



# Scouts ACT

## Risk Management Plan and Register

Prepared by: Jackie Stenhouse, Jo Legge -Wilkinson and David Cossart

Broad consultation with: Scouting Management Course on 29 May and 18 September 2022

Recommended by: Risk Sub-Committee

Approved by: Branch Executive Committee

Date: 27 October 2022

Likelihood or Probability rating	Consequences or Impact rating	Risk Level	Consequences Likelihood	Insignificant (5)	Minor (4)	Moderate (3)	Major (2)	Severe (1)
A - Almost certain to occur in the reporting period	1 - Severe – child protection or WHS matters or adverse publicity and embarrassment to Scouts ACT	E - Extreme – active and continual monitoring by BEC	A - Almost certain	Low (L)	Medium (M)	High (H)	Extreme (E)	Extreme (E)
B - Likely to occur in the reporting period	2 - Major – reputation of Scouts ACT will be affected	H - High – active monitoring and reviewed Branch President or Chief Commissioner	B - Likely	Low (L)	Medium (M)	High (H)	High (H)	Extreme (E)
C - Possible to occur in the reporting period	3 - Moderate – the delivery of the Scout program may be affected	M - Medium – monitoring and reviewed by the appropriate BEC member or Commissioner	C - Possible	Low (L)	Medium (M)	Medium (M)	High (H)	High (H)
D - Unlikely to occur in the reporting period	4 - Minor – effects are easily remedied	L - as low as reasonably practical - monitoring and reviewed by an appointed individual	D - Unlikely	Low (L)	Low (L)	Medium (M)	Medium (M)	High (H)
E - Rare – an occurrence has not occurred previously during a similar period	5 - Insignificant – will not affect outcomes	<b>Note:</b> All risks are continually monitored and reviewed by the Executive Officer	E - Rare	Low (L)	Low (L)	Low (L)	Medium (M)	Medium (M)

**Legend:** President (Pres) - Chief Commissioner (CC) — Executive Officer (EO) – Committee (C'ttee) – Deputy Chief Commissioner (DCC)

	Risk  There is a RISK that?	Analysis of risk BEFORE treatment			Treatments	Analysis of risk AFTER treatment			
		Likelihood A-B-C-D-E	Consequence 1-2-3-4-5	Risk Level E-H-M-L		Likelihood	Consequence 1-2-3-4-5	Risk Level	Responsibility & Monitoring
	<b>Operational risks</b>								
1.	There are insufficient skilled and trained volunteer and paid staff available to deliver all aspects of Scouting	B	2	H	<ul style="list-style-type: none"> <li>Recruit, train and support skilled staff</li> <li>Recruit, train and support appropriate volunteers</li> <li>Improve staff and volunteer recruitment and induction processes</li> <li>Design and define roles that are attractive and realistic</li> <li>Be cognisant of contemporary corporate practices</li> </ul>	C	3	M	CC Pres EO
2.	Scouts ACT does not deliver the Strategic Plan	B	2	H	<ul style="list-style-type: none"> <li>Review plan to support realistic outcomes</li> <li>Ensure that the Operation and Corporate structures align with the Strategic Plan</li> <li>Change the culture to achieve organisation-wide collaboration using the RACI framework</li> <li>Develop and implement a Delegations framework</li> <li>Review and refresh BEC Committees' terms of reference</li> <li>Ensure that the Program and Program Support Committees are aligned to the Strategic Plan</li> <li>Assign responsibility to for all aspects of the Strategic Plan</li> </ul>	C	4	M	Pres
3.	Activities do not have adequate risk management plans	A	2	E	<ul style="list-style-type: none"> <li>All activities are to have an appropriate risk management plan</li> </ul>	D	3	M	CC
	<b>Strategic risks</b>								
4.	Scouts ACT will fail to engage and retain the support of the community	C	2	H	<ul style="list-style-type: none"> <li>Engage and be more visible in the community</li> <li>Put the 'OUT' back into Scouting</li> </ul>	C	2	H	Pres CC

