

Risk Management Policy

Summary

Lord Somers Camp and Power House (LSC&PH) Board and CEO will ensure that the organisation has systems and processes in place to identify risks and control these to a reasonable and acceptable level.

All LSC&PH internal stakeholders are expected to ensure that they are familiar with their responsibilities and obligations under this policy and take necessary steps to ensure that they are able to do so or notify the CEO or suitable delegate if unable to do so.

Policy Statement

Lord Somers Camp and Power House (LSC&PH) recognises the need for risk management to feature as a consideration in strategic and operational planning, day-to-day management and decision making at all levels in the organisation.

LSC&PH is committed to managing and minimising risk by identifying, analysing, evaluating and treating exposures that may impact on the organisation achieving its objectives and/or the continued efficiency and effectiveness of its operations. LSC&PH incorporates risk management into its institutional planning and decision-making processes. Risk management must also be included as a consideration in operational planning as a delegated line management responsibility. LSC&PH staff must implement risk management according to relevant legislative requirements and appropriate risk management standards.

LSC&PH is committed to ensuring that all staff, particularly those with management, advisory and decision-making responsibilities, obtain a sound understanding of the principles of risk management and the requisite skills to implement risk management effectively.

LSC&PH will regularly monitor and review the progress being made in developing an appropriate culture of risk management and the effective implementation of risk management strategies throughout the organisation as a basis for continuous improvement.

Policy Scope

This Policy applies to all areas of LSC&PH's work, camps, programs, activities and facilities. The LSC&PH Board, with the Risk Committee, will determine the organization's risk attitude, risk appetite and risk tolerance. In doing so this policy will comply with:

- Occupational Health and Safety Act 2004 (VIC),
- Occupational Health and Safety Regulations 2022 (VIC);

in addition to adopting the ISO 31000:2018 Risk Management Standards.

Risk Management Policy

Guiding Principles of Risk Management

- Ensure risks are identified early
- Factor in organisational goals and objectives
- Manage risk within context
- Involve stakeholders
- Ensure responsibilities and roles are clear
- Create a cycle of risk review
- Strive for continuous improvement

Definitions

Employee	Any person employed by Lord Somers Camp and Power House.
Executive Team	A leadership team for a specific LSC&PH program or activity. Specific members/ roles of an Executive Team are at the discretion of the Program or Activity Leader.
ISO31000	The International Standards Organisation (ISO) Standard for risk management. LSC&PH utilises the structure provided by this Standard in its approach to risk management.
Job Safety Analysis (JSA)	A process in which each basic step of a particular job is analysed to identify potential hazards and to recommend the safest way to undertake it.
Leader	Any person (paid or unpaid) over the age of 18 who is responsible for the control and safety of members/volunteers placed in their care whilst holding a formal position in Lord Somers Camp and Power House. A leader could include but is not limited to: <ul style="list-style-type: none"> • Camp Leaders • Deputy Camp Leaders • Executive Officers • Programs Leader • Slushie King and Slushee Queen • Heads of Departments
Member	Any person who has a current membership subscription to LSC&PH, including various life memberships, term membership or honorary life membership.

Risk Management Policy

Participant	Any person who attends an LSC&PH program as a participant or a grouper.
Risk	<p>The chance of something happening that will have an impact upon objectives (gaining or losing something of value). The concept of risk has three elements:</p> <ul style="list-style-type: none"> • The perception that something could happen • The likelihood of something happening • The consequence if it happens <p>The level of risk is the combination of the likelihood of a risk occurring, and the consequences if it does occur. Action taken to manage or treat the risk will need to address the likelihood of any event occurring, or the consequences if it does occur, or both.</p> <p>While it is not possible to have a totally risk-free environment, it may be possible to treat / control risk by avoiding, reducing, transferring, or accepting the risks.</p>
Risk appetite	The amount of risk that an organisation is willing to take in order to meet its strategic goals. It shows the organisation's hunger to take risks depending on the reward. In practice, it is not possible to quantify hunger, therefore you can grade the risk appetite of an organisation from low to high.
Risk assessment	The process used to determine risk management priorities by evaluating and comparing the level of risk against predetermined acceptable levels of risk.
Risk management	The systematic application of management policies, procedures, and practices to the tasks of identifying, analysing, assessing, treating and monitoring risk.
Risk management plan	A document which outlines the method, process and tools used to manage risks.
Risk profile	Threats to which an organisation is exposed. The risk profile will outline the number of risks, type of risk and potential effects of risks. This allows a business to anticipate additional costs or disruption to operations. Also describes the willingness of a company to take risks and how those risks will affect the operational strategy of the company.
Risk register	A tool used to track risks. Can be incorporated into a risk management plan.
Risk threshold	The amount beyond which an organisation does not want to tolerate the risk. It can be described as an acceptable value (or a quantified limit).
Risk tolerance	The willingness of an organisation to accept or avoid risk. It can be described as

Risk Management Policy

	an acceptable variance percentage.
Volunteer	Any non-member who attends LSC&PH activities as a member of the camp's staff under direction of a Camp Leader.

