



U3A Bendigo Policy No. PO 2023.2

Risk Management Policy	
Publication date: 1 February 2023	Applies to: All Committee members and all members
Responsible persons: President and Secretary	Scheduled review date: Yearly as approved by the Committee
Approved by: Committee Meeting on 13 th February 2023	Author: President

INTRODUCTION:

The U3A Bendigo Inc (U3A) Committee has a fiduciary and duty of care responsibility to ensure the association is well managed. Regular risk assessment is a key factor in good governance.

PURPOSE:

To assist the Committee of Management to identify high level strategic risks to the association and how those risks should be assessed and managed

This Policy has two attachments.

Attachment A: Risk Assessment Matrix and Measures of Consequence

Attachment B: Risk Register

DEFINITIONS:

Risk Assessment: The practice of identifying actual and potential risks and determining the likelihood of the occurrence and impact

Risk Management: Formal process of implementing strategies to address risks identified and monitoring the impact of those strategies.

POLICY:

1. The Committee of Management will conduct a review of strategic risks to the association at least once a year
2. The review will use the template at Attachment A and fill Attachment B to become the Risk Register
3. Where leaders, convenors, co-convenors, co-ordinators, managers and volunteers identify risks which may be strategic or significant, they must bring these to the attention of the Committee of Management using Attachment C
4. The key areas of risk which should be considered are:

Physical risks

It's our responsibility to make U3A Bendigo into a safe environment for anybody (volunteers, members, players, supporters, contractors, visitors) who's likely to come into contact with us (and that doesn't mean just people who have permission to enter).

A key point here is to make sure that we inspect our facilities, equipment and premises regularly.

Activities and Events

- Are any of the participants going to be doing remotely dangerous activities (fireworks, line-dancing, etc.) that might expose them (or other people) to risk?
- Is crowd/traffic controls necessary? If so, have local authorities and permits been obtained?
- Do we have emergency procedures in place - fire, violence, accidents etc?
- Do we need to involve emergency services or other authorities?
- Is any special equipment/material required? Has this been inspected? Does it meet the relevant standards/regulations?

Fire

- Can anything catch fire? Are our alarms in place? Do we have sprinklers and extinguishers in place? How regularly are they checked?
- Do we have an emergency plan? Who is aware of it? Have we practised it? Who is in charge of overseeing and reviewing it?
- If the fire spreads, are our evacuation systems in place?
- If the venue burns down, do we have arrangements for continuity of services?

Food and drink

- Is our food production, storage, and service safe from contamination or deterioration?
- Are our food areas clean?
- Do we meet the regulatory requirements for food handlers set out by local and state governments? Are all food handlers aware of the regulations?
- Do we label our food sufficiently for people with severe allergies to be able to avoid injury?

Professional risks

It's our responsibility to see that nobody suffers through relying on our work.

- Do we screen our volunteers to ensure that they're professionally competent, law-abiding, and safe?
- Are we sure that our systems can ensure that the goods, or the services, or the advice are reliable and/or accurate?
- Are our volunteers adequately supervised?
- Are our members likely to have occasion to defame anybody?
- Is our complaints procedure adequate to detect problems?
- Do we have effective complaints and grievance procedures in place?

Environmental Risks

It's our responsibility to see that our operations are safe under all foreseeable circumstances. As Worksafe puts it, *what we would warn a child about if they visited us?*

- Can any of the buildings or facilities that we use, catch fire, fall down, or suffer any other disaster?
- Are paths, stairs, steps, and public areas non-slippery, free of obstacles, well signposted? How about for people with vision impairment?
- Are there any personal hazards on the premises, either ours (loose goalposts, unstable vending machines, etc.) or brought in by others (syringes, broken glass, etc.)?
- Is anybody smoking in or too close to the premises?
- Are there any unshielded drops or falls?
- Are there any potentially hazardous objects or substances, from golf balls to pesticides, left on the premises?
- Do we have any trees to be concerned about? Could they fall down on cars, shed branches on people? Are they regularly pruned or inspected?
- Do our surfaces meet required standards? Is there a danger of slipping or tripping due to surfaces not being properly maintained (walking paths, dance floors, stages etc.)?
- Are any dangerous substances (acid, blood, boiling water, etc.) kept on the premises? Are they locked away? Are there sufficient warning signs? Barriers?
- Is there a designated first aid area? Is there emergency vehicle access? Are there warning signs? Are there safety barriers? Is there paid security? Are there security cameras?

Volunteer risks

We are responsible for protecting our volunteers.