	Risk  There is a RISK that?	Analysis of risk BEFORE treatment			Treatments	Analysis of risk AFTER treatment			
		Likelihood A-B-C-D-E	Consequence 1-2-3-4-5	Risk Level E-H-M-L		Likelihood	Consequence 1-2-3-4-5	Risk Level	Responsibility & Monitoring
					<ul style="list-style-type: none"> <li>Ensure that people and properties are identifiable and well presented</li> <li>Implement an attractive and effective on-line presence</li> <li>Develop and proactively maintain an internal and external communication and engagement strategy</li> <li>Develop a network of corporate, government and philanthropic stakeholders, influencers and supporters</li> </ul>				
5.	Scouts ACT does not manage its brand effectively	C	2	H	<ul style="list-style-type: none"> <li>Undertake an audit of Scouts ACT social and online presence</li> <li>Develop and implement content and branding guidelines</li> <li>Provide ongoing support to all users, including in training programs</li> <li>Develop an external communication strategy</li> <li>Establish a specialist marketing and communication team</li> <li>Ensure Scout properties use current branding</li> <li>Moderators to be appointed for all online forums</li> </ul>	D	3	M	Chair Communications, marketing & Publicity C'ttee
6.	Scouting will fail to hold and grow the market share in the recreation sector	B	2	H	<ul style="list-style-type: none"> <li>Recruit, train and support appropriate volunteers</li> <li>Address the shortfall in leaders by reducing the barriers to joining and training</li> <li>Make it easier for youth members to join</li> <li>Engage and be more visible in the community</li> <li>Put the 'OUT' back into Scouting</li> <li>Source leaders from other than former Scouts</li> </ul>	C	3	M	CC

	Risk  There is a RISK that?	Analysis of risk BEFORE treatment			Treatments	Analysis of risk AFTER treatment			Responsibility & Monitoring
		Likelihood A-B-C-D-E	Consequence 1-2-3-4-5	Risk Level E-H-M-L		Likelihood	Consequence 1-2-3-4-5	Risk Level	
					<ul style="list-style-type: none"> <li>Engage with marketing strategies and resources being developed nationally</li> <li>Promote the 'FUN' side of Scouting for both youth and adults</li> <li>Articulate the value of Scouting and the benefits of being involved</li> <li>Promote the availability of vocational education and training (VET) outcomes</li> <li>Hold promotion days for the community with focus on AA skills</li> <li>Develop strategies for growth in expanding residential areas</li> </ul>				
	<b>Technology risks</b>								
7.	The IT platforms and processes are not fit for purpose	A	2	E	<ul style="list-style-type: none"> <li>Engage an IT staff member</li> <li>Review the TOR and appropriately resource the IT Committee</li> <li>Review existing IT platforms to assess the fit with strategic plans, corporate policies and business continuity</li> <li>Develop documentation and develop ongoing IT training and support for all members</li> <li>Budget appropriately for IT costs</li> <li>Provide IT training for all leaders and other users</li> </ul>	B	4	M	EO Chair IT & Digital C'ttee
8.	There is inadequate cyber security	A	2	E	<ul style="list-style-type: none"> <li>Only members of Scouts ACT are to be given access to Scout IT systems</li> <li>Develop protocols for online interactions with young people</li> <li>Ensure Multi-factor authentication is on all</li> </ul>	C	4	M	Chair IT & Digital C'ttee

	Risk  There is a RISK that?	Analysis of risk BEFORE treatment			Treatments	Analysis of risk AFTER treatment			
		Likelihood A-B-C-D-E	Consequence 1-2-3-4-5	Risk Level E-H-M-L		Likelihood	Consequence 1-2-3-4-5	Risk Level	Responsibility & Monitoring
					<p>platforms</p> <ul style="list-style-type: none"> <li>• Ensure members have strong passwords</li> <li>• Ensure personal data is protected from unauthorised disclosures</li> <li>• Ensure formal acknowledgement from all members of their data privacy responsibilities</li> <li>• Ensure members only use Scout authorised email addresses</li> <li>• Develop training for all members covering safe cyber use</li> <li>• Ensure security procedures and anti-virus programs are effective and up to date</li> <li>• Develop procedures to ensure data continuity when appointments change</li> <li>• Ensure that unnecessary personal information is not collected or retained</li> <li>• Develop protocols to appropriately manage data</li> </ul>				
	<b>Legal risks</b>								
9.	BEC is unable or not fully aware or not alert to its legal and fiscal responsibilities therefore is not legally compliant	C	1	H	<ul style="list-style-type: none"> <li>• Ensure ACNC reporting is accurate</li> <li>• Ensure appropriate corporate reporting</li> <li>• Ensure compliance with National and Branch policies</li> <li>• Conduct a review of financial sustainability and tax obligations</li> <li>• Ensure Scout properties are compliant with the relevant building codes</li> <li>• Ensure the proper management of procurement and contracts</li> </ul>	D	1	H	Pres

