



# south dublin county volunteer centre risk management policy & procedures

## Statement of policy

South Dublin County Volunteer Centre recognises that the nature of our activities and the environment in which we operate expose us to risk which have the potential to impact or harm our staff, community, stakeholders, reputation, finances, operation and success of our organisation. It is our policy to adopt best practice in the identification, analysis, evaluation, control, monitoring and review of risk to ensure that they are avoided, reduced, shared or accepted. To ensure this, we will:

1. Embed full and effective consideration of risk within the planning and management of new and existing activities across the organisation.
2. Engage with our stakeholders and use our knowledge and understanding to identify our risks.
3. Determine the level of risk for our organisation by considering the likelihood and impact of identified risks.
  - Risks will be ranked in order of importance.
4. Ensure that acceptable net risk thresholds are clearly defined and managed.
5. Effectively manage risk to ensure that our objectives, goals and purpose are achieved.
6. Create and maintain a risk register and management plan.
7. Monitor and review the risk register on a regular basis.
8. Put a contingency plan in place in case of a severe business disruption.

## Procedures

### 1.1 Purpose

To provide a risk management framework to ensure levels of risk and uncertainty are identified and managed in a systematic, structured way, so any potential threat to the delivery of our service is appropriately managed and completed successfully.

### 1.2 Scope

All operational activities and staff, Board members and volunteers involved in the delivery of those activities.

### 1.3 Responsibilities

#### Board

- Determining the appropriate level of risk that the organisation is willing to accept.
- Ensuring that the organisation has effective risk management in place.
- Delegating authorities and responsibilities.
- Approving the completed Risk Management Policy
- Approving the Risk Register and Management Plan.
- Agreeing the risk appetite having regard for the environment in which the organisation operates.
- Reviewing the ongoing effectiveness of the risk management process in achieving the organisation's objectives.

- Reviewing the organisation's risk profile against its agreed strategy ensuring that they are aligned and within the agreed risk appetite.

### **Risk Assessment Sub Group**

- Providing direction on the development of the criteria to use in analysing and ranking the impact of identified risk areas.
- Identifying, analysing and evaluating risk associated with strategies and activities.
- Advise the board of the level of risk acceptable to the organisation.
- Monitor and review the effectiveness of the risk management environment.

### **Manager**

- Ensuring the development of the risk management policy and procedures and the risk register and management plan.
- Ensuring the development a reporting mechanism for all 'critical' and emerging risks
- Develop operational policies for dealing with and reporting identified risk situations and status changes.
- Develop a culture of risk awareness – risks as innovation and strategic opportunity.
- Ensuring that the risk management policy and procedures are understood and effectively communicated to staff and internal volunteers.
- Ensuring staff are consulted in respect of risk management issues.
- Ensuring all activities under their supervision are performed in accordance with the Risk Management Policy and Procedures.
- Risk management procedures are effectively applied.

### **Staff**

- Being aware of those aspects of the risk management system that are immediately relevant to their jobs.
- Complying with all policies and procedures and communicate any breaches promptly and accurately to management.
- Reporting any real or perceived risks to the health, safety and working environment of themselves, their colleagues or associated stakeholders.
- Reporting any real or perceived risks that may significantly affect the performance or reputation of organisation or that may leave it exposed to legal or regulatory action.
- Looking for opportunities to improve operational efficiencies, optimise outcomes and minimise risk.
- Undertaking their part in, the actions and requirements of risk action and mitigation plans.

## 2. Procedures

### Procedure Title

#### 2.1 Analyse the Context

##### Purpose

To consider the environment in which the organisation operates and to establish the context in which risk management will take place.

##### Staff Involved

Board/Steering Committee, All Staff, Risk Assessment Sub Group

##### Procedure

1. The manager consults with all internal stakeholders and convenes a risk assessment sub group.
2. The sub group convenes and will consider the following:
  - a. The organisations purpose and objectives and what it takes to achieve them.
  - b. The structure and key activities that affect the way the organisation operates.
  - c. Who the internal and external stakeholders are and the potential impact any change in their contribution might have.
  - d. The risk factors associated with stakeholders and activities. Questions to help identify risk factors:
    - What relationships do you have that are necessary for your organisation to operate successfully?
    - What relationship does the organisation have with those stakeholders?
    - What do they contribute and how important are they?
    - How do those stakeholders effect or influence your organisation's achievement of its purpose and objectives?
    - What changes or trends may affect your stakeholders or your operation?
    - What perceptions do your external stakeholders have about your organisation and your activities?
    - What are your contractual relationships and obligations with your stakeholders?
    - What legislation, regulations, rules or standards apply to the organisation?
  - e. The risk categories associated with the organisations strategic and operational activities. Common risk categories include:
    1. Governance
    2. Human Resources
    3. Reputation
    4. Finance
    5. Legal
    6. Technology
    7. Health and Safety
    8. Compliance
3. The sub group completes the Stakeholder and Other Risk Factor Form.

