



Scouts
AUSTRALIA

Scouts Australia Risk Management Policy (and Framework)

Approved by the National Executive Committee
of Scouts Australia
(The Scout Association of Australia) on 15 August 2020



Scouts Australia

RISK MANAGEMENT POLICY

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REVISION HISTORY:

DATE	REVISION
2003	Original Policy Approved
2008	Updated Policy
2011	Updated Policy
2020	Policy Rewrite

1. INTRODUCTION

Scouts Australia carries a responsibility to ensure that organisational, operational, reputational and physical risk to members and the wider Association is minimized in the pursuit of our purpose to contribute to the education of young people to assist them achieve their full physical, intellectual, emotional, social and spiritual potential. We are an organisation that understands that an amount of 'risk' is acceptable (and even required) to achieve this purpose. Our founder, Lord Baden-Powell exalted young people 'to be prepared' and this policy recognises this founding philosophy.

Most contemporary risk management policies developed in Australia recognise that risk is not a matter for elimination, but for management to a level of acceptance. This is especially important in a youth development context, as planning a challenging adventure and foreseeing dangers are very much a part of the Scouts Australia lexicon. We understand in a youth development sense - that 'risk' is very much a part of a young person's development as is the ability to learn from challenging experiences. Of course, Scouts Australia has zero tolerance towards any form of child abuse, and it is every member's responsibility to ensure that this risk is eliminated.

Therefore, while this policy will present current industry and international standards and reflect best risk management practice, it will be focused on the outcomes we want to achieve for our youth members and their families, our Leaders and other adults in Scouting.

2. POLICY OBJECTIVES

When 'risk management' is considered and performed well (at a major event, or at the local Scout Hall) it should be seamlessly integrated into everything we do. When it is not conducted well, the consequences for our members and perhaps for the organisation can be significant. From a Scouts Australia perspective, very effective risk management will enhance our opportunity to excite and challenge young people while at the same time minimise the chance of mishap or harm. Effective risk management will also help protect the very positive reputation we enjoy in Australia, as well as enhance our credentials as excellent developers of Australia's youth. Through this policy, Scouts Australia aims to:

- be able to present the most challenging and adventurous youth program possible in the safest way possible;
- enhance its youth development credentials in Australia and within the World Organisation of the Scouting Movement;
- achieve best practice in managing risk, while ensuring our youth program is exciting and challenging at each age level;
- protect its members, assets and resources as best as possible;
- emphasise the 'management' of risk in our youth program and supporting operations rather than the elimination of risk;
- meet its legal and fiduciary responsibilities;
- conform with the principles, framework and process as described in AS ISO 31000: 2018 Risk Management – Guideline; and
- assist Australian Scout Branches to achieve best practice risk management.

It is recognised that Scouts Australia (including the national support structure, the national office, as well as the State and Territory Branches) have been managing risk in Scouting very effectively for over 110 years. This policy formalises our collective current understanding of risk and represents a significant update to the original Policy developed and adopted by the Association in 2003.

3. SCOPE

This document applies to all members of Scouts Australia; adult helpers and supporters of the program, senior staff, other employees and consultants/contractors as well as youth members participating in Scout activities. Every Scouts Australia sub-entity (national functional area, event, contingent and project) and Scout Branch is to conform with the requirements of this policy and incorporate these into their own risk management frameworks.

4. DEFINITIONS

A full set of Risk Definitions and Related Documents are contained at APPENDIX 5.

5. POLICY COMMITMENT

Scouts Australia, its sub-entities and Branches agree that:

- ‘risk management’ is an **integral** part of our planning and decision-making processes.
- there will be a **consistent** approach to managing risks across Scouts Australia and its Branches.
- **clear roles** and responsibilities will be defined for every Scouts Australia entity and Branch.
- all members, volunteers and staff with risk management roles and responsibilities will be provided with the **necessary authority** to undertake these responsibilities.
- there is **accountability** assigned to all those with risk management responsibilities.
- the appropriate **resources will be allocated** to support risk management.
- that **regular communication** and feedback across the Scouts Australia stakeholder community will be promoted; encouraged and responded to.
- Scouts Australia (including all sub entities and contingents) as well as Branches are committed to providing the best opportunities to achieve our objectives (above) while at the same time, **ensuring best practise** risk management.

6. RESPONSIBILITIES

The National Executive Committee (NEC) and the National Operations Committee (NOC) assisted by the National Risk Management Committee (NRMC) are responsible for:

- the development, **monitoring** and review of the National Risk Management Policy and sub-entity risk **frameworks** as well as this Policy and guidance.
- the development of a ‘**National Risk Register**’ that is appropriate for level and applicable to the operations and functions of Scouts Australia (see Figure 2 Page 9).
- the development of **risk management plans for national events** and overseas contingents (in close conjunction with hosting Branches and International Contingent Leaders).
- **supporting** Scouts Australia **Branches** in the development of their own risk registers and risk management plans conforming with this Policy.

