

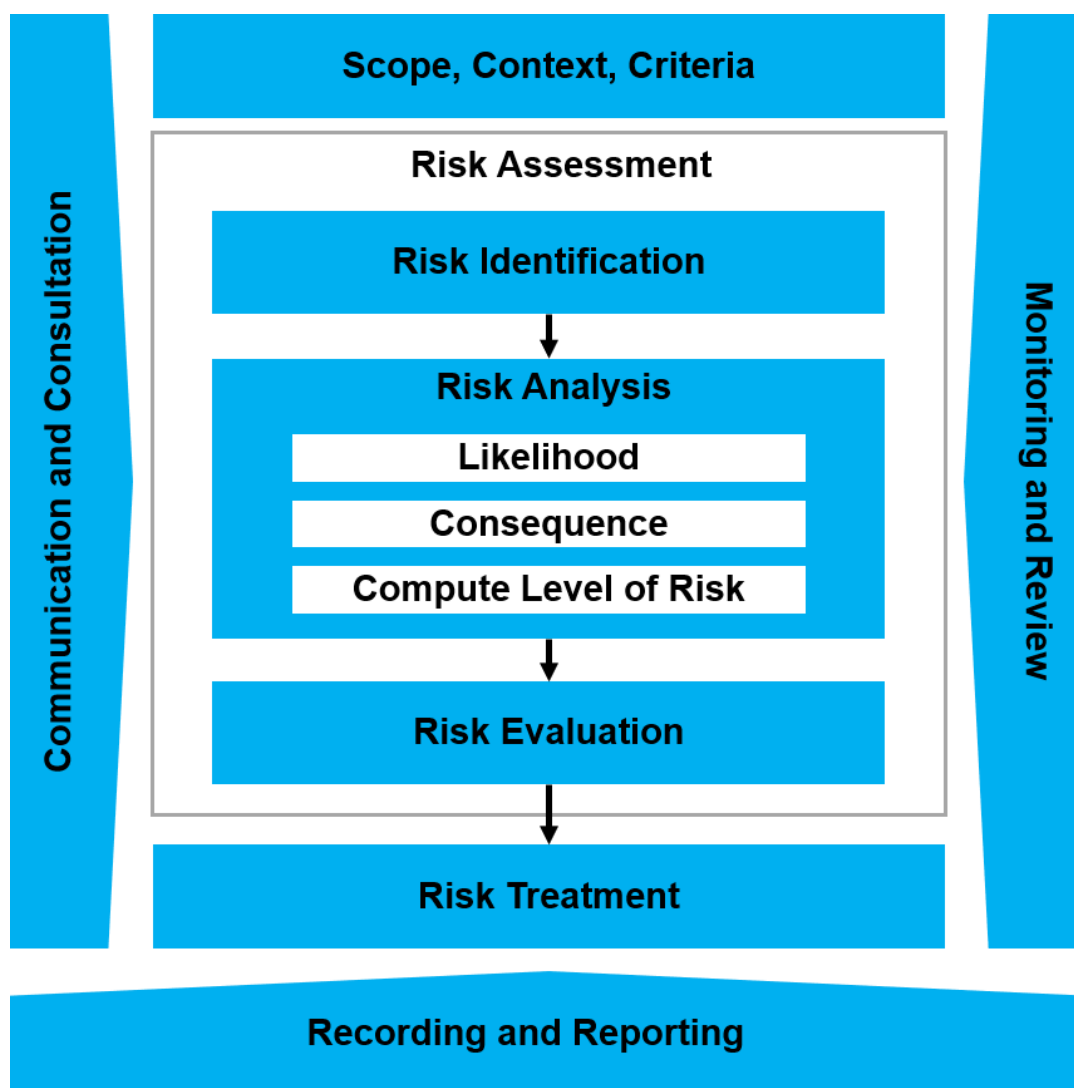
**Risk Management Procedure**

**Procedure Purpose**

The purpose of this procedure is to equip Lord Somers Camp and Power House (LSC&PH) Board, Committees, Employees, Members and Volunteers with the ability to identify strategic and operational risks. And to ensure that the Risk Management Policy is upheld making risk management part of day-to-day operational management.

**Procedure Scope**

The risk management process involves the systematic application of policies, procedures, protocols and practices to the activities of communicating and consulting, establishing the context and assessing, treating, monitoring, reviewing, recording and reporting risk. It comprises the activities described in the diagram below based on ISO 31000:2018 Risk Management Standards.



LSC&PH risk management activities are an integral part of management and decision

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making and integrated into the structure, operations and processes of the organization. It is applied at strategic, operational, program and project levels.

The dynamic and variable nature of LSC&PH activities/programs needs to be considered when undertaking risk management processes/procedures.

These procedures will aim to:

- Provide staff and executive teams with the processes necessary to manage risks
- Ensure staff and volunteers are aware of risks and how to manage them
- Monitor LSC&PH's risk profile and implement a continuous improvement approach to risk management
- Ensure all executive teams and staff are trained in risk management and use the risk assessment approach to conduct their operations and carry out their programs and activities
- Ensure risk management policy and procedures comply with relevant statutory requirements

### 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"> <li>• Camp Leaders</li> <li>• Deputy Camp Leaders</li> <li>• Executive Officers</li> </ul>

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	<ul style="list-style-type: none"> <li>• Programs Leader</li> <li>• Slushie King and Slushee Queen</li> <li>• Heads of Departments</li> </ul>
Member	Any person who has a current membership subscription to LSC&PH, including various life memberships, term membership or honorary life membership.
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"> <li>• The <b>perception</b> that something could happen</li> <li>• The <b>likelihood</b> of something happening</li> <li>• The <b>consequence</b> if it happens</li> </ul> <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.

