

**NSW Regional Meeting  
Risk Management Plan *DRAFT***

Document creation	September 2018	Jennifer Burrell, RM Co-clerk
Accepted by Regional Meeting	<i>X date</i>	<i>Co-clerks on behalf of RM</i>
Revised (October 2020, then every 3 years)		

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**1. Introduction**

This Risk Management (or ‘Business Continuity’) Plan sets out how we manage risk, which may be to our people, our property, our finances, our intellectual property, or our reputation. Risk is inherent in life. We have a testimony to Community, which represents our care for each other and for others outside our Society, and a testimony to Integrity or personal and corporate honesty, amongst other values. These guide us in our response to, and management of, risk.

**Figure 1: process flow**



## 2. Objectives

This Plan exists in order to inform all stakeholders that

1. Risks are part of life, emergencies can and do happen.
2. We are prepared to manage risks, and to continue functioning even if an emergency affects us.

## Key organisational activities

Meet together at regular advertised times for meeting for worship.

## 3. Risk matrix

*Level of risk = consequence x likelihood*

<i>Consequence</i>	<i>Slightly Harmful</i>	<i>Harmful</i>	<i>Extremely Harmful</i>
Likely	Medium Risk	High Risk	Extreme Risk
Unlikely	Low Risk	Medium Risk	High Risk
Highly Unlikely	Insignificant	Low Risk	Medium Risk

Refer here to Workplace Safety Matters' (WSM) NSW RM Workplace Safety Guidelines (safety system documentation).

#### 4. Identified risks and risk mitigation strategies

Identified risk	Risk level prior to mitigation	Risk mitigation strategy	Risk level after mitigation	Notes
Risks to key activities				
Public meetings for worship must be rescheduled due to sudden disruption	Low risk	Local communication plan e.g. telephone tree  Website  Signage on building	Low- Insignificant risk	Cannot advise public visitors (walk-ins) effectively ahead of time.
Risks to people				
Health & safety (physical)	Medium risk	WHS schedule covering each building and each meeting  Preventative maintenance schedule  Monthly safety training ('toolbox talks')  Annual emergency evacuation drills  All properties non-smoking	Insignificant	AYM holds Public Liability and Volunteers insurance  A 'serious incident' e.g. death is notifiable immediately to SafeWork NSW 13 10 50
Child and elder safety	Medium risk	Approved Child Carers  Ministry & Care committees  Child Protection Contact Friends  Safe Q Community Contact Friends  Promote <i>Child Protection Policy</i> and <i>Safe Quaker Community Policy</i>	Low risk	Register of Child Carers maintained at RM level and checked annually

Identified risk	Risk level prior to mitigation	Risk mitigation strategy	Risk level after mitigation	Notes
Bullying, harassment, conflict	Medium risk	Ministry & Care committees  Safe Q Community Contact Friends  Promote <i>Safe Quaker Community Policy</i>	Low risk	May occur anywhere, including in small worshipping groups without M&C Committees  Grievance procedures are in our <i>Handbook of Practice &amp; Procedure</i>
Mismanagement of volunteers, contractors, employees	Low risk	Volunteer, contractor, employment policy <b>being developed.</b>  Safety inductions  Contractor register reviewed & updated annually (managed at local level). Contractor liability insurance no less than \$10m.  Monthly site safety inspections, Hazard reports, Incident reports, Preventative maintenance schedule to ensure a safe work environment  Safety training as relevant  Monthly safety training ('toolbox talks')	Insignificant	
Guests, hirers, visitors unaware of hazards	Medium risk	Safety inductions  Welcome pack	Low risk	<b>Safety system documentation being developed</b>

Identified risk	Risk level prior to mitigation	Risk mitigation strategy	Risk level after mitigation	Notes
		Emergency evacuation signage, plans visible		by WSM
<b>Risks to property</b>				
Natural or man-made disaster: Building collapses / is burned down / destroyed, uninhabitable OR Significant damage to building, e.g. building is undermined / partially burned	Medium risk	Preventive maintenance schedule to manage foreseeable hazards  All properties non-smoking  Emergency response activated in disasters	Low-Medium	No effective way to stop 'acts of God' happening.  NSWRM holds property insurance to mitigate the effects.  Friends would have to meet elsewhere. This may trigger a financial shortfall.  Decision point to sell or rebuild.
Minor damage to building e.g. exterior vandalism	Low risk	CCTV cameras – risk to be considered and managed at local level  Good relationships with neighbours	Low risk	Difficult to prevent.  NSWRM holds property insurance to mitigate the effects.
Minor damage to building e.g. maintenance required	Medium risk	Monthly site safety inspections  Hazard reports  Incident reports  Preventative maintenance schedule for each meeting house	Low risk	
Damage to contents e.g. flood, fire, vandalism, theft	Insignificant risk	Building security (keys managed at local level)  CCTV cameras –	Insignificant risk	NSWRM holds property insurance to mitigate the effects, but this does not cover

Identified risk	Risk level prior to mitigation	Risk mitigation strategy	Risk level after mitigation	Notes
		risk to be considered and managed at local level		theft (we have little to steal).
Intellectual property / records risks				
Archives are destroyed	Low risk	Disaster recovery guidelines <b>to be developed</b> by RM Archivist  Disseminated storage (electronic records)	Low risk	Archives are irreplaceable, however many are also held electronically off site (e.g. minutes)
Data loss	Medium risk	Regular back-ups  Disseminated storage	Low risk	
Data security, cyber attack	Insignificant risk	Security software  Regular back-ups  Promote AYM <i>Privacy Policy</i>	Insignificant	
Financial risks				
Fraud or incompetence	Low risk	Auditor (annual), either external consultant or member of another Meeting  Reporting at each meeting for worship for business  <i>AYM Handbook of Practice and Procedure</i>	Insignificant	
Shortfall after unexpected occurrence, e.g. need to re-locate meeting after a disaster	Low risk	Investment strategy	Low-Insignificant	Degree of shortfall determines capacity to mitigate
Reputational risks				

Identified risk	Risk level prior to mitigation	Risk mitigation strategy	Risk level after mitigation	Notes
Inappropriate conduct	Low risk	Eldering / Personal discussion  Code of Conduct  Handbook of Practice and Procedure  Safe Quaker Community Policy  Child Protection Policy  Privacy Policy	Insignificant.	There may be some personal distress short-term.  Membership termination and public disownment is possible.

