# Risk Management Workshop

For Community Legal Centre Queensland (**CLCQ**) Leadership Forum

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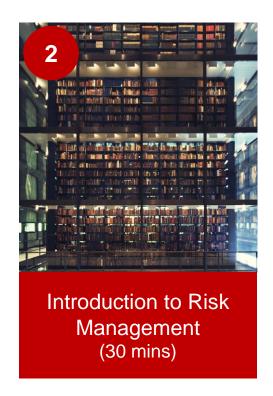


## **ACKNOWLEDGEMENT OF COUNTRY**

We pay respects to Elders past, present and emerging. We acknowledge and respect their continuing cultures and their ongoing custodianship of the lands on which we meet.

## Agenda







Introduction Our workshop

## THE CHANGING LANDSCAPE OF RISK

The environment for organisations operating in Queensland is becoming increasingly complex as a consequence of local and global forces. With unprecedented events including the global COVID-19 pandemic, flooding, increasing cyber risks and broader shifts in the regulatory environment, societal expectations, adoption of technology, geopolitical instability and more, CLCs are facing constant and changing risks which must be managed effectively.

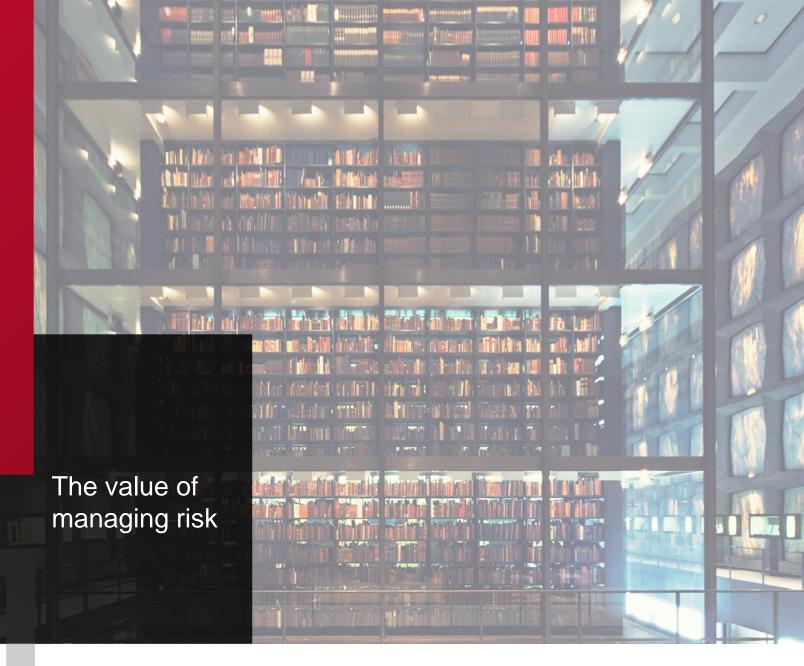
### Objectives

#### Understanding Risk Management for community legal centres



# 2

Introduction to Risk Management



#### Definition of Risk and Purpose of Risk Management

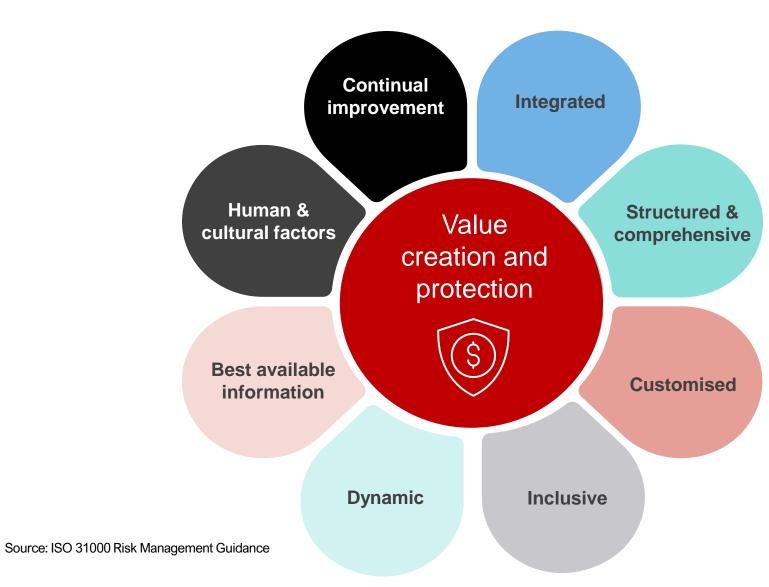
#### Risk

Risk is the effect of uncertainty on objectives.

