nov-18	ongoing	Quarterly Newsletter Bi-monthly virtual council forum	2 (4)
		Establish regular skype meetings with Councils/TCs	Jun-19	ongoing	Implemented & ongoing	
		Regularly discuss with Literacy partners (LCNB meetings)	Nov-18	ongoing	Implemented & ongoing	
		Discuss best practices with other Laubach Orgs in Canada/US	Apr-19	ongoing	Implemented & ongoing	
2	Identify partnerships within the community to expand tutoring services - and develop outreach plan	Begin conversations with LCNB partners	Nov-18	Jan-19	Implemented & ongoing	4 (6)
		Re-establish connections with Corrections	Aug-19	Nov-19	Transferred to New Action Plan	
		Identify role - do we establish connections or help Councils establish connections to community groups YM/YWCA, Shelters, Missions, etc	Nov-19	Feb-20	Transferred to New Action Plan	
3	Identify opportunities e.g. offering one-to-one ESL training, Learning Disabilities Network	Begin conversation with Learning Disabilities Network for training opps to our tutors	Apr-19	May-19	Implemented	4
		Offer services to LDNetwork	May-19	ongoing	Implemented	
		Conversation with Multicultural Group re: assistance LLNB could provide - and talk to DPETL about opportunities	Jun-20	ongoing	Transferred to New Action Plan	

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2	Develop continuing Education requirements for tutors to keep them up to date on training and offer new training opportunities	Determine IST schedule with TQAC	Dec-18	Jan-19	Complete	4
		Can IST be moved to EDMODO	Jan-19	Jan-19	Complete	
		Develop Con't Ed calendar quarterly and share with Councils	Feb-19	ongoing	Complete	
		Revise Council Agreements to ensure they are managing Tutor Con't-Ed	Sept-19	Dec-19	Transferred to New Action Plan	
2	Look at existing AGM or new opportunities for providing in person training to councils/volunteers or interested community partners	Redevelop AGM agenda	Apr-19	Jun-19	Completed	2 (4)
		Include luncheon continuing education session(s) for 2019	Jun-19		Completed	
		AGM June 15, 10 am – 4 pm AGM with training session in morning	Jun-19	Jun-19	Completed	
1	Address outstanding items from the Accountability Framework	See end of Register for complete listing of URGENT, IMPORTANT and FUTURE items that must be addressed – most by the end of 2019/2020 fiscal year	Dec-18	Mar-20	Completed	6 (9)

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**GOAL 3: Increase awareness of LLNB within the community with a robust communications/marketing plan**

YEAR	OBJECTIVE	ACTION STEPS	STARTED	DUE DATE	NOTES	RISK
1	Review mission/vision/branding - how to focus on Each One Teach One	Brochures - focus on stakeholder messaging - may need more than one	Dec-18	Jan-19	Complete	<b>3 (9)</b>
		Update Website	Dec-18	Feb-19	Complete	
		Develop new posters/bookmarks/brochures as needed	Jan-19	Feb-19	Complete	
		Develop Annual Report	May-19	Jun-19	Complete	
2	Have roster of key messages/presentations for use to volunteers/staff	Revise existing presentations and create one new each year	Jul-19	Sep-19	Completed	<b>1 (3)</b>
		Create Key Message document annually with current numbers and share with councils via Resource section on website and newsletter	Apr-19	Apr-19	Completed	
1	Improve/revise website - more clear and concise messaging re: What we do.	Send revisions to web designer	Dec-18	Dec-18	Completed	<b>1 (4)</b>
		Get training re: web revisions	Jan-19	Feb-19	Completed	
		Ensure web is compatible with metrics monitoring	Feb-19	Mar-19	Completed	
		Identify if a new website is required	Apr-19	Jul-19	Completed	
2	Explore use of videos on website	Review current videos	Nov-18	Dec-18	Completed	<b>2</b>
		Identify opportunities for new videos	Dec-19	Feb-20	Transferred to New Action Plan	
		Develop videos as necessary	Mar-20	Jun-20	Transferred to New Action Plan	