Branch Executive Committees are responsible for:

- the **development** of Branch risk management **frameworks** or plans that are consistent with this National Risk Management Policy and guidance.
- the development and **maintenance of Branch operational risk registers** and “National Adventurous Activity Frameworks” (Safety Standards and Procedures) as well as host-Branch risk management plans for major Scout events for the approval by the NEC.
- ensuring appropriate **delegated authorities and resources** are established to fulfil the objectives of Branch risk management framework and plans.
- ensuring that adequate risk transferral measures (**insurances**) are established where appropriate to support all Branch activities; major national events and national/international contingents in accordance with the national major events policy and national direction as applicable.

7. THE RISK MANAGEMENT PRINCIPLES (application to Scouts Australia)

The following principles provide guidance on the characteristics of effective and efficient risk management:

Principle 1. Consistent: Risk management is an integral part of all organisational activities. All Branches and the 'National Body' should ensure that risk frameworks and plans developed at all levels are **consistent with and conform to** the standards of this Policy.

Principle 2. Structured and comprehensive: A **structured and comprehensive** approach to risk management which includes risk management matrices, risk transference mechanisms, and the development of Scouts Australia risk tolerance levels will all contribute to consistency, interoperability and shared learning across the Association. See ANNEX A (FRAMEWORK).

Principle 3. Customised: Scouts Australia National Risk Management Policy and frameworks (processes) **should always be geared to our own organisational risk management OBJECTIVES** (at Section 2).

Principle 4. Inclusive: Appropriate and timely **involvement of all stakeholders** enables their knowledge, views and perceptions to be considered. This results in improved awareness and informed risk management across Scouting in Australia.

Principle 5. Dynamic: Risks can emerge, change or disappear. This is especially so for 'Scouting' which incorporates a vast array of activities, major events, business enterprise, and resource management. For example, whilst a reputational risk can come upon us very quickly, another can also be quite slow to manifest with greater potential for more damaging effect. Consequently risk management matrices, risk transference mechanisms, and the development of Scouts Australia risk tolerance levels should be reviewed regularly as well as on a needs basis to ensure their applicability.

Principle 6. Best available information: The inputs to risk management are based on **historical** and **current** information, as well as on **future expectations**. Risk management explicitly takes into account any limitations and uncertainties associated with such information and expectations.

Principle 7. Human and cultural factors: Human behaviour and culture significantly influence all aspects of risk management at each level and stage. In these cases, an observer's **best judgement is encouraged**. Our risk processes must account for the varied cultural backgrounds of our members.

Principle 8. Continual improvement: Our ability to successfully manage risk is continually improved through **learning and experience**.

Principle 9. Shared: Scouts Australia encourages a culture of '**sharing**' rather than **withholding**. Branch CEOs/GMs are to share risk assessments, plans, and outcomes (including incidents) at their meetings and these will be provided to the Chair of the National Risk Management Committee by the NGM. What can be learned (immediately) from an occurrence (or anticipation) in another Scout Branch could avoid serious mishap, or provide a very timely warning for mitigation. As information is shared, all sub entities and Branches are to update their risk frameworks as applicable.

8. RISK TOLERANCE (General)

Scouts Australia encourages all Scout Branches to manage risk at the lowest level possible. This means that once operational plans and risk assessments have been approved at the appropriate level, Commissioners, Contingent Leaders and line Leaders should be given the authority to manage within those bounds.

More importantly, Scouts Australia promotes an organisational atmosphere of 'risk acceptance' and reinforces to all members that a measure of risk is indeed acceptable and that - notwithstanding all the advice on the process of assessing and treating risk - the key for Scouting is to actively manage the risk, rather than to avoid it, or worse, to minimise it to the point where the activity is no longer challenging. Specific guidance regarding Risk Tolerance is contained at Section 16. It is expected that every National sub-entity and Branch will develop and publish their own risk tolerances consistent with this Policy.

9. PERFORMANCE MEASURES

The effectiveness of this National Risk Management Policy (to be assessed every year) will be measured in relation to five categories:

- Sub-entity, international contingent, and Branch compliance with this policy;
- Sub-entity, international contingent and Branch feedback;
- The number of reports, improvements to, and the successes of our operations;
- The number of failures, near-misses and incidence of mishap throughout our organisation;
- Member satisfaction feedback (risk) – to be sought annually through national survey.

The detail of the organisational performance measures we seek in relation to Risk Management is detailed in the Scouts Australia Risk Management Framework (ANNEX A).

10. REVIEW

This policy, and its accompanying national framework (ANNEX A) is to be reviewed annually by the Scouts Australia National Risk Management Committee. The result of the review and suggested amendments are to be presented to the NEC for approval. The policy is also to be reviewed every three years by an external consultancy which is to report to the Risk Committee for on-forwarding to the NEC. Of course, there may be a situation where there is a need to amend the policy immediately. This will be done through consultation between the Chair National Risk Management Committee and the NEC.

The Policy's Risk Register is to be developed over time with the input of national level functional sub-entities and State and Territory Branches. Once established, the Risk Register is to be updated at the discretion of the National Risk Management Committee as input is shared/received.

