



Anglican Diocese  
of  
Canberra & Goulburn

# Risk Management Policy

January 2019

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## Preamble

As Christians, Scripture calls us to be faithful stewards of that which God entrusts to our care. This includes not only people but property and all God's creation.

This policy is aimed at mitigating the risks associated with ministry within the Diocese.

Anglican Diocesan Services, under the authority of the *Anglican Diocesan Services Ordinance 2010* has the responsibility for providing risk management services for the Diocese and has oversight in these matters.

## Scope

This policy applies to clergy, church workers and volunteers, as well as to all Diocesan and ministry units activities and property.

## Purpose

The Diocese has developed this Risk Management Policy to:

- a) formalise our commitment to the principles of risk management by incorporating these into all ministry areas;
- 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 ministry unit planning, quality and risk management systems;
- d) ensure robust corporate governance practices effectively manage risk while allowing innovation and development.
- e) ensure all significant risks are identified, evaluated, managed and reported in a timely manner to Bishop-in-Council by the Audit and Risk Committee;
- f) ensure confidence in decision making, planning and the management of uncertainty and variability;

## Commitment

The Diocese is committed to upholding and fulfilling its legal obligations and ethical responsibilities. The implementation and maintenance of a sound risk management process will assist the Diocese to achieve these objectives.

Systematic risk management enables the responsible pursuit of opportunities and delivery of services while minimizing the potential for adverse consequences.

The Diocese is committed to a best practice, holistic and systematic approach to risk management to identify and continuously improve its ministry activities.

The Diocese is committed to ensuring that effective risk management is an integral part of all organisational activities and a core management capability. To be effective, it is

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imperative that risk management is embedded in the Diocese organisational culture, planning and decision making.

## Policy

The Diocese will manage risk in accordance with the international risk management standard AS/NZS ISO 31000:2018(E) Risk Management 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 Diocese:

Bishop-in-Council	Bishop-in-Council has primary responsibility for risk management within the Diocese and have delegated the responsibility for the establishment, implementation and maintenance of the risk management framework to the Audit and Risk Committee. Bishop-in-Council is responsible for reviewing this policy every two years.
Audit and Risk Committee	The Audit and Risk Committee is responsible for oversight of the risk management system, reviewing internal control frameworks, reviewing the system for monitoring legislative, regulatory and policy compliance and reporting on the work of the Committee to each meeting of Bishop-in-Council.
Registrar	Drives culture of risk management
Director, Risk and Compliance	Continuously improving risk management policy, strategy and supporting frameworks
Wider leadership group	Members of the Diocesan leadership are responsible for the implementation of this policy through the risk management framework and ensuring all workers within their ministry unit comply with the risk management policy and foster a culture where risks can be identified and managed.
All other personnel	Comply with risk management policies and procedures and identify, analyse, evaluate, treat, monitor and communicate risks associated with activities undertaken (both during planning and implementation)

## Risk Profile

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

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

The Diocese will maintain procedures to provide ministry units and agencies with a systematic process to assist manage risks. These procedures will be consistent with the AS/NZS 31000:2009 – Risk Management – Principles and guidelines.

## Management of Risk

Risk will be managed wherever it occurs within the operational parameters of the Diocese. 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

The Diocese has no appetite for risks which have a residual risk rating of **extreme**. Risks which have a residual risk rating of **high** may be tolerated for a short period of time until Bishop-in-Council can determine whether the risk can be mitigated to an acceptable level.

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.

<b>Extreme</b>	<p><b><i>Urgent and immediate action required.</i></b> Close monitoring by management. Report to Bishop-in-Council immediately.</p> <p><i>Where an extreme WHS risk is identified the activity must be ceased or not proceed.</i></p> <p>Plans must be developed immediately to reduce this risk to a lower level. Responsibility for the risk must be allocated to a manager and monitored daily by the Registrar. The Registrar will must brief BiC and maintain regular updates.</p>
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<b>High</b>	<p><b>Urgent attention required.</b> Management to report to the Registrar and Bishop-in-Council through the Audit and Risk Management Committee.</p> <p>Risks must have strategies to reduce them to a lower level which are monitored by a senior officer to report monthly to the Registrar for consideration by the Audit and Risk Management Committee.</p> <p>Any risk which maintains a high rating for longer than three months is to be reviewed by the Registrar to consider recommending to Bishop-in-Council that the activity cease.</p>
<b>Medium</b>	<p><b>Attention required prior to activity.</b> Monitor and report to management on effectiveness of strategies to reduce risk.</p> <p>These risks are tolerable provided they are monitored on a regular 6 monthly basis</p>
<b>Low</b>	<p><b>Watching brief required.</b> These risks are tolerable provided they are monitored on a regular 12 monthly basis</p>
<b>Very low</b>	<p><b>No management action required.</b> These risks are tolerable provided they are monitored on a regular 12 monthly basis</p>

## Risk Management Performance

The Diocese 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 number of internal and external audits completed per annum;
- the number of internal and external audit findings accepted by management;
- the timeliness of remediating internal audit findings; and
- the results of the risk review, monitoring and reporting process.

## Conflicts of Interest

Conflicts of interest will be managed through the conflict of interest guidelines contained in *Governance of the Diocese Ordinance 2000*.

## Awareness and training

Every effort will be made to provide appropriate and adequate training to promote and support this Risk Management Policy. The Director, Risk and Compliance is responsible for providing this training as required.

## Review and approval

This policy, shall be reviewed by the ADS Risk and Compliance Director every two years. Following the review, the Policy shall be submitted to the Audit & Risk Committee for review, and following endorsement, tabled at the next Bishop in Council meeting for approval.

## Compliance

All personnel are required to understand and comply with their responsibilities outlined in 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 Director- Risk and Compliance by emailing [Business.Support@anglicands.org.au](mailto:Business.Support@anglicands.org.au)

## References /statutory references

- AS/NZS ISO 31000:2018(E) Risk Management Guidelines
- Anglican Investment and Development Fund Ordinance 2016
- Governance of the Diocese Ordinance 2000
- Diocesan Administration Ordinance 1920

## Related documents

- Risk Management Framework (yet to be released)
- Risk Management Procedures (yet to be released)
- Risk Assessment Matrix
- Diocesan Enterprise Risk Register

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