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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 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"> <li>• Ensure appropriate processes and documents are in place to manage risks</li> <li>• Monitor risks and risk management strategies</li> <li>• Direct CEO/Finance/Risk Committees to develop relevant documents and processes and provide updates at each board meeting</li> <li>• Raise risks for consideration and management</li> <li>• Approve the Risk Management Policy and establish their risk appetite, thresholds, and / or tolerance.</li> <li>• Be satisfied that strategic risks are identified, managed, and controlled appropriately.</li> <li>• Appoint the Risk Committee and monitor their work.</li> </ul>
Risk Committee	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Provide risk management advice to the Board, CEO and other LSC&amp;PH committees</li> <li>• Advocate for risk culture             <ul style="list-style-type: none"> <li>○ Raise risks for consideration and management</li> <li>○ Encourage LSC&amp;PH committees and leaders to use relevant policies, procedures and tools</li> </ul> </li> <li>• Oversight and approval of risk management framework, risk appetite and risk tolerances             <ul style="list-style-type: none"> <li>○ Review and approve risk management framework</li> <li>○ Review, debate, and approve risk appetite and tolerances</li> </ul> </li> </ul>

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	<ul style="list-style-type: none"> <li>• Monitor risks and risk management strategies             <ul style="list-style-type: none"> <li>○ Monitor compliance to risk appetite and tolerances</li> <li>○ Monitor material risks, including emerging ones</li> <li>○ Help bring independent judgement to risks</li> <li>○ Deliver a deep dive on significant risks if required</li> <li>○ Act as an escalation point of significant incidents and breaches</li> <li>○ Identify root causes and trends</li> </ul> </li>   <li>• Approval of appropriate policies to manage risks</li> </ul>
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"> <li>• Ensure appropriate risk management within LSC&amp;PH.</li> <li>• Implement the Risk Management Policy and Procedure approved by the Board and monitor implementation.</li> <li>• Provide executive leadership in the management of strategic, operational and project risk and generally champion risk management within LSC&amp;PH.</li> <li>• Ensure that the risk profiles as entered by each area of the organisation are reviewed, updated and approved biannually (monthly for high&gt; risks).</li> <li>• Report expeditiously to the Risk Committee on any material risk mitigation failures and actions taken.</li> <li>• Implement processes as per this Policy and Procedure</li> <li>• Ensure documents in use are up-to-date including operational and strategic risk registers</li> <li>• Support Committees and Leaders to ensure that processes and documents are being used appropriately</li> <li>• Raise risks for consideration and management</li> </ul>
Finance Committee	<ul style="list-style-type: none"> <li>• Ensure appropriate processes and documents are in place to manage financial and budgetary risks</li> <li>• Monitor budget to ensure it is on track</li> <li>• Raise risks for consideration and management</li> <li>• Report to the Board on financial and budgetary risks</li> </ul>
Programs and	<ul style="list-style-type: none"> <li>• Ensure leaders are aware of the processes and procedures required to</li> </ul>

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Activities (P&A Committee)	<p>manage risk and that these are adopted</p> <ul style="list-style-type: none"> <li>• Raise risks for consideration and management</li> <li>• Report to the Board on risks to Objectives and Reputation</li> </ul>
OHS Working Group	<ul style="list-style-type: none"> <li>• Ensure appropriate processes and documents are in place to manage risks to the Health, Safety and Wellbeing of members, staff, participants, hirers and contractors</li> <li>• Monitor OHS hazards, incidents and advise the Risk Committee on mitigation processes</li> <li>• Manage post incident reporting and incident resolution</li> <li>• Raise risks for consideration and management with Risk Committee</li> <li>• As a Risk Committee working group it reports to the Risk Committee</li> </ul>
Environment Officer	<ul style="list-style-type: none"> <li>• Environment Officer works with the Safety Officer to ensure the principles of the Environment and Sustainability Policy and Procedure are utilized at Camp/Programs</li> </ul>
Safety Officer	<ul style="list-style-type: none"> <li>• Develop and facilitate implementation of a safety plan to be used at Camps/Programs.</li> <li>• Ensure that the Safety Plan is based on risk management standards and is consistent with this framework.</li> <li>• Lead risk assessments at Camp/Programs</li> </ul>
Camp leaders, executive and committees (Leaders)	<ul style="list-style-type: none"> <li>• Ensure Safety Officer, Finance Officer (and PR Officer for Big Camp) are appointed and support them in managing OHS, budget and reputational risks</li> <li>• Ensure camp inductions include reference to risk management, incident reporting and appropriate behaviours</li> <li>• Ensure all activities are in line with objectives, mission and vision of LSC&amp;PH</li> <li>• Ensure incident reports, new risks and receipts are provided to the CEO/office by the day after camp</li> <li>• Develop risk mitigation plans for identified risks and implement risk reduction strategies</li> <li>• As part of the planning cycle, consider and document existing risks and their impact on proposed programs and / or activities.</li> <li>• Document any new risks identified due to changes in the business environment.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Maintain up-to-date risk records on an on-going basis to reflect any changes which may occur.</li> </ul>
<p>All of the above, plus other employees, volunteers, members and participants</p>	<ul style="list-style-type: none"> <li>• Raise risks for consideration and management</li> <li>• Fill out incident and near miss reports</li> <li>• Ensure behaviours are in line with LSC&amp;PH values at all times</li> <li>• Identify potential risk and manage effectively according to role</li> <li>• Act in a manner which does not place at risk the health and safety of themselves or any other person in the workplace.</li> <li>• Provide direction and training to persons for whom they have a supervisory responsibility or duty of care provision relating to health and safety.</li> <li>• Identify areas where risk management practices should be adopted advise their supervisors accordingly.</li> <li>• Meet obligations under relevant legislation including occupational health and safety, anti-discrimination, privacy, etc.</li> <li>• Take all practical steps to minimise the organisation’s exposure to contractual, tortuous and professional liability.</li> </ul>

**Procedures**

**Roles and Responsibilities of LSC&PH Risk Management**

This procedure outlines roles and responsibilities for The Board, Risk Committee, staff and volunteers to help mitigate risk effectively incorporating 3 Lines of Defence (3LoD) risk management framework. 3LoD splits responsibility for operational risk management across three functions.