ANNEX A

Scouts Australia

Risk Management Policy

1. SCOUTS AUSTRALIA RISK FRAMEWORK

The Scouts Australia Risk Management Framework is a supporting section for the Scouts Australia National Risk Management Policy. This part of the Policy provides guidance within the international standard (AS ISO 31000 Risk Management) but importantly connects this standard guidance with Scouting in Australia. This risk management framework provides **specific** guidance in the areas of:

- Scouts Australia’s Risk Governance model;
- Risk Registers;
- Risk Assessments;
- Minimum risk requirements for Scouts Australia and all sub-entities;
- Scouts Australia’s ‘Risk Appetite’; and
- Reporting.

Scouts Australia, its Branches and other sub-entities have been managing risks in the interests of young Australians for over 110 years. Lord Baden-Powell’s vision that all young persons should be the best they can be through personal development and learning in safe practical environments was the founding premise for world Scouting.

At the same time, it is important for Scouting today to acknowledge that the AS ISO 31000 ‘Risk Management-Guidelines’ formally identifies the relationship between a sound risk management framework and the overall management of an organisation. That relationship is defined as follows:

Managing risk is iterative and assists organisations in setting strategy, achieving objectives and making informed decisions.	An effective risk management framework across Scouts Australia will ensure that all strategic and operational objectives are implemented cognisant of the risks involved and the opportunities that exist. When Scouts Australia identifies and treats risk in its planning it has a far greater chance that it will achieve its planned outcomes than an organisation that does not.
Managing risk is part of governance and leadership and is fundamental to how an organisation is managed at all levels. It contributes to the improvement of management systems.	The risk management methodology outlined in ISO AS 31000 applies rigour to the Scouts Australia decision-making process reducing the probability and/or consequences of unforeseen events and develops member confidence that risks have been addressed appropriately.
Managing risk is part of all activities associated with an organisation and includes interaction with stakeholders.	An effective risk management framework develops an ethos of anticipating and professionally managing risks, reducing the time and energy spent in crisis management.
Managing risk considers the external and internal context of the organisation, including human behaviour and cultural factors.	Scouts Australia’s risk management framework is derived from the vision of Lord Baden Powell and the implementation of his vision in the modern and diverse association it has become.
Managing risk is based on the principles, framework and process outlined in AS ISO 31000 Risk Management -Guidelines	The application of a consistent and sound risk management framework applied throughout Scouts Australia engenders confidence in our entire stakeholder community (members, parents, partners and authorities).

The major elements of an effective Risk Management Framework are highlighted in Figure 1.

2. LEADERSHIP AND COMMITMENT

To ensure the ongoing effectiveness of the Scouts Australia National Risk Management Framework, it is critical that there is active and ongoing support for the Framework by Scouts Australia's leadership. This means that every Leader, Contingent Leader, Commissioner, NEC/BEC and our senior Scout Headquarters staff are, in effect, responsible for 'risk management' throughout our organisation.

It is important that we foster and maintain an organisational 'risk management culture' and an awareness of risk and its consequences. This culture is already extant, however it is very important that this continues to be 'championed' by our Chief Commissioners, NEC, BEC and senior staff. This leadership and support will ensure that the required culture becomes 'second-nature' at all levels.

Scouts Australia has created a National Risk Management Committee which assists the NEC set policy and guidance throughout the Association. The Committee comprises a high level of 'risk expertise' as well as persons well versed in our Scout structures and capacity. This Committee is focused at the strategic level of the National Association.

Risk Registers. Other Committees at the National level (such as Governance, Adult Training & Development, Marketing, Program, Finance and Operations) have important roles in our risk management structure and they are to develop and maintain specific 'risk registers' for those functional areas at a national level which can be incorporated into this national framework.