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1	Explore use of videos for learner recruitment in community (Tim's boards)	Review pricing and make recommendation to Executive of Board	Dec-18	Dec-18	Complete	2 (9)
		Book advertising	Jan-19	Jan-19	Complete	
		Hire design to create Tim's ad	Dec-18	Jan-19	Complete	
		Review Ads with Board & Councils	Jan-19	Jan-19	Complete	
		Ads run	Feb-19	Mar-19	Complete	
		Review results and make recommendation re: continued use	Apr-19	Jun-19	Complete	
2	Develop an LLNB Speaker's Bureau and a schedule of events where speakers may present	Ensure presentations are updated and develop list of speaking engagement opportunities	Jan-20	Jun-20	Transferred to New Action Plan	3
		Review opportunities with board and councils to identify who may want to participate	Apr-20	Jun-20	Transferred to New Action Plan	
		Contact organizations and develop list of confirmed speaking engagements	Jun-20	Mar-21	Transferred to New Action Plan	
1	Distribute New Resources to service providers	Send new print materials to councils, partners, stakeholders etc.	March-19	ongoing	Complete	2 (6)
2	Coordinate a consistent media presence by establishing a structured media campaign	Develop project charter for media relations based on KPIs for social media and results from Tim's Winter Campaign	Jun-19	Aug-19	Complete	1 (6)
2	Work with radio/tv to develop LLNB PSA opportunities	For Bookstravaganza	Jun-19	Oct-19	Complete	1 (2)
		For learners/tutors	Sep-19	Nov-19	Complete	
2	Develop Quarterly Digital Newsletter for distribution to volunteers and partners	Quarterly newsletter for Councils (can be shared to tutors using tutor distribution list or by councils)	Dec-18	ongoing	Complete	1 (2)
		Develop Quarterly Digital newsletter for stakeholders	Apr-20	ongoing	Complete	
2	Develop Annual Report for website/social media	Develop Marketing side of report	Apr-19	May-19	Complete	1 (4)
		Work with treasurer to ensure appropriate distribution reporting on statement of operations	May-19	Jun-19	Complete	
		Add financial info to marketing info and finalize annual report	Jun-19	Jun-19	Complete	

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GOAL 4: Develop a comprehensive grant/fund development plan						
YEAR	OBJECTIVE	ACTION STEPS	STARTED	DUE DATE	NOTES	RISK
2	Develop communications/sponsorship plan for Bookstravaganza 2019	Review sponsors for 2018 and determine support for 2019	Apr-19	Apr-19	Complete	3 (6)
		Reach out to sponsors to ensure 2019 participation	May-19	May-19	Complete	
		Look for new partner opportunities	May-19	Jul-19	Complete	
		Follow up to ensure proper signage/recognition at event	Aug-19	Aug-19	Complete	
		Thank you to sponsors	Oct-19	Nov-19	Complete	
2	Meet with NBCC re: fundraising dinner event	Meet with NBCC to discuss 2019 options	Nov-18	Nov-18	Complete	4
		Follow up with Nathalie re: dinner/lunch in Spring - for event in November	Apr-19	May-19	Complete	
		If moving ahead - develop Project Charter for event	May-19	Jul-19	Complete	
		Hold Event	Nov-19	Nov-19	Complete	
2	Solicit Ministerial/Celebrity support for initiatives/events	Identify potential supporters	Feb-20	Apr-20	Transferred to New Action Plan	3
		Identify appropriate venture for their support	Apr-20	May-20	Transferred to New Action Plan	
		Send invitations/requests for event	Jun-20	ongoing	Transferred to New Action Plan	
3	Explore development of a planned giving/major gifts campaign	Identify what we would need to start program - people/products/services	May-20	Sep-20	Transferred to New Action Plan	3
		Review with Board and determine if we are 'ready' to start a planned giving/major gifts campaign in 2021	Sep-20	Sep-20	Transferred to New Action Plan	