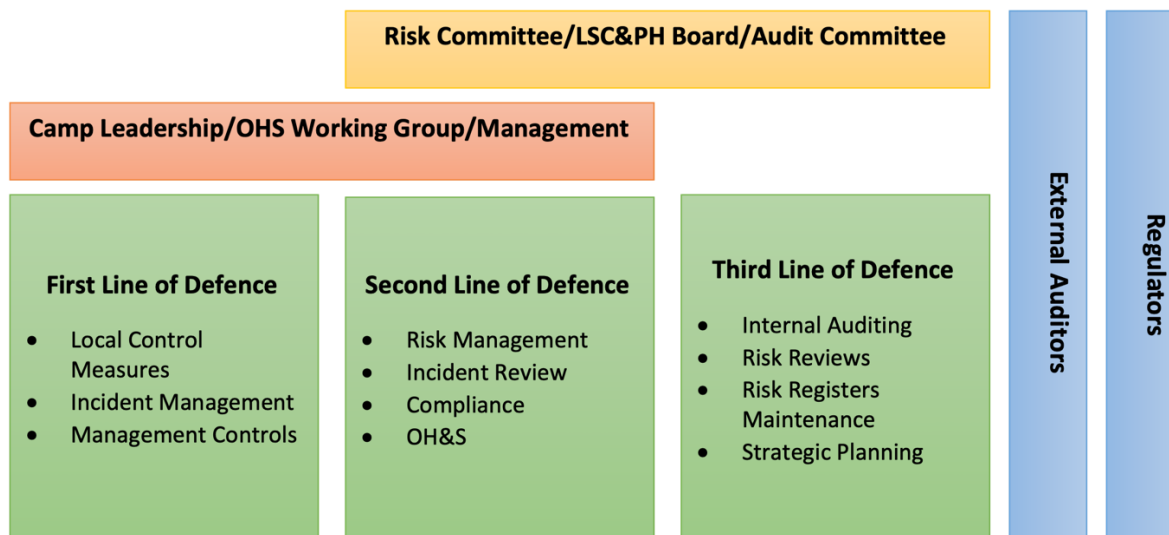
Individuals in the First Line own and manage risks (hazards and incidents) directly. The Second Line oversees the First Line, setting policies, procedures, defining risk tolerances, and ensuring they are met. The Third Line, consisting of internal audit, provides independent assurance of the first two lines.

- **First line:** Camp/Program Leaders/Management (process owners) have the primary responsibility to own and manage risks associated with day-to-day operational activities. Other accountabilities assumed by the First Line include establishing Scope, Context, Criteria, Risk Assessment, Risk Treatment, Recording and Reporting. (See ISO31000:2018 Diagram above)
- **Second line:** Management/Staff/OHS Working Group oversee the review of incidents, hazards and risks and establish appropriate follow up actions The Second Line function enables the identification of emerging risks in daily operation of the business. It does this by providing compliance and oversight in

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the form of frameworks, policies, procedures, protocols, tools, and techniques to support risk and compliance management. Other accountabilities assumed by the Second Line include updating Recording and Reporting, Monitoring and Review and Communication and Consultation. (See ISO31000:2018 Diagram above)

- Third line:** The Third Line function provides objective and independent assurance. While the Third Line’s key responsibility is to assess whether the First and Second Line functions are operating effectively, it is charged with the duty of reporting to the Board and Audit Committee, in addition to providing assurance to regulators and external auditors that the control culture across the organization is effective in its design and operation.



### STRATEGIC RISKS

The organizational strategic risks are largely identified by the Risk Committee, using LSC&PH’s strategic objectives and plan as a starting point. They are then sent to the Board for consideration and adoption.

Strategic risks can be identified by anyone at any time and are a standing agenda on all Committee agendas. In addition, the Risk Committee will run a yearly workshop to discuss risks with the aim of identifying new strategic risks and considering appropriate controls. LSC&PH Strategic Risk Register will address the following categories of strategic risk:

- Change Risk
- Competitive Risk
- Environmental Risk
- Financial Risk



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- Governance Risk
- Historical Incident Risk
- Operational Risk
- Regulatory Risk (Compliance)
- Reputational Risk
- Security and Fraud Risk
- Socio-Political Risk (**See Appendix 5 Strategic Risk Domains and Categories** for more detail)

### IDENTIFYING OPERATIONAL RISKS

There are several ways that risks are identified:

- **Program informed** – Heads of Department/Program Leaders conduct a risk assessment using the Operational Risk Register. Prior to the commencement of activities, they submit their assessments to the Safety Officer and discuss any concerns. Record specific actions required in the treatment process. The Safety Officer with the Heads of Department/Program Leaders will monitor the risk and treatment controls. At the end of the camp/program the Safety Officer will submit to risk assessment with review outcome to the OHS Working Group/Office for review. The OHS Working Group will make recommendations to the Risk Committee for operational risks to be either added to the Operation Risk Register or achieved.
- **Predictive informed** – Through the review process of incidents, their likelihood of reoccurrence and given context a reasonable assumption can be made that the existence of the hazard or risk is inherent or ongoing the OHS Working Group will make recommendations to the Risk Committee for operational risks to be added to the Operation Risk Register.
- **Incident, Hazard, Safety and Wellbeing Reporting** – whereby Leaders, Staff, Safety Officers, Child Safety Officers, First Aid Officers and Mental Health First Aid Officers are required to report incidents, hazards, child safety concerns and wellbeing responses via the LSC&PH online incident report portal. These reports are delegated to the appropriate officer for review and follow up.
- **Feedback and Complaints** – Members, volunteers, participants, visitors and contractors can contact the LSC&PH office to discuss any concern they have pertaining to risks and hazards. Feedback will be recorded via the LSC&PH online incident report portal by a Staff member. These reports are delegated to the appropriate officer for review and follow up.

LSC&PH may also use a range of other approaches to determine potential risks, including:

- Team based brainstorming
- Annual strategic, LSC&PH planning, budget and risk identification workshops
- Examination and analysis of past reports and incidents
- Regular compliance audits and reviews (internally and externally)
- Reviews by external service providers.

### RISK ANALYSIS

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Analysis involves developing an understanding of the risk, the likelihood of the risk occurring and the full range of potential impacts/consequences. Identification of likelihood and consequence is a quantitative exercise based on context and criteria.