- Are our members (or anybody else) liable to attack, infect, or insult our volunteers?
- Do we have procedures in place to ensure sudden volunteer absences or departures don't adversely affect our organisation?
- Have we taken precautions against prejudice and harassment at work? Have we set procedures so that everyone is treated equally and fairly?
- Do we have a system in place where we could identify potential problems? Is there a system to deal with complaints/disputes with volunteers?
- Do our members and volunteers feel valued and appreciated?
- Do we have adequate recruitment and succession planning

Financial risks

We are responsible for protecting the assets of our organisation and for paying our liabilities.

- Are our financial procedures sufficient to prevent or expose fraud or unauthorised trading?
- Have we set up limits on spending? Are these known and acknowledged?
- Does our board have adequate information to make informed decisions (properly prepared balance sheets, profit and loss statements, cash flow reports, etc.)?
- Have we set up a process of audit?
- Are our procurement processes and contracts managed effectively

Crimes

We are responsible for protecting the organisation and other people against crimes as well as accidents.

- Are we protected against theft (from our organisation or from others on our property or under our control)?
- Do we have adequate fences, alarms, surveillance, and security?
- Have we procedures in place to ensure the safety of volunteers/public etc?
- Is there proper lighting and is there a program for regular replacement?
- Do we have fraud prevention, privacy protocols and cyber security policies and procedures in place?
- Is our Technology Impact Assessment (TIA) up to date in and place?

Regulations

We are responsible for working within the law.

- Are any of our board decisions liable to be overturned because of conflict of interest?
- Are all our organisation's activities within our objectives under our constitution, or are we acting *ultra vires* (outside our authority)?
- Have we filed all returns and reports required by legislation or funding agreements?

Information

- Do we communicate effectively with our members?
- Do we have processes in place to minimise risks of systems failure and loss of records?
- Do we have a process of controlling and managing our documents?

Activities and Services

- Do we keep a regular eye on declining enrolments/
- Do we regularly communicate with our members to ensure that we are aware of meeting their needs and expectations

In all of these areas we should review our procedures to see whether we have done everything reasonable to avert any foreseeable problem.

SOURCES: *U3A-Bendigo Inc. Purpose and Rules* and *U3A Strategic Plan 2022-2025*

RISK ASSESSMENT MATRIX AND MEASURES OF CONSEQUENCE

Risk Assessment Matrix

Likelihood	Consequence			
	Minor	Moderate	Major	Extreme
Unlikely <20% chance				
Possible 20-50% chance				
Likely 50-75% chance				
Almost certain > 75% chance				

A 20% chance equates to something occurring once in every 5 years, a 50% chance is once in every two years and 75% chance is 3 years out of four

Key

Low Risk	Acceptable	Monitor for change, occasional re-assessment
Moderate Risk	Acceptable	Monitor for change, ensure existing controls are maintained reporting by exception
High Risk	Acceptable in some circumstances	Identify treatments to reduce or mitigate risks, monitor and manage by arrangement with individual or group, report to CoM
Very High Risk	Unacceptable in most circumstances	Identify and prioritise treatments to reduce or mitigate risk monitor at CoM level

Measures of Consequence

Impact Rank	Injuries	Financial Loss	Reputation - Image	Statutory	Service Delivery Interruption
Minor	Minor injuries, maybe requiring first aid or near miss	Less than \$2000 or about 2% of budget	Little community interest, low profile, no news items	No notable statutory or regulatory impact	One activity session, volunteers unable to work for one day, IT systems including website unavailable for one day
Moderate	Medical treatment required	\$10,000 or about 10% of operational budget	Moderate impact, moderate public interest, public embarrassment, moderate news profile	Minor and short term non-compliance with moderate statutory requirements	All sessions of one activity or one day to one week at a U3A venue, volunteers unable to work for more that one day, IT systems including website unavailable for more than one day
Major	Serious or extensive injuries	\$30,000 or about 30% of operational budget	Sustained public interest, high negative news profile, Government involved, third party action	Significant non-compliance with essential statutory requirements	One venue closed for more than one week, or all venues closed for more than one week, volunteers unable to work for over a week, IT systems including website unavailable for over one week.
Extreme	Deaths or severe permanent disablements	More than \$50,000 or more than 50% of operational budget	Widespread public agitation, Government censure, high multiple impacts, widespread negative news profile	Long term or indefinite non-compliance with essential statutory requirements and may result in criminal charges	All venues or all activities unable to be run for more than one month or closed with uncertain resumption. Volunteers unable to work for over a month, IT systems including website unavailable for over a month

RISK REGISTER

Area	Risk #	Risk	Current risk mgt actions	Current Risk Rating			Further action required	Target Risk Rating			Person Responsible
				Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	

NOMINATE AREA OF RISK and forward to President or Secretary of Committee of Management.

Area of Risk	Brief Description of what needs to be attended to
Physical Risk such as Activities and Events Fire, Food and Drink	
Professional Risks	
Environmental Risks	
Volunteer Risks	
Financial Risks	
Crimes	
Regulations	
Information	
Activities and Services	