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2	Develop annual funding proposal plan - who to, what for	Develop list of grant/foundations	Jul-19	Sept-19	Complete	3
		Develop list of projects	Jul-19	Aug-19	Complete	
		Draft project/grant applications and send when appropriate	Sep-19	Dec-19	Transferred to New Action Plan	
2	Establish opportunities to meet with potential stakeholders - personal pitch	Develop list of events that may be of interest to stakeholders and make list of potential personal pitches	Sept-19	Dec-19	Transferred to New Action Plan	3 (4)
		Develop key messages for pitches	Aug-19	Dec-19	Complete	
		Invite Board/Council supports for pitches	Oct-19	Nov-19	As needed	
		Implement Personal Pitch Schedule	Jan-20	ongoing	Transferred to New Action Plan	
1	Enhance online giving opportunities	Claim our Canada Helps page and implement direct transfer protocols	Nov-18	Dec-18	Complete	2 (6)
		Discontinue our First Data membership (costs \$120 year whether we use it or not)	Dec-18	Dec-18	Complete	
		Implement PayPal Non-Profit Business Plan to enable invoicing as well as Facebook direct donations	Nov-18	Dec-18	Complete	
2	Develop guidelines for community fundraising program (3rd party events)	Develop guidelines	May-19	Sept-19	Complete	1 (3)
		Share with Councils	Sept-19	Dec-19	Complete	
		Share online and promote	Jan-20	Jan-20	Ongoing	
3	Look at developing new 'province-wide' event	Develop summary and provide to NBCC for consideration by their marketing students - they may be able to develop the idea/implementation plan	May-20	Dec-20	Complete	4
1	Ensure reports/admin completed re: current funding	Develop plans to ensure ongoing funding	Nov-18	Feb-19	Annual	9
		Meet with DPETL to ensure any changes meet requirements for ongoing funding	Jan-19	Feb-19	Annual	
		Develop annual funding request	Jan-19	Mar-19	Annual	
		Complete required funding updates for provided funding	Mar-19	Apr-19	Annual	

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GOAL 5: Foster excellence in staff/volunteer relationships						
YEAR	OBJECTIVE	ACTION STEPS	STARTED	DUE DATE	NOTES	RISK
1	Survey Council re: how they feel about LLNB/what they need from LLNB	Develop survey	Jan-19	Jan-19	Complete	4 (9)
		implement survey	Jan-19	Jan-19	Complete	
		Share results in March 1 newsletter	Feb-19	Mar-19	Complete	
2	Develop literacy champions among volunteers/learners and stakeholders	Identify with Council support the champions in their areas	Nov-19	Jun-20	Transferred to New Action Plan	2
		Identify ways to use champions (speakers bureau, events, promotions)	Jun-20	ongoing	Transferred to New Action Plan	
2	Review Council agreement and determine opportunities for greater engagement	See Goal #2 - review starting Summer 2019 - add any further engagement opportunities at this time	Aug-19	Nov-19	Transferred to New Action Plan	6
		Use Survey results to determine need	Mar-19	Jun-19	Complete	
		Review with Councils how they may want to get involved or want us involved	May-19	Jun-19	Complete	
2	Reinstate round table discussion with Councils but with goals re: engagement	Meet via video/teleconference 3 times a year	Jun-19	ongoing	Complete	3
		Meet with council reps at AGM annually	Jun-19	Jun-19	Complete	
		Survey Annually	Jan-19	ongoing	Complete	
2	Work with Councils and act as a resource re: governance, marketing etc. as needed	Identify what support they would like to see from us via 2019 Survey	Jan-19	Jan-19	Complete	3 (6)
		Promote our offer to support re: Skype meetings, AGM events, newsletters	Mar-19	ongoing	Complete	
2	Identify and order a promo item for giveaway at AGM or at other time to key volunteers/councils	Identify potential giveaway	Apr-19	Apr-19	Complete	3
		Order promo item	Apr-19	Apr-19	Complete	
		Develop process for use of promo items	Apr-19	Apr-19	Complete	

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1	Develop policies/guidelines re: LLNB reputation mgmt., council and staff relations	Develop list of policies	Nov-18	Dec-18	Completed	9
		Develop board governance committee to review	Dec-18	Jan-19	Completed	
		Provide up to 6 policies per month for committee to review until complete	Dec-18	Jun-19	Ongoing – an operational item at this point / not on roadmap	
		Review annually at the AGM	Jun-19	Jun-19		
		Share with Councils	Jun-19	ongoing		
1	Work to ensure volunteer component is part of all project plans	Develop process for reviewing all projects to ensure volunteers are taken into consideration	Sept-19	Dec-19	Complete	2 (4)
1	Improve volunteer training materials (who we are, why they volunteer, where the money goes)	Review/revise website to include, info to councils, handbook, policies, etc.	Nov-18	Nov-19	Ongoing – an operational item at this point / not on roadmap	6
2	Work with committee to develop robust AGM	See Goal #2 - ensure volunteer component is robust re: training	Apr-19	Jun-19	Complete	3
1	Develop comprehensive metrics (KPIs) that will inform our relationship/projects going forward	Develop KPI areas	Nov-18	Dec-18	Complete	4 (9)
		Identify KPIs for each area	Nov-18	Dec-18	Complete	
		Review existing/previously available metrics	Dec-18	Dec-18	Complete	
		Review with Executive/Board	Dec-18	Jan-19	Complete	
		Add any approved KPIs not already in the Operational Plan to it and the Action Risk Register	Jan 2019	Jan 2019	Complete	