Risks are analysed by looking at two key aspects, the likelihood and the consequence of the risk occurring. These two aspects together create the “risk rating” of the risk – low, medium, high or extreme.

**Likelihood** is rated according to the chance of it occurring using the following criteria:

<b>LIKELIHOOD OF OCCURRING</b>	
<b>Rare</b>	May happen in exceptional circumstances (1% chance of occurring)
<b>Unlikely</b>	Could happen at some time when the activity is repeated (1-20% chance of occurring)
<b>Possible</b>	Might occur when the activity is repeated (21 – 50% chance of occurring)
<b>Likely</b>	Will probably occur in most circumstances when the activity is repeated (51-90% chance of occurring)
<b>Almost Certain</b>	Will occur in most circumstances when the activity is undertaken (greater than 90% chance of occurring)

**Consequence** is rated according to the predicable impact it will have using the following criteria:

<b>CONSEQUENCE OF OCCURRING</b>	
<b>Insignificant</b>	Minor injury, first aid treatment, no interruption to program
<b>Minor</b>	Minor injury, single occurrence of medical treatment, no interruption to program, breach of LSC&PH procedures
<b>Moderate</b>	Multiple medical treatments, non-permanent injury, moderate interruption to program, breach of LSC&PH Policies
<b>Major</b>	Extensive Injuries requiring significant medical intervention, serious or permanent injury, breach of Child Safety Standards, major interruption of program
<b>Severe</b>	Severe injury/illness resulting in life long support or resulting in fatality, criminal activity, cessation of program

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By combining the likelihood rating with the consequence rating, we get the overall **Risk Rating**

Likelihood	Consequence					
		Insignificant	Minor	Moderate	Major	Severe
Rare	Low	Low	Low	Medium	High	High
Unlikely	Low	Low	Medium	High	High	High
Possible	Low	Medium	Medium	High	Extreme	Extreme
Likely	Medium	Medium	High	Extreme	Extreme	Extreme
Almost Certain	Medium	High	High	Extreme	Extreme	Extreme

For every risk identified in the Risk Assessment process, the likelihood of the risk occurring, and its consequences can be plotted using the Risk Rating Matrix above to achieve the Risk Rating. This is the **Inherent Risk Rating**. Risk Ratings can be revised if the context/criteria changes or upon risk review.

**RISK EVALUATION**

Once a risk has been identified and a risk rating determined, the risk is analyzed in terms of the following:

- Any treatment controls already in place
- Effectiveness of preexisting treatment controls
- Additional treatment controls required to reduce or eliminate the risk
- Duty of care responsibilities and compliance requirements

Once the treatment controls are in place the risk rating is revised. This is the **Residual Risk Rating**.

Any activity with a **Residual Risk Rating** above Moderate Consequence and or above a Medium Risk Rating is to be ceased until better controls can be put in place.

All details of the risk including its Inherent Risk Rating, Residual Risk Rating and Treatment Control Measures are entered into the Operational Risk Assessment.

When elimination of the risk is not achievable it will be added to the LSC&PH Operational Risk Register.

**RISK TREATMENT VIA HIERARCHY OF CONTROLS**

The aim of treating risks is to reduce the risk rating to an acceptable level. The hierarchy of controls is used to keep people safe from injury and illness. The eight levels in the

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hierarchy span from the most effective to the least restrictive.

### Level 1 – Highest Effectiveness

- Eliminate: remediate the situation or remove the hazard
- Cease: stop all activity
- Evacuate: leave the area

### Level 2

- Substitute: substitute the potential hazard or action for something safer
- Isolate: isolate the hazard from others or others from the hazard
- Reconfigure: change the location, the process or relocate the program

### Level 3 – Lowest Effectiveness

- Administer & Educate: use administrative controls, signage and team updates
- Personal Protection: use personal protective equipment

When determining the most appropriate treatment, LSC&PH will consider:

- How will the treatment modify the level of risk?
- Does it comply with legislation?
- Does it introduce new or secondary risks?

Often more than one treatment as a response may be necessary to address an identified risk. In those cases a combination of responses (controls / mitigations) should be taken into consideration.

Controls are not always performed by the risk owner. It may require the 3LoD to work in concert.

The OHS Working Group, Management, Staff work with Camp/Program Leaders to introduce further mitigating actions to reduce the risk rating within thresholds, modify the activity or action or reassess the activity / action.

Risks are escalated to the CEO for support and then the Risk Committee and/or Board if deemed necessary by the CEO.

### MONITORING AND REVIEW

To ensure risks are detected, added to the register, managed and actions are progressed:

- Risk will be a standing agenda item for all Committees including the Board
- Team risk assessments will occur at all camps
- HoDs will review risks in the Operation Risk register before and after each Camp/Program
- CEO will monitor implementation of actions through OHS Working Group
- Risk Committee will facilitate an annual risk workshop to identify new strategic risks and controls

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### COMMUNICATION AND TRAINING

Communication and awareness is key to effective risk management and is facilitated using the following approaches:

- Risk Committee updating Strategic and Operational Risk Registers
- OHS Working Group providing incident management findings, learnings and recommendations to Risk Committee
- PandA Committee discussing learnings from incidents to increase sharing of knowledge between programs and activities
- Risk Management Training for Safety Officers and HoDs
- Child Safety Training for Child Safety Officer
- Critical Incident and Emergency Management Plan Training for Leaders
- Policy and Procedure Training for staff, members and volunteers

### MANAGING INCIDENTS

This process outlines the steps taken immediately following a disruptive event to maintain or return LSC&PH to business as usual. To ensure there is a measured and appropriate response to disruptive events and that there are levels of escalation and de-escalation to incidents.

An incident is an event that may adversely affect LSC&PH and requires an immediate response. It is likely to cause any of, or a combination of the following: significant personal illness or injury; substantial impact to operations and stakeholder engagement; degradation of reputation; and/or impact on the wider community.

Critical incident management is a systematic approach that includes standards, policies, procedures and protocols for ensuring that people's safety is paramount. It aims to ensure critical business activities can be maintained or recovered in a timely fashion in the event of a disruption. LSC&PH is committed to effective incident management.

