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<b>Scouting Ireland – Risk Management Policy</b>				
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## INTRODUCTION

Organisations of all types and sizes face a range of risks that may affect the achievement of their objectives.

These objectives may relate to a range of the organisation's activities, from strategic initiatives to its operations, processes and projects, and be reflected in terms of societal, environmental, technological, safety and security outcomes, commercial, financial and economic measures, as well as social, cultural, political and reputation impacts.

As a not-for-profit, volunteer based organisation that delivers non-formal education programmes to young people, Scouting Ireland is committed to ensure that we maintain those highest standards expected by the general community.

For over 100 years, Scouting has been an important and successful part of the Irish community providing non-formal educational and recreational programs that help young people to develop emotionally, intellectually, socially spiritually and physically. Awareness of risk has always been a key focus for Scouting Ireland in its delivery of programmes for young people.

This paper formalises the risk management requirements for Scouting Ireland and complements processes already in place to ensure that any risk that may be inherent in activities undertaken are recognised and well managed. Additionally, appropriate content from the *ISO 31000 – Risk Management Standard* has been incorporated to present a single, comprehensive risk management framework for the Association.

Risk is inherent in most aspects of everyday life. We all manage risk continuously, sometimes consciously and sometimes without realising it, but not always in a systematic way. At times the nature of risk is apparent, such as in conducting an abseiling exercise, at other times, risk will not be so apparent and may manifest in the form of new legislation or policy change.

Risk management is fundamental to the effective management of all organisational functions and activities. This includes managing risks that are both internal and external to Scouting Ireland. For example, the same systematic approach can be used to minimise and manage the risks associated with running a major youth event as that to managing the introduction of new legislation. 'Risk' may contain the potential for gain or loss, however, notwithstanding the likely outcome - we must be able to systematically identify, analyse, evaluate and treat risk in a pro-active rather than reactive manner.

Risk Management is an iterative process consisting of steps, that, when undertaken in sequence, enable continuous improvement in decision making and performance.

As a contemporary and responsible organisation, Scouting Ireland is committed to managing risk in order to achieve its aim and maximise the effectiveness and efficiency of the provision of its services and dealings with its youth membership, the community, volunteers, government, employees and infrastructure.

This **Scouting Ireland Risk Management Policy and Framework** is designed to give assurance that, despite any risk that may be inherent in our activities, the levels of residual risk are acceptable in that effective controls are in place to minimise the potential for harm or loss to Scouting Ireland or to its stakeholders. Importantly, the framework also provides a planning basis from which to manage potential gains for the organisation through the management of risk.

The **Scouting Ireland Risk Management Policy and Framework** requires all volunteers and staff to be 'risk aware' in the context of management systems, planning processes and practices. This framework has been distributed to all managers of 'Scouting'. In addition, regular training sessions, that include 'risk management' exercises, should be regularly conducted as part of volunteer and staff training.

The **Scouting Ireland Risk Management Policy and Framework** has been developed in conjunction with Scouting Ireland national guidelines and in accordance with the ISO 31000 risk management standard.

### **Risk policy purpose**

This policy:

- Is a formal acknowledgment that the National Management Committee of Scouting Ireland (here defined to include the Board of Directors of Scouting Ireland Ltd. And any subsidiary companies) is committed to maintaining a strong risk management framework.
- Is intended to ensure that Scouting Ireland takes all reasonable steps to manage risk appropriately by maximising potential opportunities whilst minimising the adverse effects of risk.
- Is intended to support the internal control systems of the organisation at all levels thus enabling Scouting Ireland to respond to, and manage, strategic, governance, financial, environmental, operational, reputational, and compliance risks regardless of whether they are internally or externally driven.

### **Risk policy objective:**

The objective of this policy is to safeguard the organisation and its members plus external stakeholders by:

- Confirming and communicating the organisation's commitment to risk management in the context of good organisational governance practice,
- Establishing a consistent framework and protocol for determining appetite for, and tolerance of, risk,
- Establishing a consistent framework for managing such risk,
- Assigning accountability to management (including volunteer/member managers) and employees for risks within their control and providing a structured process for risk to be considered, reported and acted upon throughout the organisation.

### **Risk policy – Statement of Principles:**

The National Management Committee of Scouting Ireland and its executive/volunteer management commit to the following principles:

- That sound risk management practice is integral to both good management and good governance practice.
- That risk management forms an integral part of Scouting Ireland's decision-making in all areas and must be incorporated within strategic and operational planning.

- That risk assessments will be conducted on all new activities and projects to ensure they are in line with Scouting Ireland's objectives, mission and ethos.
- That risks and opportunities arising will be identified, analysed and reported at the appropriate level.
- That a risk register covering key risks in all 7 risk areas will be maintained and will be updated at least once a quarter, as well as more frequently where risks are known to be volatile.
- That more detailed operational risk register(s) will be maintained in respect of specific projects or activities where this is considered appropriate, taking account of the impact of potential risk and the costs/benefits involved.
- That all staff will be provided with adequate training on risk management, on this Risk Policy and Framework, and on their role and responsibilities in implementing good practice. Detailed requirements in these areas will be set out in the employee handbook.
- That Scouting Ireland, through its Audit & Risk Management Committee will regularly review, and continually monitor the effectiveness of its risk management framework and update this as considered appropriate.
- That reports will be made to the National Management Committee of Scouting Ireland via the Audit & Risk Management Committee each quarter or more frequently where required, of continuing and emerging high-concern residual risks and those where priority action is needed to effect better control.
- That individual error and incident reports will be required from individual staff/volunteers where a reportable event is identified. The procedures for this are set out in a separate policy.
- That any incidents which are considered to pose a significant threat to Scouting Ireland, whether strategic, financial, reputational or otherwise, will be escalated in accordance with the relevant crisis management plan.

