



# ST JOHN'S ANGLICAN CHURCH CANBERRA

<b>Policy on</b>	Risk Management
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## LEGISLATION AND STANDARDS

St John's mission is to 'bear public witness to Jesus Christ through Anglican worship and pastoral ministry, loving community and outward-facing mission.' This governs all we do as a Parish including policy development.

This policy is guided by:

- The Master Policy of the parish and diocesan ordinances and polices, most notably the Governance of the Diocese Ordinance;
- AS/NZS ISO 31000:2018(E) Risk Management – Principles and Guidelines; and
- Anglican Diocese Canberra and Goulburn Risk Management Policy (January 2019).

### PREAMBLE

Scripture calls us to be faithful stewards of that which God entrusts to our care: people, property and all God's creation.

The Risk Advisory Committee, a subcommittee of the Parish Council has the responsibility to advise the Parish Council, through the Executive Committee on the management of these risks.

#### Alignment

As a Parish of the Anglican Diocese of Canberra & Goulburn, this risk management policy of St John's cascades from and aligns with the risk management policy of the Diocese<sup>1</sup>.

#### Scope

This policy applies to clergy, church workers, staff volunteers and contractors of St John's Parish.

#### Purpose

This Risk Management Policy is based on, and cascades from the Diocesan Risk Management Policy (2019). As such, the purpose of this policy is to:

- a) formalise the Parish's commitment to the principles of risk management by incorporating these into all aspects of Parish operations;
- b) promote a risk-aware culture where risk management is seen as a positive attribute of decision-making rather than a corrective measure;
- c) align and integrate Parish Council's planning and risk management systems;
- d) ensure robust corporate governance practices effectively manage risk while allowing innovation and development;
- e) ensure all significant risks to achieving the St John's Vision are identified, evaluated, managed and reported in a timely manner to the Parish Council; and
- f) ensure confidence in decision making, planning and the management of uncertainty and variability.

#### Commitment

As a Parish of the Diocese, St John's is committed to:

- managing its risks and opportunities to achieving its vision;

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<sup>1</sup> <https://anglicancg.org.au/wp-content/uploads/31-Jan-2019-Risk-Management-Policy.pdf#:~:text=The%20Diocese%20will%20manage%20risk%20in%20accordance%20with,and%20assurance%2C%20business%20continuity%20management%20and%20project%20management>. Accessed 6 October 2023.

- a best practice, holistic and systematic approach to risk management to identify and continuously improve its activities;
- ensuring that effective risk management is an integral part of all organisational activities and a core management capability; and
- embedding the policy in its organisational culture, planning and decision making.

## Policy

The Parish will manage risk in accordance with the international risk management standard AS/NZS ISO 31000:2018(E) Risk Management – Principles and Guidelines. Risk management will be integrated into all ministry activities, including business planning, performance management, audit and assurance, business continuity management and project management.

## Risk Governance

The following table provides an overview of the roles and responsibilities within the Parish.

Parish Council	St John's Parish Council has primary responsibility for risk management within the Parish. The Parish Council has delegated the responsibility for oversight of the 'day to day' management of risk to the Parish Council Executive Committee. The responsibility for the establishment, implementation and maintenance of the risk management framework is delegated to the Risk Advisory Committee. The Parish Council is responsible for reviewing this policy every two years.
Parish Council Executive Committee	At each meeting of the Executive Committee of Parish Council the following process will be adopted. <b>Current Matters</b> The Executive will list here matters of risk of immediate concern. <b>Actions</b> Having considered the nature and implications of the current risks the Executive will: <ul style="list-style-type: none"> <li>• Determine an appropriate course of action;</li> <li>• Report on its considerations to Parish Council.</li> </ul> <b>Watch List</b> The Executive will list here matters of risk of longer-term consideration.
Risk Advisory Committee	The Risk Advisory Committee (RAC) is responsible for oversight of the risk management framework, reviewing internal control frameworks, coordinating relevant education and training and advising the Parish Council, through the Parish Council Executive Committee on risks to the St John's Vision and its interpretation of the Five Marks of Mission.
Control Owners	Control Owners are responsible for the implementation of this policy through the risk management framework and ensuring all people within their authority comply with the risk management policy and foster a culture where risks can be identified and managed.
Everyone else	All staff and volunteers are to comply with risk management policy and procedures and identify, analyse, evaluate, treat, monitor and communicate risks associated with activities (both during planning and implementation)

## Risk Profile

The risk profile of the Parish can be categorised as follows:

- a) Strategic;
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- b) People;
- c) Reputation;
- d) Operational;
- e) Financial; and
- f) Governance.

