



POLICY

# Risk Management Policy



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## Document Information

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## Document Amendment History

Version	Date	Section(s) Amended	Summary of Amendment
1.2			Non-Material change “Practical” replaced by “Practicable” in three places
1.1	July 2022	TOC, CI 5, CI6, CI 7, CI10, CI11	<p>Removal of Doc Info, Doc Amendment History from TOC</p> <p>Additional term “and encouraged” added to “empowered”</p> <p>PCBU capitalised and acronym added</p> <p>Risk tolerance altered “as low as reasonably practicable (ALARP) and within the acceptable maximum risk level”</p> <p>Likelihood definition added</p> <p>References to Qld legislation and regulations added</p> <p>Definitions unused in this document removed</p> <p>“Related Documents” heading altered</p>
1.0	May 2022	Whole document	<p>Document Creation using data from QBSI 7.1 <i>ScoutSafe</i>, QBSI 7.2 <i>ScoutSafe Policy</i>, QBSI 7.10 <i>Health and Safety Management Framework</i>, QBSI 7.11 <i>Enterprise Risk management Framework</i></p>



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## 1 Introduction

Scouts Queensland carries a responsibility to ensure that operational, physical and psychological risk to Members and operational, financial and reputational risk to Scouts Queensland are managed to acceptable levels in the pursuit of our Purpose.

We are an organisation that understands that an amount of risk is acceptable (and even required) to achieve our Purpose. Our founder, Lord Baden-Powell, exhorted young people to “be prepared”, and this Policy recognises this founding philosophy.

Most contemporary risk management policies recognise that risk is not a matter for elimination, but for management down to a level where the risk is acceptable. This is especially important in a youth development context, as planning a challenging adventure and foreseeing risks are very much a part of the Scouts Queensland lexicon. We understand from a youth development perspective that risks are very much a part of a young person’s development, as is the ability to learn from challenging experiences. Of course, Scouts Queensland has zero tolerance towards any form of Child Abuse, and it is every Member’s responsibility to ensure that this particular risk is eliminated.

Therefore, while this Policy will represent 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, employees and other Adults in Scouting.

## 2 Policy Objectives

When risk management is considered and performed well (e.g. at a major event, the local Scout Den, or as part of normal business functions), it should be seamlessly integrated into everything we do. When it is not conducted well, the consequences for individuals and the organisation can be significant. From a Scouts Queensland perspective, effective risk management will enhance our opportunity to excite and challenge young people, while at the same time managing the probability of mishap or harm and the consequences thereof. Effective risk management will also help protect the very positive reputation Scouts currently enjoy in Queensland, as well as enhance our credentials as excellent developers of Queensland’s youth.

Through this Policy, Scouts Queensland aims to:

- Meet its legal and fiduciary responsibilities relating to risk management;
- Protect the physical and mental health and wellbeing of its Members;
- Protect the serviceability and sustainability of Scouts Queensland assets and resources, including reputation;
- Create a healthy and safe culture within the organisation supported by appropriate consultation, collaboration and communication;
- Provide opportunities to learn and experience activities within the most challenging and adventurous youth program possible;
- Provide a safe learning environment where it is okay to occasionally fail at a personal level but which encourages managing risk as a skill for life; and
- Enhance its youth development credentials in Queensland;

It is recognised that Scouts Queensland has been managing risk in Scouting effectively for over 110 years. This Policy formalises our collective current understanding of risk and represents a significant update to the previous Policies developed and adopted by Scouts Queensland.



### 3 Scope

This document applies to all Members of Scouts Queensland: Adult Helpers and Supporters of the Youth Program, senior staff, other employees, consultants and contractors, as well as Youth Members participating in Scout activities. It also applies to Members from other Scout entities and young people who are not Members formally enrolled in activities managed by Scouts Queensland. Every Scouts Queensland sub-entity (Formation, event, contingent, project, etc.) must comply with the requirements of this Policy and incorporate these requirements into their own risk assessments.

### 4 Definitions

A full set of Risk Definitions and Related Documents are contained in the Standards linked to this policy.

### 5 Policy Commitment

Our policy commitment is that:

- We will comply with all WH&S legislative requirements relevant to Scouts Queensland.
- Risk management will be an integral part of our planning and decision-making processes.
- We will define clear roles and responsibilities for risk management.
- All Members, volunteers and staff with risk management roles and responsibilities will be provided with training, given the authority to undertake these responsibilities, and be accountable for the outcomes.
- All Members, volunteers and staff will be empowered and encouraged to stop participating in any activity where they are concerned about safety, and to voice their concerns to the person in charge of the activity.
- We will ensure that appropriate resources are allocated to support risk management.
- We will promote and encourage regular communication and feedback across the Scouts Queensland stakeholder community and respond to any such feedback.
- Our approach will be consistent with managing risks with Scouts Australia more broadly.

### 6 Responsibilities

The Branch Executive Committee (BEC), assisted by the Enterprise Risk Management Committee (ERMC), is responsible for:

- Fulfilling the primary duties of a Person Conducting a Business or Undertaking (PCBU).
- Demonstrating due diligence.
- Developing, monitoring and reviewing this Risk Management Policy and sub-entity risk frameworks, as well as relevant guidance documents.
- Developing an 'Enterprise Risk Register' that is appropriate and applicable to the operations and functions of Scouts Queensland (see Figure 2 Page 9) and ensuring that adequate risk transfer measures (e.g. insurance) are established where appropriate.