Purpose of Risk Management

The purpose of 'risk management' is the creation and protection of value.

It improves performance, encourages innovation and supports the achievement of objectives.

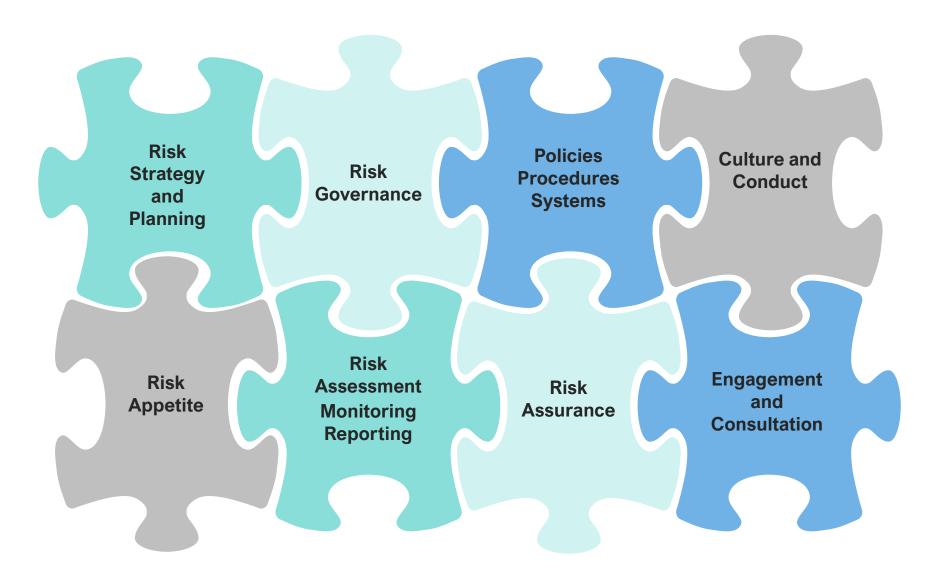


#### MinterEllison Risk Management Framework Model

A risk management framework comprises many interconnected parts.

When integrated into your existing governance structures and processes, these parts work together to deliver a robust approach to decision-making and activity that supports your strategic objectives.





#### Risk Management Framework: Creates and protects value

A risk management framework can provide a coherent and consistent approach to managing risk across an organisation. It will enhance the resilience; help to surface issues and areas of concern; and provide the tools to better manage and mitigate risks.