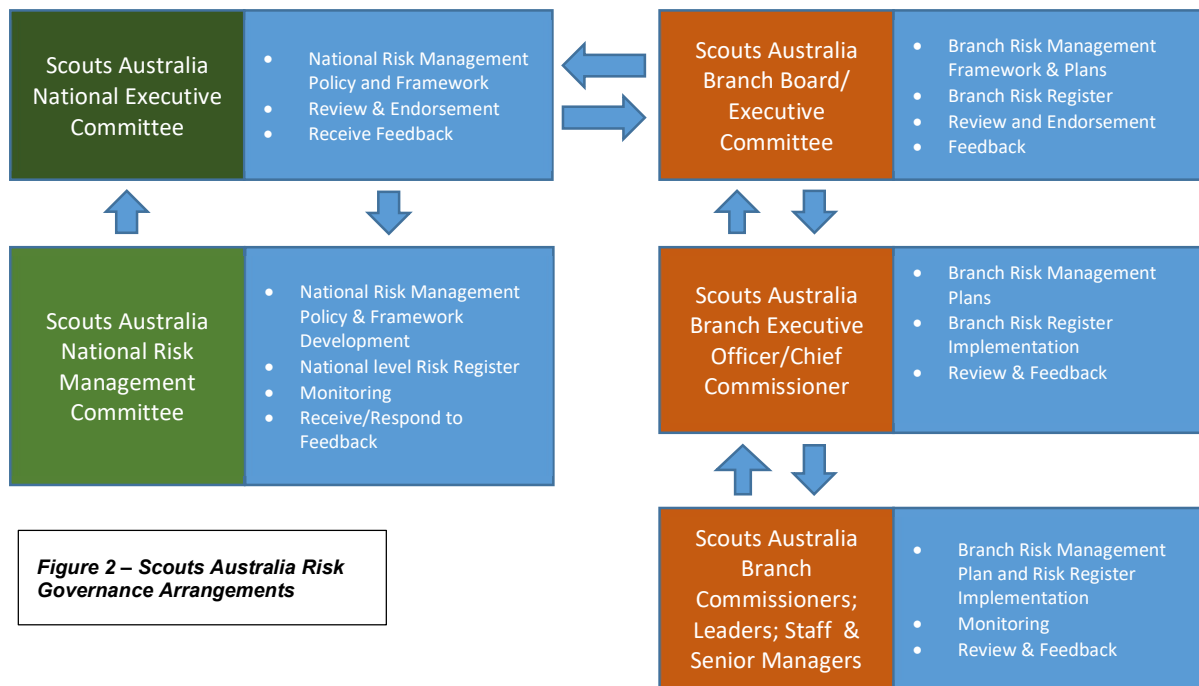
Scout Branches are to set structures to ensure the championing of this risk management framework at Branch level and further, to all Scouting formations (e.g. Scout Regions, Districts, Sections, Scout Groups, activity centers and campsites). For example, each functional area of Scouting at the National level and each Branch of Scouting in Australia is to maintain a Risk Register as an integral part of its own specific risk management framework. A Risk Register may take many forms, ranging from automated software models through to a simpler listing. An example is attached at APPENDIX 1. The minimum requirements are:

- the date the risk manifested or was forecast;
- the type of risk (Section 14);
- a description of the risk;
- the risk event;
- the likelihood and consequence of the risk;
- the 'risk rating' of the risk (based on the likelihood and ramification);
- who will manage the risk; and
- the mitigating measures to minimise the consequences of the risk.



Figure 1—Elements of an Effective Risk Management Framework (Source: AS ISO 31000:2018 Risk management - Guidelines)

The Scouts Australia governance arrangements for the management of risk are outlined in the diagram below:



Communication and Relationship Management. Communication of risk and consultation with our members and external stakeholder community are essential to supporting sound risk management decisions.

An effective risk management framework involves the development of plans and processes at the lowest level possible, ongoing consultation and communication, and review, feedback and continuous correction (where required).

Scouts Australia encourages all its sub-entities, and Branches to:

- Raise risk reports and provide feedback on any area of risk to the next highest level of Scouting.
- Review and refresh annually all risk related policies, safety standards, alerts and risk registers.
- Conduct risk management workshops at all levels of the organisation at least annually.
- Embed risk awareness into our induction programs for all adult members.
- As risks are identified, send risk advice to all adult members and or Leaders (as appropriate) and if considered to be widely applicable, to other Scout entities and Branches.
- Establish a 'Community of Practice' around risk awareness and minimisation down to Scout Group level.
- Embed 'risk' as a standard agenda item at all committee levels and also discuss at youth Section levels.

Each sub entity and Branch of Scouting is to develop its own risk communication strategy (reporting up and down) which itself should be communicated through induction training and regular reminder notices.

Resourcing Risk Management. Scouts Australia, its sub-entities and Branches are to:

- Develop and distribute their own risk management frameworks (as appropriate) to members.
- Provide training and encouragement in establishing a 'risk aware culture'.
- Provide relevant and suitable risk management training for all members.
- Test the frameworks and systems regularly to ensure ongoing compliance.
- Conduct an internal risk review annually.
- Engage a 3rd party assessment (this could be from another Branch) of all risk documentation and effort at least every two years (our 'risk partners' (insurers) will often conduct audits on request).
- Conduct remediation; correction and retraining as a result of mishap.
- Maintain adequate risk transference measures (insurances).
- Establish and maintain a Risk Register for those 'material' risks that can be identified at each level of Scouting.
- Encourage and provide timely feedback upwards and downwards within their respective structures and across to other Branches as appropriate.

3. SCOUTS AUSTRALIA'S RISK ENVIRONMENT AND CONTEXT

The **external** risk environment for Scouts Australia is constantly changing, and is impacted by a range of factors such as:

- Changes within the political landscape;
- Increased compliance requirements through a stricter legislative environment;
- Changing social and community expectations;
- The potential for increased competition in the youth sector;
- Changing commercial relationships and revenue streams,
- Guidance and/or direction from Insurers, and
- The pace and breadth of social networks.

Our **internal** risk environment is also impacted by:

- Our time-poor volunteer base;
- The variable nature of our management structures;
- The variable nature of our finances;
- Our internal accountabilities;
- Changes in our program including increasingly demanding adventurous activities;
- Increased international Scouting travel by youth members; and
- The pace and breadth of social networks.

These factors need to be considered in not only the identification of risks, but also when considering their consequences. For example, the increasing pace and breadth of social networks can significantly enhance our reputation, but can also have a significant negative impact upon Scouting in the case of adverse occurrence.