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GOAL 6: Coordinate with Board re: strategy, actions and alternatives - based on measured results						
YEAR	OBJECTIVE	ACTION STEPS	STARTED	DUE DATE	NOTES	RISK
1	Meet with president/designate monthly	set schedule	Jan-19	ongoing	Complete	1 (4)
1	Attend board/executive meetings as scheduled	set schedule	Jan-19	ongoing	Complete	1 (4)
1	Provide monthly update to board re: successes & challenges in previous month	Send to President 15th of each month	Nov-18	ongoing	Complete	2 (6)
1	Work with Executive to determine where limited resources are best utilized	Review budgets and options based on HR/capacity building needs and work with Executive to finalize and present to board/funders	Nov-18	Jan-19	Complete	1 (9)
1	Work with Executive/Treasurer to develop annual budget	Meet with Mark monthly re: finances and finalize budget in January of each year	Nov-18	Mar-19	Complete	3 (9)
1	Liaise with board re: risk mgmt.	As required - at board meetings or between if needed	Nov-18	ongoing	Complete	2 (3)
		Develop issue sheet to use for major issues to submit to board	Mar-19	ongoing	Complete	
1	Identify community engagements which may not be beneficial and new opportunities that may arise	Report to board as needed	Nov-18	ongoing	Complete	1 (3)
2	Identify opportunities for continuing education for board and staff	Develop Continuing Education opps for board esp. re: Board development	ongoing	ongoing	Ongoing	3 (6)
1	Review staff roles/operational plans to effectively manage expectations	Review staff/volunteer position descriptions	Nov-18	Jan-19	Complete	3 (9)
		Review capacities required to improve community development	Nov-18	Jan-19	Complete	
		Schedule regular meetings of HR committee to review HR issues (4-6x/year)	Jan-19	Dec-19	Complete	
		Review current issues with Executive/Board	Dec-18	Jan-19	Complete	
		Implement recommendations	Feb-19	May-19	Complete	
		Review annually	Jan-20	Jan-21	Ongoing	

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OTHER: Outstanding items from the Quality Framework Action Plan						
YEAR	OBJECTIVE	ACTION STEPS	STARTED	DUE DATE	NOTES	RISK
URGENT	SITE VISIT - examinations with councils (see what learner info is gathered, what's given to learners)	ED/TQAC to review with Councils by phone	Jan-19	Mar-19	Complete	1 (9)
URGENT	Target setting statements for councils linked to funding (ES/WOW)	Provide guidance re: grant writing	Dec 2018	Jan 2019	Complete	1 (9)
URGENT	Learner feedback - how to get it / create question form	New survey that we are asking the councils to implement after 3 months and then annually should take care of this.	Mar-19	ongoing	Ongoing	4 (6)
URGENT	Site Visit (learner survey tool) to assess resources/inventory books	Resource assessment included in annual council survey	Jan-19	ongoing	Complete	3 (6)
URGENT	Reference Request Form Change question to lifelong learning/assets-based approach rather than 'positive adult relationship'	Change form wording (Joan currently working on updating TC Forms)	Dec 2018	Feb 2019	Complete	1 (9)
URGENT	Council report template	Have one.	Done	Done	Complete	1
URGENT	Develop 1-page QS Evaluation survey/HR support/ dev. Report	annual Council survey	Jan-19	annual	Complete	3 (6)
URGENT	Progress Report for referral agency	See if there is a template and if not, create one.	Feb-19	Feb-19	Complete	3 (9)
URGENT	Referral process	Is listed in database – manual search required but possible	Mar-19	June-19	Complete	3 (9)