##### Records

Record of Meetings, Stakeholder and Other Risk Factor Form



## Procedure Title

### 2.2 Identifying the Risks

#### Purpose

To identify and rate organisational risks.

#### Staff Involved

Risk Assessment Sub Group

#### Procedure

1. Give all participants in the group a copy of the stakeholder and other risk factors form.
2. Ask participants to consider the risk factors on the form, one at a time. For each risk factor, group members should consider the following questions:
  - What could go wrong in relation to this risk factor?
  - Has it happened before, and what did we learn?
  - What is already in place to mitigate against this risk?
  - What could change in relation to each risk factor?
  - What could harm people?
  - What legal obligations could we be at risk of breaching?
  - What might a natural event or disaster mean?
  - What might affect our assets or systems?
3. Make decisions about which factors are potential risks.
4. Write each risk on to the risk register and management plan under the identified category.
5. For each risk identified record the possible consequences for the organisation if it were to happen on to the risk register and management plan.

#### Records

Record of Meetings, Risk Register and Management Plan

## Procedure Title

### 2.3 Analyse and Evaluate the Risks

#### Purpose

To establish the probable Impact of the risk on organisational objectives.

#### Staff Involved

Risk Assessment Sub Group

#### Procedure

### 1. Analyse the risks in terms of likelihood and impact using the following steps:

#### 2.3.1 Step One – Score the Likelihood

Consider the likelihood that each risk identified may occur, using the criteria below to support consistency of the score. Record the level under the column heading – (Likelihood “L”) on your Risk Register and Management Plan.

#### Likelihood Criteria

- a) The following applies when considering the likelihood of the event taking place:
- Remote – The event may only occur in exceptional circumstances.
  - Unlikely – The event will probably not occur.
  - Possible – The event might or could occur at some time.
  - Likely – The event will probably occur in most circumstances.
  - Highly Likely – the event is expected to occur in most circumstances.

#### 2.3.2 Step Two – Score the Possible Impact

Consider the possible that each risk identified may have, using the criteria below to support consistency of the score. Record the level under the column heading – (Impact “I”) the Risk Register and Management Plan.

#### Impact Criteria

- b) The following applies when considering the impact of the event taking place:
- Insignificant – Low level impact with negligible consequences on the objectives that can be controlled by routine management procedures.
  - Minor – The consequences would threaten the efficiency or effectiveness of achieving some aspects of the objectives, requiring management effort to minimise impact.
  - Moderate – A significant/medium potential of affecting the achievement of the objectives with moderate financial loss or medium term Loss of some essential infrastructure/data).
  - Major – A very high potential to impair the achievement of GGA’s aim or activity objectives (major financial Loss or political Impact, significant occupational, health, safety and welfare incident/s, long term Loss of some critical infrastructure/ data).
  - Catastrophic – An extreme potential to threaten the sustainability of activities, huge financial loss or political Impact, very serious occupational health, safety and welfare incident/s, permanent loss of critical infrastructure/data).

#### 2.3.3 Step three: Calculate the Risk Level

1. Use the risk matrix below to determine the overall risk level for each risk. For example, a risk with a likelihood score of 3 and an impact score of 2 achieves a risk level of acceptable.



### 2.3.4 Risk Matrix

Risk Matrix – Acceptable “Net Risk” after mitigating action has been taken.						
Impact						
	Score	1	2	3	4	5
Catastrophic	5	Yellow	Orange	Red	Red	Red
Major	4	Green	Yellow	Orange	Orange	Red
Moderate	3	Green	Green	Yellow	Orange	Orange
Minor	2	Blue	Green	Green	Green	Orange
Insignificant	1	Blue	Blue	Blue	Blue	Green

  

Legend	
Yellow	<b>Acceptable</b>
Green	
Blue	
Orange	<b>Marginal</b> - Activities considered marginal can only be undertaken after detailed scrutiny and with the approval of the Board. Marginal activities include: <ul style="list-style-type: none"> <li>- Catastrophic, considered unlikely.</li> <li>- Major, considered possible or likely.</li> <li>- Moderate, highly likely.</li> </ul>
Red	<b>Unacceptable</b>

- Record the scores and the overall “**Gross Risk**” level on the Risk Register and Management Plan.
- Discuss the actions to be taken to mitigate against each risk and record on the Risk Register and Management Plan.
- Record the scores and the overall “**Net Risk**” level on the Risk Register and Management Plan.
- When you have rated all your risks, prioritise the highest rated risks and sort them in order of importance to your organisation.
- Present to the Board/Steering Committee for review.