4. SCOUTS AUSTRALIA – MAIN RISK TYPES

For guidance to sub-entities and Branches Scouts, Australia has identified five main **TYPES** of risk for management:

- Strategic risk (generally at National and Branch levels or the organisation as a whole) and risks that impact on the ability of the organisation to meet its strategic objectives;
- Operational & safety risk (generally at Branch level or below, but also at National level for international contingents and major events) and risks that impact on our ability to deliver our program;
- Compliance risk (legislative, regulatory, P&R/policy, Federal and State government commissioners);
- Financial risk (budget integrity, asset protection, financial health); and
- Reputational risk (at local, State and National levels).

5. SCOUTS AUSTRALIA – RISK ASSESSMENT

Risk assessment is best performed at the lowest level possible. Of course, as the assessment is passed upward through Scouts Australia it will be augmented and enhanced at each level. For instance, a risk assessment for a national Jamboree will eventually be enhanced at the strategic level through the NEC. The NEC and/or a BEC may request a detailed risk assessment for any activity before approval. Importantly, a detailed risk assessment is required for every major National and Branch event; overseas or interstate contingent; and Branch Scouting project before implementation.

The Risk Assessment Process. The risk assessment process is a very simple methodology which asks that the assessor(s) apply their best opinion on each criteria. For example:

STEP ONE - IDENTIFICATION: The assessor attempts to identify every risk that could possibly occur during the activity, event or project against the **TYPES** of risk above (importantly, if any aspect of the activity changes, the assessor must return to this step to re-evaluate);

STEP TWO –ANALYSIS

The assessor develops an understanding of the nature and level of the risk, including:

- Likelihood: The assessor then makes their best determination of the likelihood of each risk occurring; and
- Consequence: The assessor addresses the consequence of each occurrence.

The criteria to be used when assessing **LIKELIHOOD** and **CONSEQUENCE** are shown at APPENDIX 2 AND APPENDIX 3 respectively. The criteria to use for **EVALUATION** is shown at APPENDIX 4. A smaller matrix (3x3) may be used for more simple activities and at Scout Group/Unit level.

STEP THREE - EVALUATION: The assessor then allocates an ‘importance’ (or risk ranking) for each risk based on the combination the likelihood and consequence (see also APPENDIX 4). This evaluation leads to a decision on how the risk shall be treated.

6. SCOUTS AUSTRALIA – RISK TREATMENT

The purpose of risk treatment is to select and implement options for addressing the risk. This is a process of balancing potential benefits against the costs or disadvantages of implementing controls.

STEP ONE – TREATMENT OPTIONS: Consider the options in treating the risk. This may include:

- Avoiding the risk
- Taking or increasing the risk to pursue an opportunity
- Removing the risk source
- Changing the likelihood
- Changing the consequence
- Sharing the risk (e.g. Insurance)
- Retaining the risk by informed decision

STEP TWO – RISK TREATMENT PLAN: The purpose of the risk treatment plan is to specify how the treatment options will be implemented. Arrangements must be clearly understood and communicated to all those involved. Progress towards implementation must be monitored with appropriate resourcing available and utilised.

STEP THREE – MONITORING AND REVIEW: Monitoring and review should take place at all stages of the process. This includes planning, gathering and analysing information, recording results and providing feedback.

STEP FOUR – REPORTING: This very important step closes the feedback loop in the risk management process. Once the activity, event or project is finalised the results against the risk management plan are to be communicated to the next highest Scout entity, and back to the relevant event managers and stakeholders. This feedback will be used by Scouts Australia to improve its risk management practice in the pursuit of its strategic and operational objectives. Importantly, the outcomes should also be recorded in the Risk Registers held at the National, Branch and other levels as applicable to the risk.

7. RISK TOLERANCE (Specific Guidance)

Scouts Australia expects that every mitigating factor - or a change to the plan - be considered before any activity, event, or project is cancelled (or avoided) due to risk. Cancellation or risk avoidance is always the last option and this option should be used where the importance level is Extreme.

Not all Scouts Australia risk types (Section 4) are equal in terms of acceptance. Scouts Australia's tolerance for residual risk is much lower for 'strategic', 'member/stakeholder safety' and 'reputational' consequence and higher for 'compliance' or 'financial' risk. This does not infer that the latter two types are not important. This simply indicates that our focus is on our people. These risks have been prioritised given their impact to Scouts Australia in a 'Severe' failure. Of course, 'financial' and 'compliance' risks must also be minimised wherever possible.

Our great challenge is to consider our lower tolerance level for residual safety risk to members and stakeholders, against our imperative to present challenging and exciting youth activities and programs.

The intent of this guidance is to convey that it may not always be possible to introduce control measures to minimise residual risks to acceptable levels, however, assessors must consider Scouts Australia's lower tolerance for residual safety-risk. This could mean that safety related risks be elevated and assigned to a higher level of authority or 'watch' for the activity, event or project concerned.