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IMPORTANT	Get Council Bylaw docs	make it a requirement of new Council agreement	Sep-19	June 2020	Complete	6
IMPORTANT	Create feedback/input survey & checklist/report process	Part of annual survey and Skype forums	Jan-19	annually	Complete	1 (4)
IMPORTANT	Post web links to health/safety info, PIPEDA re: data storage/confidentiality	Will post in January 2019 in round '2' of revisions.	Jan-19	Apr-19	Complete	6 (9)
IMPORTANT	List - what learner portfolio contains	Review inclusions for database and surveying	Mar-19	June-19	Complete	3 (9)
IMPORTANT	Admin asst. for data entry	Determined to be unnecessary to org structure and sustainability at this time	Jan-19	Jan-19	Complete	1 (2)
IMPORTANT	Write recruitment strategy	Not specifically planned as a strategy but pieces are throughout the plan so easy to pull into a plan this year.	Jan-19	Jan-19	Complete	3 (9)
IMPORTANT	Harassment Policy/succession planning	Harassment policy is within TC manual and will be on website.	Dec-18	Mar-19	Complete	6
IMPORTANT	Trainer assessment / review resources	Trainers assessment forms used at all trainings. Resources being redeveloped as part of our new training structure	Done	Done	Complete	1
IMPORTANT	Learner attendance - guidelines/create checklist for tutor to use with learner	Check with Councils. What do they use as a best practice?	Oct-19	Dec-19	Complete	3 (6)
IMPORTANT	Continuity of services support (document)??	New survey should support this	Dec-19	Jun-20	Complete	6
IMPORTANT	Calendar for contact & presentation opportunities for community referrals/links	New Presentations & Speakers Bureau	19-Jun	Jan-20	Complete	3
IMPORTANT	Write Conflict Resolution Policy/Process & put into manuals	Review and include (send it out to councils)	Dec-19	Feb-19	Complete	9

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FUTURE	Health/safety/first aid measures in writing	TC Manual and policy development	Dec-19	Mar-20	Complete	9
FUTURE	Gather written feedback from observable points (performance evaluation)	Think this will be covered if we come up with a performance evaluation process/form (could not find one though it is check marked on QS Framework)	Dec-19	Mar-20	Complete	6
FUTURE	Define/write salary range, bonus structure/how decided/evaluation process/ job perks/HR policies	Mostly done - job descriptions exist. No bonus structure - decide evaluation process - policies re: job perks and general HR	Dec-19	Sept-19	In progress	3 (6)
FUTURE	Post sample learner portfolio docs website	In resource section	Jan-20	Feb-20	Complete	6
FUTURE	Pursue accreditation with PETL	Once training is restructured, we could look at this	Jan-20	Dec-20	Transferred to New Action Plan	2
FUTURE	Create professional development guide (with qualifications/projections re: how will this PD enhance what I do)	New Continuing Education calendar to include section "how will this enhance what I do?"	Mar-19	ongoing	Complete	1 (4)
FUTURE	Script questionnaire for interview/phone contacts (intake)	Part of the Tutor Coordinator Manual.	Jan-19	Mar-19	Complete	1 (3)
FUTURE	HR Policy/Handbook	Online version – for universal access	Nov-18	Jun-19	Completed in March 2022	6 (9)
FUTURE	PD/IST web offerings posted on website	Available in quarterly newsletter	Jan-19	quarterly	Complete	3 (6)
FUTURE	Written document on how to access training & criteria for trainer selection/IST topic list	Include with Quarterly Calendar - could depend on what training is offered each quarter (podcast/TED Talk, Edmodo)	Jan-19	quarterly	Complete	1 (6)
FUTURE	Frequency/how to assess/evaluate programs and services - is there funding to do this externally (e.g. every 5 years)	Restructuring training - look at hiring someone to review it after 12 months and every 3 years thereafter - 2020/2023/2026 etc.	Jun-20	ongoing	Ongoing	3

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**RISK ASSESSMENT SCALE**

The Risk Map does not assess LLNBs performance in managing the risk. The Risk Map shows only the level of risk LLNB faces based on two criteria:

1. The impact or consequences of the organization if this does/doesn't happen.
2. The probability of negative outcome if objective does/does not occur.

		Impact/Consequences		
		LOW	MEDIUM	HIGH
Probability/Likelihood	LOW	1	2	3
	MEDIUM	2	4	6
	HIGH	3	6	9

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