

# Comox Valley Child Development Association

## Risk Assessment Plan 2017

The purpose of the risk assessment plan is to ensure that adverse implications for the objectives, operations and legal obligations for the Comox Valley Child Development Association (CVCDA) are reduced to a minimum or avoided.

1. The **process** adopted for identifying and prioritising risks.

1.1 The key stages adopted for undertaking the risk assessment are:

- Identify current risks
- Assess impact
- Assess likelihood
- Decide on how to reduce/avoid risks
- Revise Action Plan to add new information identified above
- Implement Action Plan
- Review progress
- Review Action Plan

2. The **major risks** identified are:

2.1 Risks were considered under the following categories:

- Strategic – at the level of CVCDA governing objectives
- Operational – at the level of day to day working
- Regulatory – breaches of legislation e.g. Charities, Employment, Health and Safety
- Financial – income, expenditure, fraud, theft, etc.

2.2 The following **checklist** is used to try and ensure that all risks are considered:

1. Potential damage to reputation or name – major incidents on CVCDA land, public criticism, failure of business associates, failure of other key partners, media relations, lack of business integrity, compliance with regulations
2. Protection of assets – safeguard from fraud, ownership documents, inventory, security, maintenance
3. Management of liabilities – what are they, are they recorded, who commits funds?
4. Compliance with regulations risks – tax, GST, grants, funding bodies
5. Data protection – Privacy Act, security, personal data security, technology plan
6. Health and Safety risks – office, field, staff, public, contractors, volunteers, bomb threat, violent or threatening situations, medical emergencies

7. Personnel risks – staff, development and training, key losses, retention
8. External framework – support, competition, government policy
9. Project management – fundraising – control, responsibilities, collection
10. Project management – charitable activity – reputation, funds, policy
11. Physical disasters – fire, flood, earthquake, power failure, extreme weather, etc.

2.3 The risks were **assessed** in terms of the following scale:

- High (H) – Significant impact to substantial operational areas or fundamental to continuing with operations
- Medium (M) – Medium impact in many areas or significant impact that would not stop operations but could do so in the long term
- Low (L) – Not critical to continued operations or minor impact in some areas

3. The **action plan** to address the risks considers the following:

3.1 The output from the risk assessment is summarised in the attached Action Plan

- The Action Plan is to be updated annually by the Board

3.2 The sections are comprised of:

- Facility and Community Partnerships
- Fundraising
- Relationships – Community and Funders
- Human Resources and Service Delivery
- Financial

## Facility and Community Partnerships

Risk	Impact	Likelihood	Evidence and/or Action	By whom	By when
<i>External Forces</i>					
Legal action against CVCDA	H	L	<ul style="list-style-type: none"> <li>• Adequate insurance coverage, GMIP &amp; HUB</li> <li>• Broker recommendation (HUB Insurance)</li> <li>• Annual Renewal, esp. Director's Liability</li> </ul>	Full Board Cover Letter from Insurer	Annual basis in February
Damages or injury <u>to staff, clients or visitors</u>	H	M	<ul style="list-style-type: none"> <li>• Insurance coverage, GMIP, HUB, WCB</li> <li>• Snow Removal policy in place</li> <li>• Review of Health and Safety policy</li> <li>• Non-Violent Crisis Intervention and First Aid initial training and refreshers</li> <li>• Annual Report &amp; Analysis of Critical Incidents and Complaints</li> </ul>	Board of Directors Executive Director OH & S Committee	Annual Review  Ongoing
Natural hazards, e.g. fire, flood, earthquake	H	L	<ul style="list-style-type: none"> <li>• Insurance policy</li> <li>• Plans posted and practiced re: Fire, Earthquake, etc.</li> <li>• Ensure earthquake, etc is covered in our insurance</li> <li>• Broker recommendation</li> </ul>	Board of Directors OH & S Committee Executive Director Administrative Assistant	Annual Review Ongoing See above (part of annual review)
<del>Conflict of interest with community partners</del>	<del>H</del>	<del>L</del>	<ul style="list-style-type: none"> <li><del>• Review terms of relationship</del></li> <li><del>• Review planning strategy</del></li> <li><del>• Covered in Code of Ethics Policy</del></li> <li>• <del>Refer to Tendering Policy (Financial Management Plan)</del></li> </ul>	<del>Executive Director</del>	<del>As needed</del>
Security	H	M	<ul style="list-style-type: none"> <li>• Review of Building Security Policy, procedures and documentation</li> </ul>	<del>Administrative Assistant</del> OH & S committee	Updated annually

## Fundraising

Risk	Impact	Likelihood	Evidence and/or Action	By whom	By when
<i>Resulting from Fundraising</i>					
Excessive cost of generating income	L	L	<ul style="list-style-type: none"> <li>Budgeting/Monitoring</li> </ul>	Full Board	As required
Inappropriate methods of approach to fundraisers	L	L	<ul style="list-style-type: none"> <li>Fund-raising strategy</li> <li>(Code of Ethics)</li> </ul>	Full Board	As required
Association with persons who suffer sullied reputations (based on proof, not rumour)	M	L	<ul style="list-style-type: none"> <li>Based on proof, terminate relationship immediately</li> <li>Pending proof, suspend the relationship immediately</li> <li>Code of Ethics</li> </ul>	Full Board	As required
Lack of Investment in fundraising efforts	L	L	<ul style="list-style-type: none"> <li>Careful selection of sponsors</li> <li>Fund-raising strategy</li> </ul>	Full Board	Ongoing
<del>Unable to direct funds where requested (capital campaign)</del>	<del>M</del>	<del>L</del>	<ul style="list-style-type: none"> <li><del>Capital Campaign strategy to include policy on what will happen to funds if project not completed</del></li> </ul>	<del>Campaign Cabinet</del>	<del>Ongoing</del>