The Parish Council will agree and implement procedures that assist its Committees with a systematic process to assist manage risks. These procedures are consistent with the AS/NZS 31000:2018 – Risk Management – Principles and Guidelines.

### Management of Risk

Risk will be managed wherever it occurs within the operational parameters of the Parish. The risk management process will entail:

- a) establish the context.
- b) identify the risk.
- c) analyse the risk.
- d) evaluate the risk.
- e) treat the risk; and
- f) monitor, review, and report the risk.

### Risk Appetite

Parish Council has no appetite for risks which have a residual risk rating of Extreme: where immediate action is required. Where an Extreme WHS risk is identified the activity must end or not proceed. For non WHS Extreme risks plans must be developed immediately to reduce this risk to a lower level. The Risk Owner will brief the Parish Council and maintain regular updates. Risks with a residual risk rating of Medium or below are tolerable provided they are managed appropriately and regularly reviewed. The following table details how risks at various ratings are to be managed.

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## Management of Risk Table

<b>Extreme</b>	<p>Urgent and immediate action required by the Risk Owner and Executive Committee. Close monitoring by Parish Council Executive.</p> <p>Risk is to be placed on the Executive Committee 'Immediate Concern' list.</p> <p>Treatment plans must be developed immediately to reduce the risk to a lower level.</p> <p>The Risk Owner is to ensure Controls are effective and accessible to manage the risk.</p> <p>Risk Owner is to report progress of the plan and management of the risk to the Parish Executive (monthly).</p> <p>Activities with an extreme WHS risk are to cease immediately.</p> <p>There is zero tolerance to bullying; emotional abuse; harassment; physical abuse; sexual abuse; spiritual abuse; or discrimination.</p> <p>Discrimination: There is zero tolerance to discriminate on the basis of a number of protected attributes including age, disability, race, sex, intersex status, gender identity and sexual orientation.</p>
<b>High</b>	<p>Urgent attention required with monthly reporting by the Risk Owner to the Executive Committee.</p> <p>Strategies must be in place and treatment plans developed to reduce the risk to a lower level.</p> <p>Any risk which maintains a high level for longer than three months is to be reviewed by the Executive Committee to consider whether the associated activities continue, and the controls are adequate.</p> <p>There is zero tolerance to bullying; emotional abuse; harassment; physical abuse; sexual abuse; spiritual abuse; or discrimination.</p> <p>Discrimination: There is zero tolerance to discriminate on the basis of a number of protected attributes including age, disability, race, sex, intersex status, gender identity and sexual orientation.</p>
<b>Medium</b>	<p>Monitor of action. These risks are reviewed by the Executive Committee on a regular 6 monthly basis.</p>
<b>Low</b>	<p>Watching brief required. These risks are reviewed by the Executive Committee on a regular 12 monthly basis.</p>
<b>Very Low</b>	<p>These risks are tolerable.</p>

Procedures for managing risk within the Parish are outlined below in the Procedures section.

### Risk Management Performance

The Parish uses various indicators to measure risk management performance. These indicators may include:

- the reduction in the number of high or extreme risks in the risk register;
- the reduction in the number of high or extreme risks incidents reported per annum;
- The effectiveness of Controls;
- the timeliness of remediating accepted recommendations from the RAC; and
- the results of the risk review, monitoring and reporting process conducted by the RAC.

### Awareness and training

The Risk Advisory Committee is responsible for facilitating this training as required.

### Review and approval

This policy shall be reviewed by the Parish Council Executive Committee every two years. Following the review, the Policy shall be submitted to the Risk Advisory Committee for, and following endorsement, tabled at the next Parish Council meeting for approval.