8. RISK REPORTING

Reporting 'identified risks' and the sharing of risk registers and risk assessments across the levels of Scouts Australia and its Branches are the indicators of the mature and open risk management framework to which we aspire. We aim to learn from discovered risks, near misses and incidents to prevent serious injury or consequences to our members and our organisations.

Accordingly, all Scouts Australia sub-entities are encouraged to share risk management best practise at every opportunity. This means sharing individually developed Branch risk frameworks, risk registers (at National and Branch level) and National and Branch level Post Event Reports with the Scouts Australia National Risk Management Committee. In this way, Scouts Australia can identify emerging or new risks and update this Policy, as well as the National Risk Register which can be accessed across the entire organisation.

Each Scouts Australia Branch is to develop a risk framework which includes its own reporting requirements from across the Branch. The example 'Risk Register' at APPENDIX 1 provides guidance as to the type of risk information that should be recorded and shared. Branches are encouraged to share information with each other as risks manifest, or alerts are developed. This requirement to share risk information with the National Risk Management Committee and each-other is to be represented in each Branch risk framework.

9. TRAINING & EDUCATION

Scouts Australia maintains a rigorous risk management training program through its Adult Training and Development program which includes; risk assessment development, incident reporting, event management, child protection training, privacy and Work Health and Safety (WHS) training.

Additionally, through the Scouts Australia Institute of Training, Scout members may earn nationally recognised Units of Competence which are directly related to Risk Management. These Units of Competency may be earned as part of Certificate II through to Diploma qualifications in the industry sectors of Business Services, Sports Management, Volunteering and Dance & Theatre.

Scouting Preliminary Training	Scouting Essentials	Scouting Adventure	Scouting Leadership
Child Safe Scouting (e)	Plan Do Review (e)	On demand (e) and Face-to-Face training	Leader Operational Tasks (e)
WHS and Scouting (e)	Application of Policy & Rules (F2F)		Situational and Functional Leadership (F2F)
Basic Scout Safe (e)	Risk Assessment and Management (F2F)		Conducting Projects (F2F)
			Sectional Activities Workshop (F2F)
Certificate of Adult Leadership			Wood Badge

Scouts Australia's Adult Training and Development program includes elements that are compulsory for all adult members prior to being issued a Certificate of Adult Leadership. The program includes the following training which has elements of, or fully addresses 'risk management':

Scouts Australia formal training also includes:

- Adventurous Activity specific training aligned to the National Adventurous Activities Framework (Scouts Australia's application of the Australian Adventurous Activity Standards) and the VET Sport, Fitness, and Recreation Training Package; and
- Formal training pathways for all roles which conduct or support formal Scouts Australia training programs (Personal Leader Adviser, Adventurous Activity Guides, Instructors, Assistant Leader Trainers and Leader Trainers).

APPENDIX 1
Scouts Australia
Risk Management Policy

SCOUTS AUSTRALIA RISK REGISTER - EXAMPLE

A Risk Register is a method of recording and monitoring enduring or perpetual risk and applied treatments. It is not used for recording short term risks. The Risk Register often takes the form of a spreadsheet or database and could take the following form:

Date	Risk Type	Risk Description	Event	Likelihood & Consequences	Risk Rating	Ownership	Risk Mitigation
22 Feb 20	Strategic Financial	Scouts Australia cannot fulfil its financial responsibilities to WOSM	Insufficient funds in accounts financier will not extend facility	A <u>possible</u> occurrence without contingency. Embarrassing to Scouts Australia and if not remediated, could result in removal from WOSM	Medium	NEC National Treasurer	Establish cash contingency to cover short term cash flow difficulty Raise membership fees for outyears Enter into negotiations with WOSM
1 Aug 20	Strategic Financial & Reputational	A Scouts Australia Branch declares bankruptcy	A Branch cannot continue to operate under ASIC and ACNC provisions (insolvency)	A <u>possible</u> occurrence. The potential significant loss of securities, assets and the reputational damage of declaration. Likely to draw significant media attention.	Very High	NEC and the collective organisation of Scout Branches and Territories.	Develop a Scouts Australia agreed action plan in collective support of each-other. Branches to develop financial plans to cope with expected outgoings Review plan every six months and provide National Organisation six months warning of impending difficulty
11 Sep 20	Operational & Safety Reputational	A young person is injured whilst engaged in Scout Activities at a major national event	Injury and Hospitalisation	An <u>almost certain</u> occurrence given the volume of youth activities and events run by Scouts Australia and Branches. Depending upon the nature of injury, ramifications range from anger and disquiet to potential litigation & reputational damage	Medium to Very High	NEC Host Branch	Ensure that risk plans specifically for the event are well prepared, communicated and adhered Ensure adequate emergency services are available immediately at every event site Waivers for adventurous activities etc...
1 Jan 21	Compliance	A Leader refuses to undergo a police check	Refusal to submit. Refusal to resign	An <u>Unlikely</u> occurrence but with potentially high ramifications	Medium	Branch	Cancel membership per Scouts Australia Child Protection Policy

“LIKELIHOOD” CRITERIA

Scouts Australia and its Branches are to adopt the ‘likelihood’ rating system below when analysing risks:

Rating	Descriptors
Almost Certain	The risk, has a very high probability of occurring, or, occurring every time. Risk mitigation measures will certainly be required if the expected consequence of the risk is Significant or Severe.
Likely	The risk, will probably occur. Without control improvement it is more likely than not that the risk will eventuate. Risk mitigation measures are likely to be required, especially for Significant and Severe risks.
Possible	The risk may occur. There may be certain known or unknown circumstances that may cause the risk to eventuate. Again, risk mitigation will be required if the consequences of the risk are considered Significant or Severe.
Unlikely	The risk will occur infrequently if at all. This does not mean the risk can be ignored. Risk mitigation should still be considered in case the risk eventuates and if the consequences are considered Significant or Severe.
Rare	The risk will probably not occur. This does not mean the risk can be ignored. Risk mitigation should still be considered in especially if the consequence is considered Significant or Severe.

A smaller matrix (3x3) may be used for more simple activities and at Scout Group/Unit level.

Please visit the link: <https://paladinrisk.com.au/risk-tip-likely-likely/> for further independent guidance.

APPENDIX 3
Scouts Australia
Risk Management Policy

“CONSEQUENCE” CRITERIA

Scouts Australia and its Branches are to adopt the ‘consequence’ rating system below when analysing risks (a smaller matrix (3x3) may be used for more simple activities and at Scout Group/Unit level):

Rating	Strategic	Operational & Safety	Compliance	Financial	Reputational
Severe	If the risk event occurred, it would have a severe impact on the health of Scouts Australia across the whole organisation such that one or more of our critical objectives cannot be achieved.	If the risk event occurred, it would result in a death and/or permanent disability of personnel where Scouts Australia is found to be primarily responsible. Significant asset or equipment loss \$1m+	If the risk event occurred, it would result in a member or officer facing criminal prosecution and/or Scouts Australia receives a judgement where the total cost of legal action, fines and remediation exceeds \$1m	If the event occurred, it would result in Scouts Australia or one of its Branches declaring bankruptcy.	If the risk event occurred it would severely adversely affect Scouts Australia’s reputation at the National and/or at a State Branch level for a significant amount of time.
Significant	A risk event that if it occurred would have a significant impact on the health of the organisation such that one or more of our critical objectives would fall below acceptable levels.	If the risk event occurred, it would result in a permanent disability to personnel. Hospitalisation of multiple personnel where injuries will impact them for a significant period of time. Significant asset or equipment loss under \$1m	If the risk event occurred, it would result in Scouts Australia or a Branch or member/officer receiving a significant fine from a regulator. Scouts Australia or one of its entities receives a judgement where the total cost of legal action, fines and remediation totals 500k plus.	If the risk event occurred, it would result in Scouts Australia or one of its Branches entering into administration or requiring assistance to continue to operate solvently.	If the risk event occurred, it would result in significant embarrassment for the organisation at the National, Branch or local level for a period of time.
Moderate	A risk event that if it occurred would have a moderate impact on the organisation as a whole such that one or more of our critical objectives would fall below our goals, but above a minimum acceptable level.	If the risk event occurred, it would result in Injury or illness to personnel under the control of Scouts Australia requiring medical treatment for a period of time. Moderate asset loss under \$500k.	If the risk event occurred, it would result in Scouts Australia or a Branch or member/officer receiving a fine or enforceable undertaking from a regulator where total costs would be below \$500k.	If the risk event occurred, it would result in Scouts Australia or one of its entities entering into a balance sheet deficit position of up to \$1m for a period of time.	If the risk event occurred, it would result in moderate embarrassment at a Branch or lower level of the organisation for a period of time.
Minor	A risk event that if it occurred would have minor impact on the organisation as a whole such that one or more of objectives would fall below our goals but still achieve well above minimum standards.	A risk event that would result in minor injury or illness to personnel under the control of Scouts Australia requiring medical treatment. Minor asset or equipment loss.	If the risk event occurred, it would result in Scouts Australia or a Branch or member/officer receiving a warning or improvement notices from an authority.	If the risk event occurred, it would result in a minor and short term reduction to Scouts Australia’s or a Branch equity position.	If the risk event occurred, it would result in a minor reputational disruption at a Branch or lower level of the organisation for a very short period of time.
Insignificant	A risk event that would have little or no impact on the achievement of our organisational objectives.	A risk event that would result in very superficial injuries or insignificant loss with no impairment to the organisation.	If the risk event occurred, it would result in Scouts Australia or any of its entities receiving an advisory caution or minor qualification.	If the risk event occurred, Scouts Australia or a Branch would experience an insignificant financial outcome.	If the risk event occurred, it would result in little to no effect on the reputation of, or embarrassment to, the organisation at any level.