	Risk  There is a RISK that?	Analysis of risk BEFORE treatment			Treatments	Analysis of risk AFTER treatment			Responsibility & Monitoring
		Likelihood A-B-C-D-E	Consequence 1-2-3-4-5	Risk Level E-H-M-L		Likelihood	Consequence 1-2-3-4-5	Risk Level	
					<ul style="list-style-type: none"> <li>Ensure proper controls on opening and operating bank accounts</li> <li>Engage appropriate external advisors</li> </ul>				
	<b>Financial risks</b>								
10	There are insufficient funds available to deliver all aspects of Scouting	A	2	E	<ul style="list-style-type: none"> <li>Establish a professionalised approach to annual budgeting includes fees and Hall maintenance</li> <li>Grow alternative sources of income – Hall hire, Fundraising, grants, philanthropic donations, bequests and financial support from influencers and supporters</li> <li>Train Group Support Committee Treasurers</li> <li>Establish regular financial reporting against budget.</li> </ul>	C	3	M	EO
11	That Scouts ACT is unable to manage Redress and other litigation claims efficiently and effectively	B	1	E	<ul style="list-style-type: none"> <li>Have a thorough understanding of and access to Scouts ACT internal records</li> <li>Engage appropriate external advisors</li> <li>Keep stakeholders engaged and informed on the status of potential liabilities</li> <li>Ensure Scouts ACT has access to its liquid assets</li> <li>Be able to verify compliance with child protection policies</li> <li>Preserve existing molestation insurance cover</li> <li>Support Scouts Australia initiatives to manage the risks</li> <li>Develop and implement procedures to ensure all notifiable incidents are reported to the insurer</li> </ul>	C	1	H	EO

12	The financial management system is not fit for purpose	B	2	H	<ul style="list-style-type: none"> <li>Implement financial management practices that meet Scouts ACT legal and financial responsibilities</li> <li>Retain appropriate professional service providers to support and advise</li> <li>Apply a Delegations framework</li> <li>Provide regular and appropriate reporting to all stakeholders</li> <li>Scouts ACT to have oversight and control of all bank accounts</li> <li>Scouts ACT has adequate fraud control systems in place</li> <li>The opening and closing of any bank account is not allowed without the prior written approval of Scouts ACT</li> <li>Develop annual operating budgets for all parts of Scouts ACT and manage and report against the budget</li> </ul>	D	3	M	Chair Finance C'ttee
13	Unexpected financial loss due to external factors	C	1	H	<ul style="list-style-type: none"> <li>Maintain adequate insurance</li> <li>Diversify and increase sources of income</li> <li>Have sound financial practices</li> <li>Ensure adequate cash flow</li> </ul>	D	2	M	Pres
14	Scouts ACT jeopardises its tax concessions and charitable status	B	1	E	<ul style="list-style-type: none"> <li>Engage appropriate external advisors</li> </ul>	C	2	H	EO
	<b>Insurance risks</b>								
15	Scouts ACT is unable to obtain suitable insurance because product is unavailable, unaffordable or unsuitable	B	1	E	<ul style="list-style-type: none"> <li>Review range of policies</li> <li>Explore self-insurance and partnering options</li> <li>Match insurance cover with identified risks</li> <li>Lobby government</li> </ul>	C	1	H	Chair Risk C'ttee