### Compliance

All at St John's [insert apostrophe] are required to understand and comply with this policy and the risk management procedures. Non - compliance with this policy may result in disciplinary action up to and including dismissal.

### Feedback

Feedback on this policy may be submitted to the Secretary of the Parish Council.

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## PROCEDURES

### Risk Management Process

- i) Risk needs to be managed across the parish. Risk management will apply to all activities: indoors, outdoors, projects, programs, age groups, administration, assets and equipment, publicity, fundraising, financial management among others whether undertaken by paid or voluntary persons.
- ii) The process (a standardised approach) will include:
  - a. Understanding the context in which the risk assessment is being carried out (what are we trying to accomplish? What are the areas of concern?)
  - b. Identifying potential risks and outcomes (What could happen and what would be the result if it did happen?)
  - c. Identifying and valuing the controls in place which have a mitigating effect on the risk (What's in place now that reduces either the likelihood of the risk occurring or the consequence if the risk does occur?)
  - d. Analysing the risk in terms of its likelihood consequence and acceptability.
  - e. Developing and implementing strategy and an action plan to reduce the unacceptable risks. (What action can we take to reduce either the Likelihood or Consequence of the risk?)
  - f. Appropriately monitoring, reporting and publicising the overall effectiveness

This standardised approach has been developed in accordance with the AS/NZ ISO 31000:2018 Risk Management – Principles and Guidelines. The Attachment provides a framework for implementing the approach at Parish level.

### Risk Prioritising

Risks will be prioritised. Risks which could result in personal injury or fatality will be given the highest priority. Prioritisation will be based on the Likelihood/Consequence Matrix contained within the standardised approach.

### Ownership of Risks

Each risk will have a designated Risk Owner who is responsible for its monitoring and reporting. Risks are to be managed in accordance with the Risk Appetite requirements contained in this Risk Management Policy. In all cases, should Risk Owners be unable to manage their risks (because of failing current controls) the Parish Council Executive is to be advised, immediately.

### Control Owners

Effective management of risk requires disciplined management of current controls (those processes and practices currently in place to manage / mitigate a risk). A number of similar controls can be grouped under a Control Framework as noted in the Standardised approach. Control Owners are to report the effectiveness of their controls to the Parish Council annually or when controls lose their effectiveness.

### Responsibilities

Responsibilities for the governance of this policy include:

*Parish Council* is to oversee and implement the risk management policy and procedures and has responsibility for deciding what risks the Parish will accept and treat, including setting priorities and allocating resources.

*Parish Council Executive* has the authority of Day-to-day oversight of the identification and management of specific risks. A standing item on the Agenda of every meeting of Parish Council is a report from the Executive on all matters considered by them, including but not limited to risk.



*Risk Advisory Committee* monitors the effectiveness of the risk management process across the Parish in accordance with its charter.

*Control Owners* ensure the effectiveness of the controls through, and not limited to the development, review and updating of procedures.

*Others* are encouraged to identify risks to their parish activities and to communicate, collaborate and consult with their peers. They are invited to contribute to the risk monitoring across the St John's Precinct.

## Monitoring and Review

Parish Council will:

- update the Policy bi-annually, or in response to a significant change in circumstances of the Parish; and
- prioritise and fund training.

## Standardised Approach

This is the standardised approach for risk management across the Parish in accordance with the Parish Risk Management Policy.

The standardised approach comprises:

- A. Parish Risk Matrix (based on the Diocesan Risk Matrix 2019)
  - B. Control Owners
  - C. Control Effectiveness Definitions
  - D. Terms of Reference for the Parish Risk Advisory Committee
  - E. Parish Risk Management Reporting Framework
  - F. SJ Risk Register Template
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A. Parish Risk Matrix (based on the Diocesan Risk Matrix 2019)