*To be reviewed at local workshops as a 'toolbox talk'.*

## 5. Incident response

*Refer here to WSM's safety system documentation – includes Response checklist, evacuation procedures, critical items to be removed from premises if feasible, plan activation circumstances*

### Training for incident response *Check against WSM recommendations*

Who has been trained? When? Does your meeting need refresher training, or training for new key Friends?

To be completed and promoted by each meeting and recommendations brought to the regional meeting annually or as required. *Refer here to WSM's safety system documentation and use their template.*

### Incident response team

To be assigned by each meeting. In most cases, the Clerk or Correspondent will be the responsible officer. *Check against WSM recommendations*

### Contact list: internal and external stakeholders

Impact level	Internal stakeholders to notify	Emergency services to notify	External stakeholders to notify
Regional Meeting	RM Clerk RM Treasurer As relevant: <ul style="list-style-type: none"> <li>▪ RM Web Maintainer</li> <li>▪ RM Newsletter Editor</li> <li>▪ RM Committee convenors</li> <li>▪ All NSWRM clerks</li> </ul>	000 or as required  SafeWork NSW if a 'serious incident' e.g. death: phone <b>13 10 50</b>  Insurance company	AYM Presiding Clerk AYM Secretary As relevant: <ul style="list-style-type: none"> <li>▪ AYM Treasurer</li> <li>▪ Other AYM appointees (e.g. AYM Web Maintainer)</li> </ul>

	and correspondents / All NSWRM Friends		<ul style="list-style-type: none"> <li>▪ All other RM Clerks</li> <li>▪ Employees</li> <li>▪ Contractors</li> <li>▪ NSW Ecumenical Council</li> <li>▪ NCCA</li> </ul>
Local or Recognised Meeting  Worshipping Group	RM Clerk (RM Clerk will notify other RM stakeholders)	000 or as required  SafeWork NSW if a 'serious incident' e.g. death: phone <b>13 10 50</b>  Specific local numbers, e.g. plumber, electrician, gas company  (RM Clerk will notify insurance company)	If relevant: <ul style="list-style-type: none"> <li>▪ Employees</li> <li>▪ Contractors</li> <li>▪ Guests</li> </ul> (RM Clerk will notify other stakeholders as appropriate)

## 6. Recovery

### Checklist: have you

1. Advised **SafeWork NSW** immediately if it was a 'serious incident' e.g. death – phone **13 10 50** 24/7? (This is mandatory)
2. Kept internal and external stakeholders informed?
3. Advised the insurance company, or asked the NSWRM clerk to do so? (This is mandatory)
4. Set up a process to manage impacts on people, e.g. stress? Ongoing communication updates?
5. Estimated any financial impacts, if relevant?
6. Set up a process to learn from this incident?
7. Evaluated and arranged to update this plan, and/or your local plans, to incorporate your learnings?

## 7. Glossary *to be developed*

### 8. Supporting documents

- NSWRM **Code of Conduct** *drafted*
- NSWRM **Principles of Good Governance** <https://www.quakersaustralia.info/sites/aym-members/files/pages/files/Principles%20of%20good%20governance.pdf>
- NSWRM **Governance & Compliance Checklist** *drafted*
- NSWRM **Guidelines for Volunteers, Recruitment and Contractor Management** *being developed*
  - NSWRM role descriptions
- NSWRM **Workplace Safety Guidelines** *WSM*
- NSWRM **Local Meeting Houses Preventive Maintenance Schedules** *drafted at Devonshire Street LM*



- AYM **Handbook of Practice & Procedure** [https://www.quakersaustralia.info/sites/aym-members/files/pages/files/Handbook\\_Web2.pdf](https://www.quakersaustralia.info/sites/aym-members/files/pages/files/Handbook_Web2.pdf)
- NSWRM **Rules of Association** *revision drafted, final revision with lawyer. Expected to be approved early in 2019s*
- NSWRM **Tenancy and Hirer Guidelines** *to be developed in 2019*
- **Advices & Queries**
- **this we can say**
- AYM Policies e.g. **Supporting a Safe Quaker Community Policy, Child Protection Policy, and Privacy Policy** <https://www.quakersaustralia.info/resources/policies>

## 9. Distribution of this plan

This Plan will be distributed to all Clerks and Correspondents within NSWRM via email, and to the NSWRM Archivist.

A copy will be uploaded to the NSWRM webpage within the AYM website. A copy will also be saved to the Google Drive of the NSWRM Clerk's official email ([rmnswclerk@quakersaustralia.info](mailto:rmnswclerk@quakersaustralia.info)).

Associated documents (e.g. evacuation plans) will be saved in the same manner, as well as saved at the relevant site.

A copy will be sent to the AYM Secretary and courtesy copies to all other Regional Meeting Clerks.

## 10. Plan currency and revisions

This plan will be reviewed and updated as necessary every 3 years by the incoming Regional Meeting Clerk with the assistance of the clerks of Local and Recognised Meetings. This Plan can only be changed by the NSW regional meeting for worship for business.