Human risks									
16	That the Scouts ACT workplace is unsafe	C	1	H	<ul style="list-style-type: none"> <li>Develop, review and apply appropriate WHS policies</li> <li>Provide appropriate education and training</li> <li>Embed a WHS mindset</li> <li>Build a respectful culture</li> <li>Ensure that there are sufficient qualified Adventurous Activity leaders to deliver activities in accordance with approved policies</li> <li>Develop appropriate procedures and record keeping for incidents</li> <li>Undertake a review/audit of all Scouting workplaces</li> <li>Ensure all facilities comply with fire safety regulations including emergency exit plans, firefighting appliances and regular drills</li> </ul>	D	3	M	<p>DCC Program Support for Volunteers</p> <p>EO for staff</p>
17	There is a lack of understanding and compliance with Child Protection policies and procedures including sexual abuse	B	1	E	<ul style="list-style-type: none"> <li>Continuous reinforcement of Scouts Australia's commitment to the '2 deep policy</li> <li>Embed a child-safe mindset</li> <li>Train, educate and empower youth to advocate for themselves and their peers</li> <li>Train, educate and empower adults to advocate for themselves and their peers and youth members</li> <li>Develop pathways to report and obtain support from adults and youth (as appropriate to age)</li> </ul>	C	1	H	DCC Program Support
18	There is inadequate recognition of the adjustments needed by vulnerable people	B	2	H	<ul style="list-style-type: none"> <li>Develop an understanding of the needs</li> <li>Develop tool kits to assist Leaders</li> </ul>	C	3	M	DCC Program Support
19	Scouts ACT does not manage COVID-19 or other public health issues adequately	C	2	H	<ul style="list-style-type: none"> <li>Prepare a COVID-19 management plan for all activities</li> <li>Define and enforce hygiene requirements in accordance with ACT Health guidelines</li> <li>Ensure public health issues are included on all</li> </ul>	C	3	M	CC



					<p>Risk management Plans</p> <ul style="list-style-type: none"> <li>This requirement is communicated to all members of Scouts ACT</li> </ul>				
	<b>Property and Assets risks</b>								
20	There is an inability to provide, maintain and repair Scouts halls and other property	B	3	H	<ul style="list-style-type: none"> <li>Develop and implement a strategic maintenance plan</li> <li>Establish and apply appropriate delegations for the management of property</li> <li>Ensure there is appropriate finance available to provide, maintain and upgrade property</li> </ul>	C	3	M	Chair Property and Assets C'ttee
21	There is an inability to quantify and manage the inventory of equipment and assets	A	3	H	<ul style="list-style-type: none"> <li>Establish and maintain a Branch wide inventory</li> <li>Establish a procurement plan</li> <li>Establish Delegations Framework for the management of property and assets including in Formations</li> </ul>	C	3	M	Property Officer and Chair Property and Assets C'ttee
22	The full benefit and value of Camp Cottermouth, to Scouting, is not achieved	A	3	H	<ul style="list-style-type: none"> <li>Establish a Master Plan for the site</li> <li>Develop a Business Plan</li> <li>Improve internal and external communications and promotion</li> <li>Develop internal consultation and feedback processes</li> </ul>	C	3	M	Chair Business Development C'ttee
23	That Crown Leases are not adequately managed	A	2	E	<ul style="list-style-type: none"> <li>Engage appropriate external advisors</li> <li>Maintain good relationships with ACT Government and stakeholders</li> <li>Ensure appropriate procedures are in place to renew leases as they approach expiry</li> </ul>	B	3	H	EO
	<b>Corporate risks</b>								
24	There is inadequate communication and reporting within Scouts ACT	A	3	H	<ul style="list-style-type: none"> <li>Apply delegations' policy</li> <li>Provide functional communication platforms</li> <li>Review sub-committee structure and TORs</li> <li>Review command, control and reporting structure</li> </ul>	C	4	M	Pres

					<ul style="list-style-type: none"> <li>Continually review effectiveness of communications</li> </ul>				
25	Risks are not managed appropriately	A	1	E	<ul style="list-style-type: none"> <li>Develop and maintain a Branch risk register</li> </ul>	C	4	M	Pres