#### **Risk Management - Organisational roles:**

*The role of the National Management Committee of Scouting Ireland is:*

- To ensure that Scouting Ireland is seen as managing risk within the context of good organisational governance practice,
- To ensure that a culture of risk management is championed and supported throughout the Association,

- To set the level of risk appetite and risk tolerance for the organisation as a whole and in specific circumstances,
- To communicate Scouting Ireland's approach to risk and set standards of conduct expected of staff and volunteers,
- To ensure risk management is included in the development of business plans, budgets and when considering strategic decisions,
- To approve major risk management decisions affecting Scouting Ireland's profile or exposure,
- To satisfy itself that less fundamental risks are being actively managed and controlled,
- To regularly review Scouting Ireland's approach to risk management and approve any changes to this,
- To receive reports from the Audit and Risk Management Committee, external stakeholders, statutory bodies and any other relevant parties relating to risk issues.
- To define, document and publish the list Appointments to which the term volunteer manager applies for the purpose of this policy

*The role of the CEO and the senior management team (including volunteer managers) is:*

- To ensure that the risk management policy is implemented throughout the organisation,
- To anticipate and consider emerging risks and to keep under review the assessed level of likelihood and impact of existing key risks,
- To provide regular and timely information to the National Management Committee of Scouting Ireland via the Audit and Risk Management Committee on the status of risks and their mitigation,
- To implement adequate corrective action in responding to significant risks; to learn from previous mistakes and to ensure that crisis management plans are sufficiently robust to cope with high level risk,

*The role of project/event managers and team managers (including volunteer managers)*

- Project managers and event/activity managers are responsible for managing specific operational risks and for ensuring that risks are reported upon in a timely fashion through designated reporting lines.

### **Interaction with Organisational Control Systems**

Risk management forms part of Scouting Ireland's system of internal controls and this policy should be read in conjunction with the policies and detailed financial and other control procedures set out

in relevant internal document. These documents set out in detail operational limits within which individuals may act in particular circumstances in order to minimise risk of fraud or error, etc. These limits cover among other things – control over bank payments and receipts, authorisation of and processing of expenditure and approval required at particular levels of decision making.

In addition, Scouting Ireland expects to meet minimum standards required by legislation and to achieve best practice in operational areas covering the following:

- IT and data protection
- HR management
- Health & Safety practice
- Corporate governance
- Financial accounting and reporting
- Management of volunteers
- Compliance with regulatory norms, including charities law.

The risk of falling short of these standards is mitigated as far as possible by ensuring that appropriate policies and working practices are adopted in each of these key areas and that staff are adequately experienced and trained to manage this. Where necessary, external advice is sought to supplement internal expertise.

### **Risk Management Standard**

This Risk Management Policy is supported by the National Management's Committee's decision to adopt the ISO 31000 Risk Management Standard which will be used to establish a consistent risk management methodology and vocabulary across the organisation and have the potential to benchmark best-practice among scouting organisations internationally.

## Glossary of Terms

**Consequence** - outcome of an event affecting Scouting Ireland's objectives

**Likelihood** - chance of something happening

**Managers** - all managers of Scouting Ireland (Volunteer or otherwise). This includes but is not limited to Commissioners, Committee Chairpersons, Directors and Co-ordinators of Events, Contingent Leaders, and Executive Officers of Scouting Ireland.

**Monitoring** - continual checking, supervising, critically observing or determining the status in order to identify change from the performance level required or expected

**Residual Risk** - risk remaining after risk treatment

**Risk Appetite** - amount and type of risk that an organisation is willing to pursue or retain

**Risk Assessment** - overall process of risk identification, risk analysis and risk evaluation

**Risk Criteria** - terms of reference against which the significance of a risk is evaluated

**Risk Evaluation** - process of comparing the results of risk analysis with risk criteria to determine whether the risk and/or its magnitude is acceptable or tolerable

**Risk Management** - coordinated activities to direct and control an organization with regard to risk

**Risk Management Framework** - set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation

**Risk Management Policy** - statement of the overall intentions and direction of an organisation related to risk management

**Risk Matrix** - tool for ranking and displaying risks by defining ranges for consequence and likelihood

**Risk Owner** - person or entity with the accountability and authority to manage a risk

**Risk Register** - record of information about identified risks

**Risk Tolerance** - organisation's readiness to bear the risk after risk treatment in order to achieve its objectives

**Risk Treatment** - process to modify or mitigate risk

**Stakeholders** - those people and organisations who may affect, be affected by, or perceive themselves to be affected by, a decision or activity conducted by Scouting Ireland.

**The Standard** – ISO 31000:2009 Risk Management