Relationships – Community and Funders

Risk	Impact	Likelihood	Evidence and/or Action	By whom	By when
<i>Public Relations</i>					
Negative Public Relations	H	L	<ul style="list-style-type: none"> <li>• Communications Strategy</li> <li>• Annual surveys</li> </ul>	Executive Director with Board Chair	Ongoing
Crisis happening relating to CVCDA	H	L	<ul style="list-style-type: none"> <li>• Communications Strategy</li> </ul>	Executive Director with Board Chair	Ongoing and as needed
Provincial news which may affect CVCDA	M	M	<ul style="list-style-type: none"> <li>• Communications Strategy</li> <li>• <del>OASIS, media releases, website, facebook</del></li> </ul>	Executive Director, <u>Communications lead</u>	Ongoing and as needed

Staff, Volunteers and Clients

Risk	Impact	Likelihood	Evidence and/or Action	By whom	By when
<i>Resulting from a violation of the following:</i>					
Privacy Act	M	M	<ul style="list-style-type: none"> <li>• Staff training</li> <li>• Review of procedures annually</li> <li>• Designated Privacy Officer will take refresher training when available</li> </ul>	Privacy Officer	Ongoing
Privacy (for agency)	M	M	<ul style="list-style-type: none"> <li>• Identify and document business partners that you share individual client information with or that have access to the system</li> <li>• Nucleus Labs contract agreement</li> </ul>	Privacy Officer Executive Director	Ongoing
Privacy (for clients)	M	H	<ul style="list-style-type: none"> <li>• Privacy policy in place</li> <li>• Provisions made for clients to access own files</li> <li>• Provision for clients to revise/correct their records</li> <li>• Provision made for clients to declare their wishes for dissemination of reports</li> <li>• Policy in place for positive client identification</li> </ul>	Privacy Officer	Completed
Client information management	M	H	<ul style="list-style-type: none"> <li>• Documented policies and procedures for the routine and non-routine receipt, manipulation, storage and dissemination, transmission, and/or disposal of client information</li> </ul>	Privacy Officer	Completed
Staff Information Management	H	L	<ul style="list-style-type: none"> <li>• Policy governing release of staff information to media, parents</li> <li>• References</li> </ul>	Executive Director	Ongoing

Staff credibility	M	L	<ul style="list-style-type: none"> <li>• Policy and procedure in place for reference checks for new hires</li> <li>• Policy in place for credential verification and documentation</li> </ul>	<del>Human Resources Manager</del> <del>Executive Director</del>	Ongoing
Staff termination	H	L	<ul style="list-style-type: none"> <li>• Formal termination instructions for terminating an employee's employment - covered in the terms of the collective agreement</li> </ul>	Executive Director	As required
Security after termination of employment	M	L	<ul style="list-style-type: none"> <li>• Policy in place to change locks, obtain keys, (Security Plan) remove from access lists, remove computer passwords, removal from user accounts (Technology Plan)</li> <li>• Employee File Checklists</li> </ul>	<del>IT Administrator, Administration Assistant, HR Manager</del> <del>Executive Director</del>	As required
Volunteer Recruitment	M	L	<ul style="list-style-type: none"> <li>• Volunteer Policy</li> </ul>	<del>HR Manager</del> <del>Executive Director</del>	Completed

## Financial

Risk	Impact	Likelihood	Evidence and/or Action	By whom	By when
<i>Risk resulting from or in anticipation of:</i>					
Loss of Charitable Status	H	L	<ul style="list-style-type: none"> <li>• Provision of the necessary materials to the lawyer to submit to the Office of the Registrar</li> <li>• Complete Charity Tax Return forms as required</li> </ul>	<del>Admin Assistant</del> <u>Board Chair</u>  Audit Firm	Ongoing
Financial irregularities (but acting with good faith)	M	L	<ul style="list-style-type: none"> <li>• Provide appropriate training</li> <li>• Full annual audit</li> <li>• Financial Plan and Procedures</li> </ul>	Full Board  Admin Team	Ongoing
Financial irregularities (fraud)	H	L	<ul style="list-style-type: none"> <li>• Set up systems of internal control</li> <li>• Review the systems regularly</li> <li>• Full general ledger fund accounting system</li> <li>• Reconciled monthly financial statements are reviewed quarterly by the Board of Directors</li> </ul>	Board of Directors, Executive Director, Audit Firm	Ongoing, Annual audit
Protection of Financial Assets	H	L	<ul style="list-style-type: none"> <li>• Regular inspection and maintenance</li> </ul>	Board of Directors Executive Director	Ongoing
Loss of key staff members	H	M	<ul style="list-style-type: none"> <li>• Good recruitment &amp; employment practices, meeting everyone's aspirations</li> <li>• Excellent job functions/descriptions</li> <li>• Employee Satisfaction survey</li> <li>• Succession planning</li> </ul>	Executive Director & Program Managers	Ongoing
Loss of information	H	L	<ul style="list-style-type: none"> <li>• Good storage and dissemination of information</li> <li>• Computers remotely backed up</li> <li>• Technology plan</li> <li>• Auditors possess electronic copies of all agency financial data offsite</li> </ul>	All staff IT Administrator	Ongoing



Inability to retain sufficient funds	H	M	<ul style="list-style-type: none"><li>• BOD planning function</li><li>• Fundraising strategy</li></ul>	Board of Directors	Ongoing
--------------------------------------	---	---	--	--------------------	---------