Through LSC&PH Incident Management System (LSC&PHIMS) LSC&PH strives to minimize the human, operational, financial, legal, regulatory, reputational and other material consequences arising from incidents. This process is not intended to be used rigidly. It serves as a guide in consideration of circumstances given that incidents and the relevant responses may vary in intensity and gravity.

### TYPES OF INCIDENTS

- **Critical Incidents** to be managed by the Critical Incident and Emergency Management Plan (CIEMP)

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- **Hazards** to be reported via Hazards and Maintenance Reporting Form
- **Child Safety Incidents** to be reported via Child Safety Incident Reporting Form
- **First Aid and Mental Health First Aid** to be reported through First Aid & Mental Health First Aid Incident Report Form
- **General incidents** that are not captured by the above processes are to be reported via the generic Incident Report Form by a member of the Camp/Program Executive, Leadership or HoD.

### CATEGORY ASSIGNMENT

The list of categories of incidents provided through the Incident Report correlate with categories of risks on the Operational Risk Register. If unsure of the category, please select Unknown and a category will be assigned in the review process. If the risk category selected does not reflect the actual risk the category may be updated during the review process.

### INCIDENT IMPACT RATING

Please select the impact rating based on actual outcome at the time of the incident. Use the Impact Matrix to guide the impact rating. The incident review process may result in re-evaluating the impact rating.

IMPACT RATING	
<b>Insignificant</b>	Minor injury, first aid treatment, no interruption to program
<b>Minor</b>	Minor injury, single occurrence of medical treatment, no interruption to program, breach of LSC&PH procedures
<b>Moderate</b>	Multiple medical treatments, non-permanent injury, moderate interruption to program, breach of LSC&PH Policies
<b>Major</b>	Extensive Injuries requiring significant medical intervention, serious or permanent injury, breach of Child Safety Standards, major interruption of program
<b>Severe</b>	Severe injury/illness resulting in life long support or resulting in fatality, criminal activity, cessation of program

### INCIDENT MANAGEMENT AND REPORTING PROCESS

The following flow chart provides a guide to responding to real time incidents as well as historic incidents.

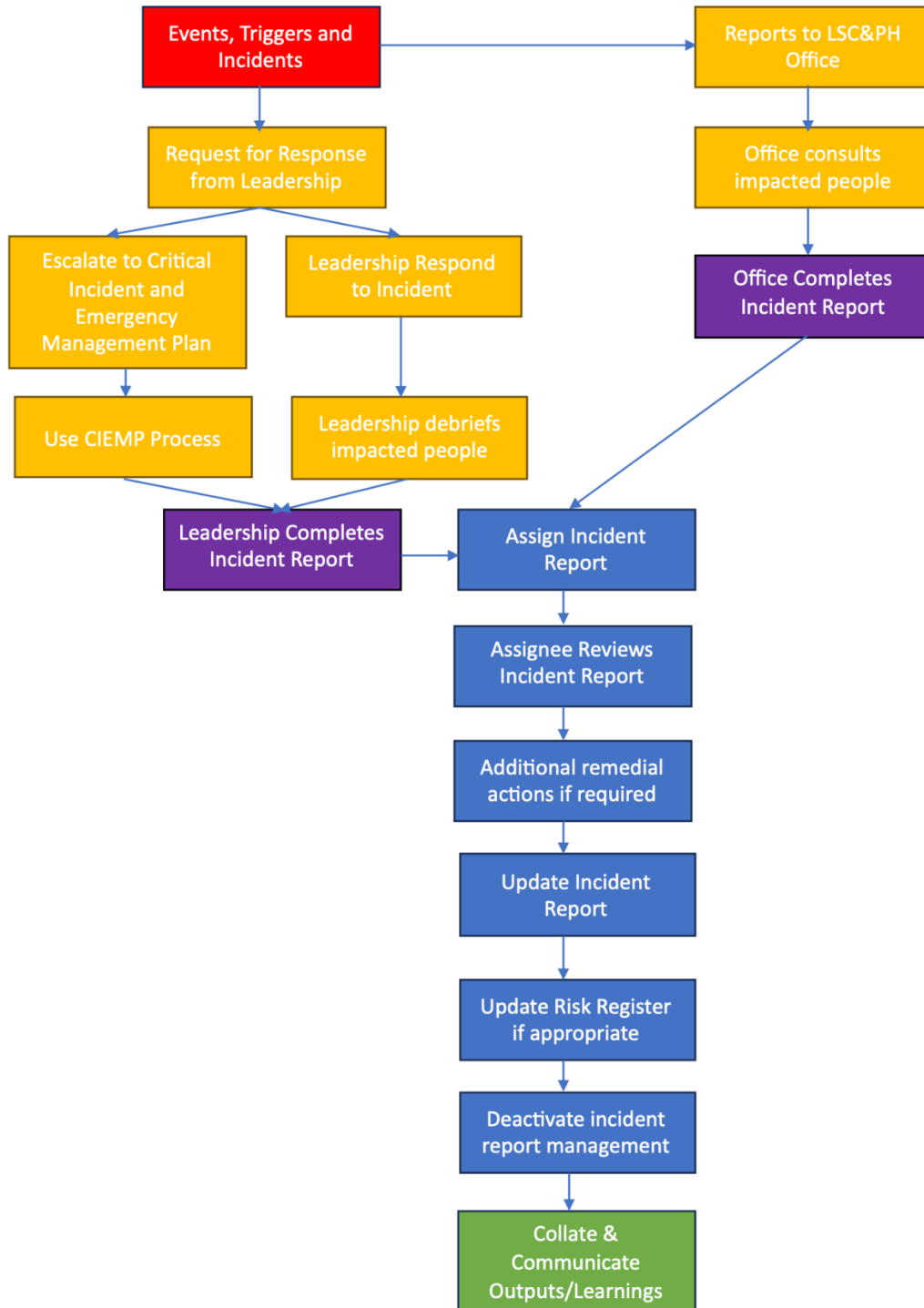
It also is intended to engage the Camp/Program Leadership in the management of local incidents as First Line of Defense as per the 3LoD approach.