Diocese Risk Assessment Matrix

		Consequence					
	<b>Strategic</b>	New initiative with no disruption on the Parish's ability to fulfill its mission.	New initiative with a minor disruption on Parish's ability to fulfill its mission.	New initiative that causes a major disruption to the Parish's mission	New initiative that ceases an area of Parish's mission	New initiative impacting whole Parish with the potential to disrupt multiple mission objectives	
	<b>WHS</b>	Minor injury or ailment to a worker not requiring medical treatment	Minor injury or ailment to a worker requiring first aid treatment	An injury to a worker requiring medical treatment. (not as a hospital in-patient)	Serious injury to a worker requiring hospitalisation	Permanent disabling injury or death of a worker.	
	<b>People</b>	A breach of one or more Diocesan polices requiring monitoring	A breach of one or more Diocesan polices requiring minor intervention and monitoring	A breach of one or more Diocesan polices requiring moderate intervention with ongoing monitoring and assessment	A breach of one or more Diocesan polices resulting in the potential for regulatory noncompliance Significant intervention required, along with ongoing monitoring and assessment	A breach of one or more Diocesan polices resulting in a regulatory noncompliance. Major intervention and resources required, along with ongoing monitoring and assessment	
	<b>Reputation</b>	An event or potential event requiring internal review to prevent escalation	An event or potential event requiring scrutiny by internal committees or internal audit to prevent escalation	An event requiring scrutiny by external stakeholders or regulators and causing adverse media coverage	An event requiring scrutiny by external regulators and / or causing intense public, political and media scrutiny, eg front page headlines, radio talkback, TV, etc.	An event requiring Parliamentary inquiry or Commission of Inquiry and / or causing adverse media coverage	
	<b>Operational (Refer to SJ Matrix)</b>	Minor errors, interruptions or noncompliance of operational processes requiring minor corrective action, and causing no delay to or impact on the mission of the Parish	Minor errors or interruptions or non-compliance of operational processes requiring corrective action and causing minor impact on the overall mission of the Parish.	Moderate errors, interruptions or noncompliance of operational processes requiring corrective action causing moderate impact on the overall mission of the Parish. Policy and procedure compliance occasionally not met.	Major errors, interruptions, noncompliance of operational processes resulting in regulatory noncompliance. Trends show the mission of the Parish is in decline	Critical governance failure. Total policy disregard and/or ongoing noncompliance severely affecting the Parish	
	<b>Financial</b>	Less than \$500	\$500 - 1000	Between \$1000 – 3% of budget	Between 3 – 10% of budget	>=10% of total budget	
	<b>Governance</b>	Changes to organisational structure below management level.	Changes to non-executive management or minor changes required to Parish Council or Parish structure	Moderate changes required to Parish Council, or executive management structure or membership	Significant changes required to Parish Council , Ministry unit, a or executive management structure or membership	Complete failure of governance structures as they relate to the Diocese and / or Ministry Units	
		<b>Insignificant</b>	<b>Minor</b>	<b>Moderate</b>	<b>Major</b>	<b>Catastrophic</b>	
Likelihood	Is expected to occur in most circumstances	<b>Almost Certain</b>	Medium	Medium	High	Extreme	Extreme
	Will probably occur	<b>Likely</b>	Medium	Medium	High	High	Extreme
	Might occur at some time in the future	<b>Possible</b>	Low	Low	Medium	High	High
	Could occur but doubtful	<b>Unlikely</b>	Very Low	Low	Medium	Medium	High
	May occur in exceptional circumstances	<b>Rare</b>	Very Low	Very Low	Low	Medium	Medium

## B. Control Owners

Control areas	Control owners
Worship	Rector
Family and Youth	Children and families worker
Aged and pastoral care	Aged and pastoral care minister
Administration and volunteers	Parish administrator
Parish operations	Manager of parish operations
Safe Ministries Coordinator	Manager of parish operations
Outreach	Rector
Governance, legal and risk	Presiding member of Parish Council
Financial Management	Parish treasurer
Site and heritage management	Chair Property and Maintenance C'tee
St John's Care	EO St John's Care
Schoolhouse Museum	President SMBOM

### C. Control Effectiveness Definitions

To be used by the Control Owners to assess the effectiveness of their Control Frameworks