The Chief Commissioner is responsible for:

- Promoting a culture which supports the effective management of risk within Scouting.
- Establishing, implementing, and maintaining this Policy and associated Framework, Standards, and Procedures.
- Reporting to the Branch Executive Committee on the performance of the safety framework and systems.
- Ensuring volunteers comply with all relevant WH&S legislation, the Scout Risk Management Policy, and related documentation.

The General Manager is responsible for:

- Promoting a culture which supports the effective management of risk within Scouting.
- Establishing and maintaining the digital systems to support this Policy.



- Ensuring employees, contractors and consultants comply with all relevant WH&S legislation, Scout Risk Management Policy, and related documentation.

Adult Members must:

- Act in accordance with the requirements of Scouts Queensland.
- Exercise reasonable care for their own safety and the safety of others.
- Participate in training appropriate to their role.
- Not engage in unsupervised activities outside their field of expertise or qualifications.
- Contribute to the identification of hazards and management of risk appropriate to their age and capability.

Youth Members are expected to:

- Participate in the Scout program consistent with the requirements of Scouts Queensland and under direction where the level of direction will vary dependent on age, skills, risk and environment.
- Contribute to the identification of hazards and management of risk appropriate to their age and capability.
- Exercise reasonable care for their own safety and the safety of others.

Achievement of this Policy requires role-modelling of appropriate behaviours by senior Members and employees of Scouts Queensland, as well as active participation in risk management matters and initiatives provided by Scouts Queensland.

## 7 Risk Tolerance (General)

Scouts Queensland will manage risk to as low as reasonably practicable (ALARP) and within the acceptable maximum risk level. 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 the relevant activity within those bounds.

More importantly, Scouts Queensland 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).

## 8 Performance Measures

The effectiveness of this Risk Management Policy (to be assessed every year) will be measured in relation to the following parameters:

- The number of reports on, improvements to, and successes of, our operations;
- The number of failures, near-misses and incidence of mishaps throughout our organisation; and
- Member satisfaction feedback (risk) – to be sought annually through a survey.

This data will provide the empirical basis for change to policy, standards and procedures.

## 9 Review

This Policy, and its accompanying Framework and Standard, is to be reviewed annually by the Scouts Queensland Enterprise Risk Management Committee.

There may be a situation where there is an immediate need to amend this Policy. This will be done through consultation within the Enterprise Risk Management Committee, with a recommendation to the Branch Executive Committee.



The Policy's Risk Register is to be developed over time with input from the subject-related risk committees. The Enterprise Risk Register is to be updated at the discretion of the Enterprise Risk Management Committee as and when input is shared/received.

## 10 Definitions

Risk	Effect of uncertainty on objectives.
<b>ALARP</b>	Acronym for "As Low as Reasonably Practicable" which is a legislative and industry term that involves weighing the risk against the trouble, time and money needed to control it.
<b>Consequence</b>	<p>Outcome of an event affecting objectives.</p> <p>A consequence can be certain or uncertain and can have positive or negative direct or indirect effects on objectives.</p> <p>Consequences can be expressed qualitatively or quantitatively.</p> <p>Any consequence can escalate through cascading and cumulative effects.</p>
<b>Likelihood</b>	<p>Chance of something happening</p> <p><i>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). 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>
<b>PCBU</b>	Defined within legislation as a Person who Conducts a Business or Undertaking (PCBU) and required to consult with their workers and other relevant persons on matters that will or are likely to directly affect their health and safety.
<b>Risk Management</b>	Coordinated activities to direct and control an organisation with regard to risk.
<b>Stakeholder</b>	<p>Person or organisation that can affect, be affected by, or perceive themselves to be affected by, a decision or activity.</p> <p>The term "interested party" can be used as an alternative to "stakeholder."</p>

## 11 References

- Work Health and Safety Act 2011 (Qld)
- Work Health and Safety Regulation 2011 (Qld)



## 12 Related Scouts Queensland Documents

- Scouts Queensland QBSI 10 *Child Safe Scouting*
- Scouts Queensland SRM-PRI-01 *Risk Management Principles*
- Scouts Queensland SRM-STD-01 *Risk Management Standard*
- Scouts Queensland SRM-FRW-01 *Risk Management Framework*
- Scouts Queensland SRM-PRO-01 *Risk Management Procedure*
- Scouts Queensland SRM-PRO-02 *Risk Management Process*
- Scouts Queensland SRM-FRW-01 *Static Risk Assessment Template*
- Scouts Queensland SRM-FOR-01-01 *Static Risk Assessment Review Form*
- Scouts Queensland SRM-FOR-02 *Risk Management ASK Situational Risk Assessment Tool*
- Scouts Queensland SRM-FOR-03 *Enterprise Risk Register Form*
- Scouts Queensland SRM-FOR-04 *Risk Assessment – Strategic, Compliance, Financial, Reputational*
- Scouts Queensland SRM-FOR-05 *Risk Assessment – Operational and Safety*