#### Records

Record of Meetings, Risk Register and Management Plan



## Procedure Title

### 2.4 Manage/Control the Risks

#### Purpose

To identify the appropriate response to managing/controlling the risk.

#### Staff Involved

Risk Assessment Sub Group

#### Procedure

##### 1. Consider one of the following four options to manage a risk:

- 1) Avoid the risk
- 2) Reduce the risk
- 3) Share the risk
- 4) Accept the risk.

#### 2.4.1 Avoid the Risk

Avoiding a risk is considered when the consequence of a risk is too much to accept and it cannot easily be reduced or shared. Avoiding might involve:

- Not undertaking the activity that would create the risk.
- Engaging in an alternative activity.
- Removing the source of the risk.

Note: If a decision is to avoid the risk, consider what the potential consequences of that decision are for the organisation.

#### 2.4.2 Reduce the Risk

Exposure to risk may be limited by reducing or controlling the likelihood of an event occurring. The following may reduce or control the likelihood of an event occurring:

- Policies and Procedures
- Internal and External Audits
- Contractual Conditions
- Project Management
- Preventive Maintenance
- Continuous Quality Improvement Activities
- Adherence to Quality Standards
- Technological development
- Structured Training
- Support and Supervision

Preparations to reduce, control or mitigate the impact of an event can aid in making a particular risk more acceptable. The following may reduce or control the impact of an event occurring:

- Contingency Planning
- Contractual Conditions
- Financial Control Planning
- Minimisation of Exposure to Sources of Risk
- Separation or Relocation of an Activity and Resources
- Reserving Resources
- Public Relations.

Note: These lists are not exhaustive or exclusive – there may be other options.

#### 2.4.3 Share the Risk

The following should be considered for sharing risk:

- Using a third party to complete a specialist or difficult activity. (Any third party needs to be competent and suitably qualified).
- Using Insurance (Check that the insurer and insurance policies are suitable and will cover specific risks).
- Limiting liability by using waivers and disclaimers.
- Partnerships or Joint Ventures.

Note: Legal or regulatory risks cannot be shared. Waivers and disclaimers cannot be used to avoid statutory obligations. Seek legal advice when developing and intending to rely on waivers or disclaimers.

#### 2.4.4 Accept the Risk

The acceptable **net risk** (i.e. the risk level after mitigation measures have been put in place) threshold for risks is described as follows:

- a. We will not undertake any activities that would have a catastrophic impact on the organisation unless the likelihood of occurrence is considered to be at worst unlikely after mitigation measures have been taken.
- b. We will not undertake any activities that would have a major impact and are highly likely to occur after mitigation measures have been taken.
- c. Activities considered marginal (highlighted in amber on the matrix) can only be undertaken after detailed scrutiny and with the approval of the Board. Marginal activities include:
  - i. Catastrophic risks where the likelihood of occurrence is considered unlikely.
  - ii. Major risks where the likelihood of occurrence is considered possible or likely.
  - iii. Moderate risks where the occurrence is considered highly likely.
- d. Activities highlighted in yellow, green or blue on the risk matrix are considered acceptable.

#### 2. Questions to assess risk management options:

- How adequate are our current ways of managing this risk?
- Is more than one option necessary to reduce the risk to an acceptable level?
- Does the option reduce the risk but also reduce our opportunities?
- How do the costs of an option weigh up against its benefits?
- Does the option fit with the expectations of stakeholders?
- Has the risk been reduced to an acceptable level?

#### 3. Assign responsibility for carrying out mitigating actions and set timelines for completion.

(Document these on the Risk Register and Management Plan)

#### 4. Complete the Risk Register and Management Plan and submit to the board for approval.

#### Records

Record of Meetings, Risk Register and Management Plan



### 3. Monitoring and Review

#### **Monitoring and Review**

The risk management policy and risk register and management plan will be systematically reviewed to ensure they are adequate, suitable and effective. The board/Steering committee will review this policy every three years or sooner if required. In addition they will review and sign off on the risk register and management plan and monitor the implementation of actions identified in it at regularly scheduled meetings.

The risk assessment sub group will meet annually, or sooner if required, to review the risk register and management plan and procedures. They will provide a report to the Board/Steering committee at the next scheduled meeting. Should an unexpected incident or event associated with identified risks occur the risk assessment sub group will meet to discuss and update the risk register and management plan as required. The manager will have responsibility for monitoring activities on a day to day basis. Regularly scheduled staff meetings will provide an opportunity for staff to highlight an issues. The manager will report to the Board/Steering committee at regularly scheduled meetings.

#### **Records**

Record of Meetings, Risk Register and Management Plan. Document Control Matrix.