		Assessing Individual Controls	Assessing overall Control Environment
1	Excessive	Control working well and may be simplified.	Not necessary, too resource intensive and not producing the required benefit.
2	Fully effective	Performing as expected, within tolerances, no adverse side effects. No improvement required.	Controls provide reasonable assurance that risk is being managed as expected, and objectives can be met. No improvements required.
3	Requires Improvement	Does not always perform as expected, or partially effective. Control may be resulting in adverse side effects. Requires improvement.	Controls provide some assurance that risk is being managed and improvements need to be made.
4	Not effective	Not performing as expected. Not controlling causes / consequences. Significant improvement required.	Controls do not provide reasonable assurance that risk is being managed and objectives being met. Significant improvements need to be made.
5	Not yet assessed	Insufficient information to make an assessment.	Significant portions of the control environment are not known or properly understood.

## D. Terms of Reference for the Parish Risk Advisory Committee

### **Terms of Reference**

**First approved by Parish Council at the 17 June 2015 Meeting  
Name of Committee changed at 17 February 2016 Parish Council meeting  
Current wording approved in 2020, 2022**

As a Committee of Parish Council its members will:

- 1) Advise the Parish Council on risks to the Parish Council Operations.
- 2) Advise the Parish Council on risks to the St John's interpretation of the Five Marks of Mission and the effectiveness of the current controls and treatments.
- 3) Advise the Parish Council on the effectiveness of, and adherence to, its risk management practices and procedures by St John's Parish Council and its committees.
- 4) Coordinate the education and training of risk management practices as required across the Parish.

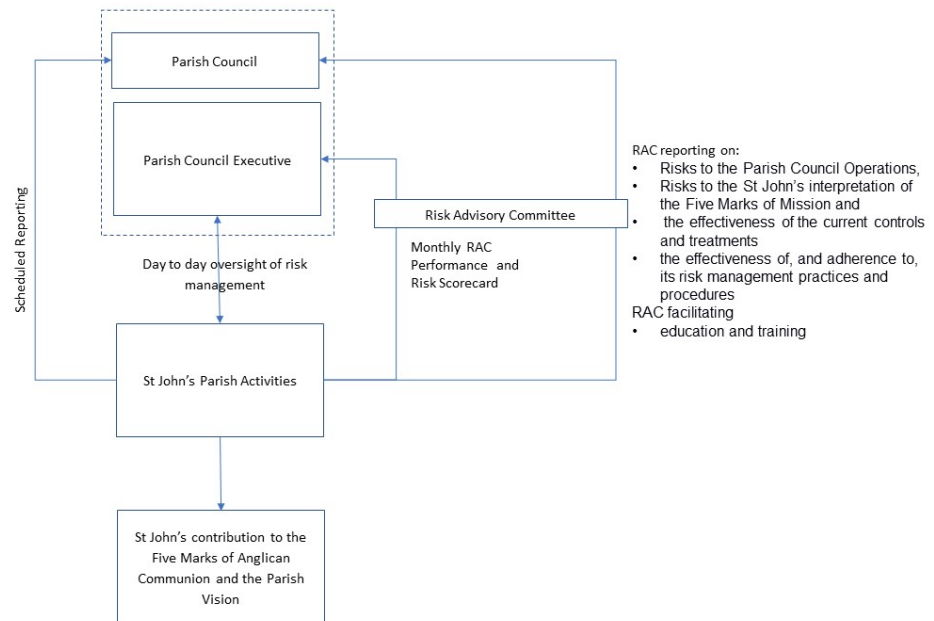
#### Appointment

The Committee's members will include:

- . Chair,
- . Rector, ex officio
- . Director, St John's Care, and those appointed by Parish Council.

The Committee will provide a report on its activities to the Parish Annual General Meeting.

## E. Parish Risk Management and Reporting Framework



F Risk Register Template

# SJ Risk Register

Draft. In-Confidence

Risk	Likelihood	Consequence	Risk Level	Owner
Area	Source	Current Control Name	Control Effectiveness	Owner

Treatment Summary	Owner	Finish	Date of Assessment	Treatment Maturity score	Review Date