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Improving incident management processes at the local level is an imperative approach to reducing and eliminating risks. As well as improve stakeholder confidence.

Incident reports must be filed within 24 hours of the incident occurring either online via the Incident Report Portal or by phoning the LSC&PH office.

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**INCIDENT RESPONSE PRIORITY RATING**



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The consequence of the incident (which corresponds with the risk consequence) is used to determine the appropriate action review time frame.

This is why prompt reporting is vital and should not be delayed.

<b>INCIDENT RESPONSE PRIORITY RATING</b>			
<b>Rating</b>	<b>Incident Acceptance Guide</b>	<b>Incident Action</b>	<b>Review Timeframe</b>
<b>Insignificant</b>	Acceptable	Eliminate, Lowest Level Response	Not Required
<b>Minor</b>	Acceptable	Eliminate, Low Level Response Monitor and Review	14 Days to Review
<b>Moderate</b>	Generally Acceptable	Substitute, Reconfigure, and Implement Risk/Hazard Controls Monitor and Review	21 Days to Review
<b>Major</b>	Generally Not Acceptable	Reconfigure, Isolate and Implement Risk/Hazard Controls Monitor and Review	28 Days to Review
<b>Severe</b>	Not Acceptable	Cease, Isolate, Evacuate and Implement Risk/Hazard Controls Monitor and Review	As determined through remediation and investigation processes

### **HIERARCHY OF INCIDENT ACTION/CONTROLS**

The hierarchy of controls for incident management is the same used in the Risk Management Process, from the most effective to the least restrictive. They also align with action ratings above.

#### **Level 1 – Highest Effectiveness**

- Eliminate: remediate the situation or remove the hazard
- Cease: stop all activity
- Evacuate: leave the area

#### **Level 2**

- Substitute: substitute the potential hazard or action for something safer
- Isolate: isolate the hazard from others or others from the hazard
- Reconfigure: change the location, the process or relocate the program

#### **Level 3 – Lowest Effectiveness**

- Administer & Educate: use administrative controls, signage and team updates
- Personal Protection: use personal protective equipment

### **INCIDENT RISK REVIEW POST INCIDENT**

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The OHS Working Group/Management/Risk Committee or Board may be engaged as Second and Third Line of Defense in reviewing any incident that has occurred. The Risk Matrix will be used to evaluate the inherent risk verses any residual risk. This may include a variety of follow up actions including but not limited to: investigations, implementing new treatment controls, making recommendations for further action, updating risk registers etc.

<b>LIKELIHOOD OF REOCCURRING</b>	
<b>Rare</b>	May happen in exceptional circumstances (1% chance of occurring)
<b>Unlikely</b>	Could happen at some time when the activity is repeated (1-20% chance of occurring)
<b>Possible</b>	Might occur when the activity is repeated (21 – 50% chance of occurring)
<b>Likely</b>	Will probably occur in most circumstances when the activity is repeated (51-90% chance of occurring)
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<b>CONSEQUENCE OF REOCCURRING</b>	
<b>Insignificant</b>	Minor injury, first aid treatment, no interruption to program
<b>Minor</b>	Minor injury, single occurrence of medical treatment, no interruption to program, breach of LSC&PH procedures
<b>Moderate</b>	Multiple medical treatments, non-permanent injury, moderate interruption to program, breach of LSC&PH Policies
<b>Major</b>	Extensive Injuries requiring significant medical intervention, serious or permanent injury, breach of Child Safety Standards, major interruption of program
<b>Severe</b>	Severe injury/illness resulting in life long support or resulting in fatality, criminal activity, cessation of program

## RISK RATING MATRIX

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	Consequence					
		Insignificant	Minor	Moderate	Major	Severe
Likelihood	Rare	Low	Low	Low	Medium	High
	Unlikely	Low	Low	Medium	High	High
	Possible	Low	Medium	Medium	High	Extreme
	Likely	Medium	Medium	High	Extreme	Extreme
	Almost Certain	Medium	High	High	Extreme	Extreme

**APPENDIX 1 Roles and Responsibilities of LSC&PH Risk Management 3LoD**

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#	Risk Management Activity <i>(key examples listed, not an exhaustive list)</i>	Responsible						Accountable					
		L1/ CL	L2	L3	OHS /M	RC	B	L1	L2	L3	OHS /M	RC	B
1	Advocate for Risk Culture <ul style="list-style-type: none"> <li>• Raise risks for consideration and management</li> <li>• Encourage committees and leaders to use relevant policies, procedures and tools</li> </ul>	X	X	X	X	X	X	X	X	X	X	X	X
2	Complete pre-program/activity risk mitigation tasks <ul style="list-style-type: none"> <li>• Identify risks and action plan to mitigate risk using risk register and JSAs</li> <li>• Complete training and seek support to ensure prepared for role responsibilities</li> <li>• Read role description</li> <li>• Familiarise themselves with relevant policies and procedures</li> </ul>	X							X				
3	Support safe practises during program/activity <ul style="list-style-type: none"> <li>• Identify unforeseen risks during program and complete JSA</li> <li>• Action risk mitigating plans</li> <li>• Complete Incident Reports</li> </ul>	X							X				
4	Complete post program/activity wrap up <ul style="list-style-type: none"> <li>• Send incident reports to the office</li> <li>• Complete post camp feedback forms identifying anything that could be improved to help mitigate risks</li> </ul>	X							X				
5	Develop, maintain, and distribute tools to support Line 1 <ul style="list-style-type: none"> <li>• Risk register</li> <li>• Role descriptions</li> <li>• Policies, processes, and procedures</li> <li>• JSAs</li> <li>• Incident Reports</li> <li>• Feedback surveys</li> </ul>		X								X		
6	Provide training opportunities <ul style="list-style-type: none"> <li>• Identify training needs</li> <li>• Organise training</li> <li>• Ensure relevant roles attend training</li> <li>• Maintain training register</li> </ul>		X		X						X		
#	Risk Management Activity <i>(key examples listed, not an exhaustive list)</i>	Responsible						Accountable					
		L1/ CL	L2	L3	OHS /M	RC	B	L1	L2	L3	OHS /M	RC	B