Responsibilities

Board	<ul style="list-style-type: none"> • Ensure appropriate processes and documents are in place to manage risks • Monitor risks and risk management strategies • Direct CEO/Finance/Risk Committees to develop relevant documents and processes and provide updates at each board meeting • Raise risks for consideration and management • Approve the Risk Management Policy and establish their risk appetite, thresholds, and / or tolerance. • Be satisfied that strategic risks are identified, managed, and controlled appropriately. • Appoint the Risk Committee and monitor their work.
Risk Committee	<ul style="list-style-type: none"> • Assist the Board implement a risk management framework within which all members will identify, assess, and arrange for appropriate treatment of the association's risk. The Risk Committee will not become the risk owner of any risks. • Provide risk management advice to the Board, CEO and other LSC&PH committees • Advocate for risk culture <ul style="list-style-type: none"> ○ Raise risks for consideration and management ○ Encourage LSC&PH committees and leaders to use relevant policies, procedures and tools • Oversight and approval of risk management framework, risk appetite and risk tolerances <ul style="list-style-type: none"> ○ Review and approve risk management framework ○ Review, debate, and approve risk appetite and tolerances • Monitor risks and risk management strategies <ul style="list-style-type: none"> ○ Monitor compliance to risk appetite and tolerances ○ Monitor material risks, including emerging ones ○ Help bring independent judgement to risks ○ Deliver a deep dive on significant risks if required

Risk Management Policy

	<ul style="list-style-type: none"> ○ Act as an escalation point of significant incidents and breaches ○ Identify root causes and trends ○ Approval of appropriate policies to manage risks
CEO	<p>The CEO has overall responsibility as the ‘accountable officer’ for protecting the organisation from unacceptable costs or losses associated with its operations, and for developing and implementing systems for effectively managing the risks that may affect the achievement of objectives and operational outcomes.</p> <ul style="list-style-type: none"> ● Ensure appropriate risk management within LSC&PH. ● Implement the Risk Management Policy and Procedure approved by the Board and monitor implementation. ● Provide executive leadership in the management of strategic, operational and project risk and generally champion risk management within LSC&PH. ● Ensure that the risk profiles as entered by each area of the organisation are reviewed, updated and approved biannually (monthly for high> risks). ● Report expeditiously to the Risk Committee on any material risk mitigation failures and actions taken. ● Implement processes as per this Policy and Procedure ● Ensure documents in use are up-to-date including operational and strategic risk registers ● Support Committees and Leaders to ensure that processes and documents are being used appropriately ● Raise risks for consideration and management
Finance Committee	<ul style="list-style-type: none"> ● Ensure appropriate processes and documents are in place to manage financial and budgetary risks ● Monitor budget to ensure it is on track ● Raise risks for consideration and management ● Report to the Board on financial and budgetary risks
Programs and Activities (P&A Committee)	<ul style="list-style-type: none"> ● Ensure leaders are aware of the processes and procedures required to manage risk and that these are adopted ● Raise risks for consideration and management ● Report to the Board on risks to Objectives and Reputation
OHS Working Group	<ul style="list-style-type: none"> ● Ensure appropriate processes and documents are in place to manage risks to the Health, Safety and Wellbeing of members, staff, participants, hirers and

Risk Management Policy

	<p>contractors</p> <ul style="list-style-type: none"> • Monitor OHS hazards, incidents and advise the Risk Committee on mitigation processes • Manage post incident reporting and incident resolution • Raise risks for consideration and management with Risk Committee • As a Risk Committee working group it reports to the Risk Committee
Environment Officer	<ul style="list-style-type: none"> • Environment Officer works with the Safety Officer to ensure the principles of the Environment and Sustainability Policy and Procedure are utilized at Camp/Programs
Safety Officer	<ul style="list-style-type: none"> • Develop and facilitate implementation of a safety plan to be used at Camps/Programs. • Ensure that the Safety Plan is based on risk management standards and is consistent with this framework. • Lead risk assessments at Camp/Programs
Camp leaders, executive and committees (Leaders)	<ul style="list-style-type: none"> • Ensure Safety Officer, Finance Officer (and PR Officer for Big Camp) are appointed and support them in managing OHS, budget and reputational risks • Ensure camp inductions include reference to risk management, incident reporting and appropriate behaviours • Ensure all activities are in line with objectives, mission and vision of LSC&PH • Ensure incident reports, new risks and receipts are provided to the CEO/office by the day after camp • Develop risk mitigation plans for identified risks and implement risk reduction strategies • As part of the planning cycle, consider and document existing risks and their impact on proposed programs and / or activities. • Document any new risks identified due to changes in the business environment. • Maintain up-to-date risk records on an on-going basis to reflect any changes which may occur.
All of the above, plus other employees, volunteers, members and participants	<ul style="list-style-type: none"> • Raise risks for consideration and management • Fill out incident and near miss reports • Ensure behaviours are in line with LSC&PH values at all times • Identify potential risk and manage effectively according to role