“RISK RATING” CRITERIA

Scouts Australia and its Branches are to adopt the ‘importance’ rating system below when analysing risks (a smaller matrix (3x3) may be used for more simple activities and at Scout Group/Unit level):

Likelihood	Consequence				
	Insignificant	Minor	Moderate	Significant	Severe
Almost Certain	LOW	MEDIUM	HIGH	EXTREME	EXTREME
Likely	LOW	MEDIUM	HIGH	HIGH	EXTREME
Possible	LOW	MEDIUM	MEDIUM	HIGH	HIGH
Unlikely	LOW	LOW	MEDIUM	MEDIUM	HIGH
Rare	LOW	LOW	LOW	MEDIUM	MEDIUM

Scouts Australia’s tolerance for residual risk. Not all Scouts Australia risk types (Section 4) are equal in terms of acceptance. Scouts Australia's tolerance for residual risk is much lower for ‘strategic’; ‘member/stakeholder safety’ and ‘reputational’ consequence and higher for ‘compliance’ or ‘financial’ risk. This does not infer that the latter two types are not important. This simply indicates that our focus is on our people. These risks have been prioritised given their impact to Scouts Australia in a ‘Severe’ failure. Of course, ‘financial’ and ‘compliance’ risks must also be minimised wherever possible.

Risk Assessment/Plan. A detailed risk assessment is required to be submitted for every National/Branch event, contingent deployment (international and national); Branch and higher-level Scout activity or project, by the appointed organising committee; event director or contingent leader. The risk assessment and plan is required to be submitted to the next highest Scout authority in the operational chain. The National/Branch event, international/national contingent deployment, or activity or project is not to proceed until the risk management plan has been evaluated at the appropriate level as determined by the NEC and/or BEC.

‘After Action Risk Reports’ are required at NEC and/or BEC within three months of any National and/or Branch level activity as appropriate (see Figure 2 page 9).

AS ISO 31000 Risk Management – Guidelines

Definitions and Related Documents

Risk	<p>Effect of uncertainty on objectives</p> <p><i>Note 1 to entry: An effect is a deviation from the expected. It can be positive, negative or both, and can address, create or result in opportunities and threats.</i></p> <p><i>Note 2 to entry: Objectives can have different aspects and categories, and can be applied at different levels.</i></p> <p><i>Note 3 to entry: Risk is usually expressed in terms of risk sources, potential events, their consequences and their likelihood.</i></p>
Risk Management	<p>Coordinated activities to direct and control an organisation with regard to risk.</p>
Stakeholder	<p>Person or organisation that can affect, be affected by, or perceive themselves to be affected by a decision or activity.</p> <p><i>Note 1 to entry: The term “interested party” can be used as an alternative to “stakeholder”.</i></p>
Risk Source	<p>Element which alone or in combination has the potential to risk</p>
Event	<p>Occurrence or change of a particular set of circumstances</p> <p><i>Note 1 to entry: An event can have one or more occurrences, and can have several causes and several consequences.</i></p> <p><i>Note 2 to entry: An event can also be something that is expected which does not happen, or something that is not expected when it does happen.</i></p> <p><i>Note 3 to entry: An event can be a risk source.</i></p>
Consequence	<p>Outcome of an event affecting objectives</p> <p><i>Note 1 to entry: A consequence can be certain or uncertain and can have positive or negative direct or indirect effects on objectives.</i></p> <p><i>Note 2 to entry: Consequences can be expressed qualitatively or quantitatively.</i></p> <p><i>Note 3 to entry: Any consequence can escalate through cascading and cumulative effects.</i></p>
Likelihood	<p>Chance of something happening</p> <p><i>Note 1 to entry: In risk management terminology, the word likelihood is used to refer to the chance of something happening, whether defined, measured or determined objectively or subjectively, qualitatively or quantitatively, and described using general terms or mathematically (such as probability or a frequency over a given period of time).</i></p> <p><i>Note 2 to entry: The English term “likelihood” does not have a direct equivalent in some languages; instead, the equivalent of the term “probability” is often used. However, in English, “probability” is often narrowly interpreted as a mathematical term. Therefore, in risk management terminology, “likelihood” is used with the intent that it should have the same broad interpretation as the term “probability” has in languages other than English.</i></p>
Control	<p>Measure that maintains or modifies risk</p> <p><i>Note 1 to entry: Controls include, but are not limited to, any process, policy, device, practice, or other conditions and/or actions which maintain/modify risk.</i></p> <p><i>Note 2 to entry: Controls may not always exert the intended or assumed modifying effect.</i></p>

Related Documents

The above National Risk Management Objectives, Scope, Commitment, and Principles provide the over-arching guidance for Risk Management by Scouts Australia for its functional sub-entities and Branches. The guidance set out in this Policy should be read in conjunction with:

- *Scouts Australia Policy and Rules.*
- *Scouts Australia Child Protection Policy and Prescribed Procedures (2016).*
- *Scouts Australia Privacy Policy (2018).*
- *Scouts Australia WHS Policy (2017).*
- *Scouts Australia Immunisation Policy (2018).*
- *Scouts Australia Major Event Management Policy.*
- *Scouts Australia National Adventurous Activity Framework.*
- *Branch Safety Standards and Procedures documentation.*
- *International Contingent Leaders Handbook*
- *Host Branch Major Events and Activities Reports.*
- *Paladin Risk Management Diploma of Risk Management and Business Continuity Manual.*
- *AS ISO 31000 – 2018.*