## Risk Management Procedure

7	Reporting on the management of risks, controls, and incidents		X		X						X	X	
8	Oversight and management of risk <ul style="list-style-type: none"> <li>• Oversight and management to ensure 3LOD is being carried out to the best of org ability in line with Risk Management Framework/Plan</li> <li>• First point of escalation from 1st and 2nd LOD</li> <li>• Identify risk root causes and trends</li> <li>• Implement processes as per Risk Management Plan/ Framework</li> <li>• Ensure documents in use are up to date including operational and strategic risk registers, job descriptions and OHSM</li> </ul>				X	X						X	X
9	Oversight and approval of risk management framework, risk appetite and risk tolerances <ul style="list-style-type: none"> <li>• Review and approve Risk Management Framework</li> <li>• Review, debate, and approve risk appetite and tolerances</li> </ul>					X							X
	Monitor risks and risk management strategies <ul style="list-style-type: none"> <li>• Monitor compliance to risk appetite and tolerances</li> <li>• Monitor material risks, including emerging ones</li> <li>• Help bring independent judgement to risks</li> <li>• Deliver a deep dive on significant risks if required</li> <li>• Act as an escalation point of significant incidents and breaches</li> <li>• Identify root causes and trends</li> <li>• Approval of appropriate policies to manage risks</li> </ul>				X	X							X

**Legend:**

L1: Line 1, Risk Ownership

L2: Line 2, Risk Control

L3: Line 3, Risk Assurance

CL: Camp Leadership

OHS: OHS Working Group

M: Management/ CEO

RC: Risk Committee

B: The Board

**Risk Management Procedure**

**APPENDIX 2 Consequence Ratings Descriptions** for the different types of risks is shown below

Consequence Rating	Objectives	Budget	Finance	Health/Safety	Compliance	Reputation	Workforce Wellbeing	Environment
<b>Insignificant</b>	Negligible quality issues with no effect on objectives	0% - 5% budget overspend	Cause nil - \$2,000 financial effect.	First Aid only			No time off work	
<b>Minor</b>	Objective achieved and quality diminished slightly	6% - 10% budget overspend	Cause \$2,001 - \$5,000 financial effect.	Worse case to cause injuries to person requiring them to leave location but return with no change in duties	Minor legal issues, non-compliances, and breaches of regulation	Short term difficulties with partners. Minor adverse local public attention or complaints.	No time off work	Once off damage or Minor legal issues, non-compliances, and breaches of regulation
<b>Moderate</b>	Objectives achieved yet quality diminished substantially	11% - 15% budget overspend	Cause \$5,001 - \$10,000 financial effect.	Worse case to cause injury to person requiring them to leave location but return with modified duties	Breach of regulation with investigation or report to authority with prosecution powers and or moderate possible fine	Difficulties with partners requiring several months to resolve. Negative media attention of local concern.	Less than 10 days off work	Repeat damage, damage impacting a large area, or breach of regulation involving moderate possible fine

### Risk Management Procedure

Consequence Rating	Objectives	Budget	Finance	Health/Safety	Compliance	Reputation	Workforce Wellbeing	Environment
<b>Major</b>	Substantial part of objectives not met	16% - 30% budget overspend	Cause \$10,001 - \$300,000 financial effect.	Worse case to cause injury requiring the need to leave location permanently.	Major breach of regulation	Longer term difficulties with partners, including conflict with LSC&PH values. Negative mainstream media and public attention.	More than 10 days off work	Damage with lasting impact in localised area or major breach of regulation
<b>Severe</b>	Non-achievement of objectives	Greater than 30% budget overspend	Cause greater than \$300,001 financial effect.	Worse case to cause a fatality.	Significant prosecution and fines	Serious public or media outcry	Greater than 250 days off work	Damage with lasting impact in large area or fines and prosecution

**Risk Management Procedure**

## APPENDIX 3 – RISK ASSESSMENT FORM

**STEP 1 – ENTER INFORMATION ABOUT THE ACTIVITY/TASK, ITS LOCATION AND THE PEOPLE COMPLETING THE RISK ASSESSMENT**

<b>Camp/Program:</b>	<b>Location:</b>	<b>Building/Area:</b>	<b>Assessed by:</b>	<b>Date:</b>
<b>Department/Activity/Task:</b>				
<b>Conditions (Provide context and describe any factors that need to be considered)</b>				

**STEP 2 – IDENTIFY HAZARDS AND ASSOCIATED RISK RATINGS AND RISK CONTROLS**

<p>Follow the prompts:</p> <ul style="list-style-type: none"> <li>Consult the Operational Risk Register for hazards that may be applicable to your Department/Activity or Program</li> <li>Review the prompts/examples in the Operational Risk Register for each hazard that may potentially exist for the activities/tasks to be conducted.</li> <li>List the <b>current hazards</b> under the appropriate <b>Category</b> in the table below.</li> <li>Determine and record an <b>Inherent Risk Rating</b> by using the risk matrix. (This is the Rating before applying treatment Controls.)</li> <li>In the <b>Comments</b> box, describe how, when and where the hazard is present.</li> <li>Specify the risk <b>Control Type</b>, for each current hazard or proposed risk. Use the <b>Hierarchy of Control</b> key provided.</li> <li>Provide a <b>Control Description</b> for each identified hazard.</li> <li>Taking into the account the control measures in place determine the <b>Residual Risk Rating</b> using the risk matrix.</li> </ul>	<p><b>Hierarchy of Control (Control Type)</b></p> <p>EL – Elimination</p> <p>C – Cease All Activity</p> <p>E – Evacuate</p> <p>S – Substitution</p> <p>IS – Isolate</p> <p>R - Reconfigure</p> <p>A – Administrative</p> <p>ED – Educate</p> <p>M – Monitoring</p> <p>PPE – Personal Protective Equipment</p>
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Category (Name the specific hazard/risk)	Inherent Risk Rating	Comments (when/where hazard is present)	Control Type	Treatment Control Description (Current and Proposed)	Residual Risk Rating
<b>Safety and Security Conditions Hazard Identification</b> •					
<b>Accessibility Conditions Hazard Identification</b> •					