Risk Management Policy

- Act in a manner which does not place at risk the health and safety of themselves or any other person in the workplace.
- Provide direction and training to persons for whom they have a supervisory responsibility or duty of care provision relating to health and safety.
- Identify areas where risk management practices should be adopted advise their supervisors accordingly.
- Meet obligations under relevant legislation including occupational health and safety, anti-discrimination, privacy, etc.
- Take all practical steps to minimise the organisation's exposure to contractual, tortuous and professional liability.

Policy

This policy outlines LSC&PH's commitment to the key principles that guide risk management practice across the organization. LSC&PH is committed to embedding risk management practices in all activities and processes and ensuring that all staff (employees and volunteers) understand that the management of risk is everyone's responsibility. Proactive risk management supports the protection of members, employees, volunteers, participants, business assets, program delivery and financial sustainability. This approach is referred to as "Enterprise Risk Management", i.e., the management of all aspects of risk while pursuing opportunities across the organisation.

This policy, and its associated risk management framework, is applicable to all LSC&PH programs, activities, employees, volunteers, participants, members, contractors and extends to interactions with external stakeholders.

To ensure LSC&PH can be innovative, plan for change, or undertake a new activity or program, risks need to be identified and managed. Not understanding risk or avoiding risk can be the greatest risk of all. Most importantly, risk management is about being proactive rather than reactive. Risk includes both (a) potential threats to achieving those objectives, and (b) potential opportunities for achieving those objectives.

Threats and opportunities come and go, or evolve, as LSC&PH's dynamics change, as its relationships with stakeholders and supporters develop, and as the external environment in which it operates changes. Keeping abreast of the risks that may affect LSC&PH must therefore be an ongoing activity.

Risk management within LSC&PH is the application of management policies and processes to enable the systematic identification, analysis, treatment and monitoring of risk. It allows opportunities to be taken, when appropriate, while also minimising the likelihood and impact of disruptive incidents and undesirable events or outcomes.

Risk management aims firstly to anticipate risks. Then, in the case of negative risks, it aims to prevent them from eventuating or to minimize their impact if they do. In the case of positive risks,

Risk Management Policy

it aims to capitalise on opportunities that present themselves. This Policy and the Risk Management Procedure is mainly concerned with managing negative operational risks.

LSC&PH is committed to Risk Management best practice employing a risk management approach that will:

- Be central to LSC&PH's strategic decision making, informs planning and budgeting processes
- Ensure systematic, structured, and timely practices aligned with excellent governance practices to identify, evaluate and mitigate risk through clear accountabilities
- Be transparent, inclusive of all lines of business top down and bottom-up
- Promote a culture of intentional risk awareness and management that will enable achievement of both operational and strategic goals and objectives
- Support compliance with local/national regulatory requirements relating to risk management and reporting
- Deliver sustainable environments and activities that promote safety, health and wellbeing

Other relevant policies and procedures

- OHS Procedure
- Code of Conduct
- Managing Breaches of the Code of Conduct Procedure
- Child Safety and Client Protection Policy
- Child Safety and Client Protection Procedure
- Diversity and Social Inclusion Policy
- Anti-Discrimination, Harassment, and Bullying Policy
- Social Media Policy
- Privacy Policy and Procedure
- Driving Procedure
- Extreme Weather Procedure
- First Aid Procedure
- Mental Health Wellbeing Response Procedure
- Berthing Procedure
- Smoking and Vaping Procedure
- Visitors Procedure
- Wet Mess Procedure
- Noise Management Procedure
- Fitness for Work Policy

Other relevant documents

- Strategic Risk Register
- Operational Risk Register
- Risk Assessment Form

Risk Management Policy

Policy Review

This Policy will be reviewed every two years by the LSC&PH Risk Committee, or sooner if warranted by internal or external events or changes.

Changes to the Policy will be recommended by the Risk Committee to the Board for approval.