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<b>Child Safety Conditions Hazard Identification</b> •					
<b>Inclusion Conditions Hazard Identification</b> •					
<b>Health and Wellbeing Hazard Identification</b> •					
<b>Interpersonal and Engagement Hazard Identification</b> •					
<b>Behavioral Hazard Identification</b> •					
<b>Physical Conditions Hazard Identification</b> •					
<b>Equipment Hazard Identification</b> •					
<b>Ergonomic Conditions Hazard Identification</b> •					
<b>Environmental Conditions Hazard Identification</b> •					
<b>Workload Conditions Hazard Identification</b> •					
<b>Biological Hazard Identification</b> •					
<b>Chemical Hazard Identification</b> •					
<b>Utilities Hazard Identification</b> •					
<b>Compliance Hazard Identification</b> •					
<b>Other Hazards Identification</b> •					

## Risk Management Procedure

### RISK RATING – RISK MATRIX AND DEFINITIONS

Likelihood	Consequence				
		Insignificant	Minor	Moderate	Major
Rare	Low	Low	Low	Medium	High
Unlikely	Low	Low	Medium	High	High
Possible	Low	Medium	Medium	High	Extreme
Likely	Medium	Medium	High	Extreme	Extreme
Almost Certain	Medium	High	High	Extreme	Extreme

LIKELIHOOD OF OCCURRING	
<b>Rare</b>	May happen in exceptional circumstances (1% chance of occurring)
<b>Unlikely</b>	Could happen at some time when the activity is repeated (1-20% chance of occurring)
<b>Possible</b>	Might occur when the activity is repeated (21 – 50% chance of occurring)
<b>Likely</b>	Will probably occur in most circumstances when the activity is repeated (51-90% chance of occurring)
<b>Almost Certain</b>	Will occur in most circumstances when the activity is undertaken (greater than 90% chance of occurring)

CONSEQUENCE OF OCCURRING	
<b>Insignificant</b>	Minor injury, first aid treatment, no interruption to program
<b>Minor</b>	Minor injury, single occurrence of medical treatment, no interruption to program, breach of LSC&PH procedures
<b>Moderate</b>	Multiple medical treatments, non-permanent injury, moderate interruption to program, breach of LSC&PH Policies
<b>Major</b>	Extensive Injuries requiring significant medical intervention, serious or permanent injury, breach of Child Safety Standards, major interruption of program
<b>Severe</b>	Severe injury/illness resulting in life long support or resulting in fatality, criminal activity, cessation of program

## Risk Management Procedure

STEP 3 – IMPLEMENTATION REVIEW		
<b>Camp/Program Reviewed By:</b>	<b>Date:</b>	<b>Other Contributors:</b>
<b>Control Measures that worked:</b>		
<b>Unresolved Risks:</b>		
<b>OHS Working Group Reviewed by:</b>	<b>Date:</b>	<b>Other Contributors:</b>
<b>Recommendations for Risk Committee:</b>		
<b>Action Required:</b>		
<b>Continual Improvement Recommendations:</b>		

## Risk Management Procedure

### APPENDIX 4 – JOB SAFETY ANALYSIS FORM

#### STEP 1 – ENTER INFORMATION ABOUT THE ACTIVITY/TASK, ITS LOCATION AND THE PEOPLE COMPLETING THE JSA

<b>Camp/Program:</b>	<b>Location:</b>	<b>Building/Area:</b>	<b>Assessed by:</b>	<b>Date:</b>
<b>Program Leader:</b>	<b>Compliance:</b>	<b>Permit:</b>	<b>Approved by:</b>	<b>Date;</b>
<b>Department/Activity/Task:</b>				
<b>Conditions (Provide context and describe any factors that need to be considered):</b>				

#### STEP 2 – ENTER INFORMATION ABOUT THE ACTIVITY, THE HAZARD/S, THE RISK CONTROL MEASURES AND THE PEOPLE RESPONSIBLE

<b>Activity</b> List the individual tasks required to perform the activity in the sequence they will be carried out.	<b>Hazards</b> Against each task list the identified hazards that could cause injury (physical, mental, emotional) when the task is performed.	<b>Risk control measures</b> List the control measures required to eliminate or minimize the risk of potential injury arising from every identified hazard. WILL THESE MEASURES UPHOLD CHILD SAFE STANDARDS?	<b>Who is responsible?</b> Name the person responsible to implement each control measure/s identified as confirmation that they have consented to this assessment and plan.
<b>Will this activity meet Child Safe Standards?</b>			

## Risk Management Procedure

### APPENDIX 5 – Strategic Risk Domains and Categories

STRATEGIC RISK DOMAINS	SUB FIELDS & CONSIDERATIONS
Change Risk	Change Management Responsiveness Change Culture Organizational Agility
Regulatory Risk (or Compliance)	Compliance – Board Compliance – Operational Liability Disruption Management Child Safety
Reputational Risk	Participant Experiences Historical Events Public Perception Incident Management Communication Child Safety
Socio – Political Risk	Inclusion Diversity Discrimination Community Engagement External changes that impact delivery
Governance Risk	Diligence Culture Policy Child Safety Strategic Direction Annual Management Plan Crisis Management Plan Succession Plan
Financial Risk	Financial Health Revenue Debt Liabilities Financial Responsibility/Controls
Operational Risk*	Responsiveness OHS – all aspects of health and safety Personnel – all aspects of people management Volunteer workforce - all aspects of people management Participants - all aspects of client management Learning and Development Procedures & Protocols Equipment Infrastructure Hazard/Risk Management Incidents Child Safety Program/Practice Development Program/Practice Implementation
Competitive Risk	Relevance

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	Relatability Adaptability
Security and Fraud Risk	Data Records IT Systems Privacy Child Safety
Environmental Risk	Heritage Carbon Footprint Sustainability Social Responsibility EPA Obligations
Historical Incident Risk	Institutional Abuse Child Safety Isolated Abuse Criminality Redress Scheme

### 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 and Procedure

### Other relevant documents

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

## Risk Management Procedure

### Procedure 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 Procedure will be recommended by the Risk Committee to the Board for approval.