Clear risk principles and behaviours that will guide your approach



Effective accountabilities, decision making, reporting and oversight



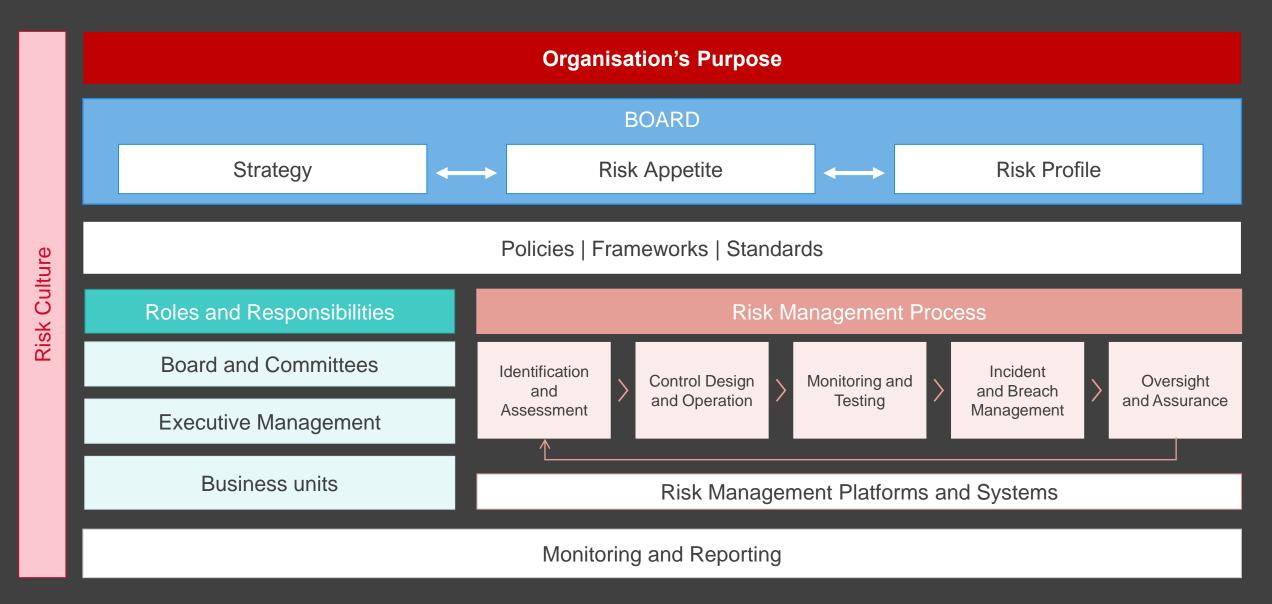
Efficient processes, tools and systems to assess and monitor risks and opportunities



Common understanding and language for how risk is managed among key stakeholders

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### Risk Management Framework: A typical operating model



## Risk Governance: Roles & Responsibilities

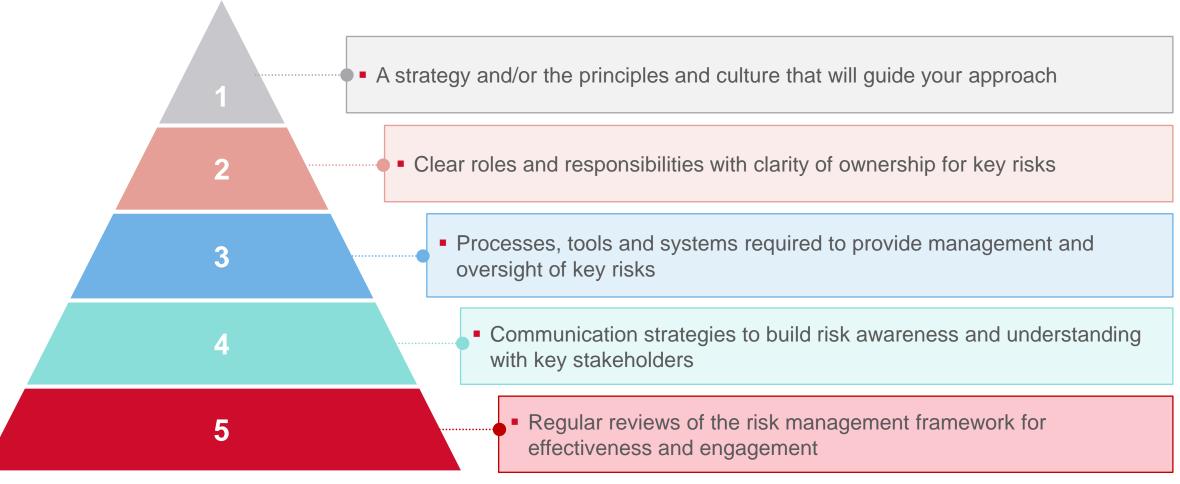
	Examples Roles	Example Risk Management Responsibilities
	Board	<ul> <li>Overall responsibility for risk management</li> <li>Oversight of key risks</li> <li>Oversight of the effectiveness of the risk framework</li> <li>Approval of the risk appetite for the organisation</li> <li>Annual approval risk management framework</li> </ul>
	Finance & Risk Committee	<ul> <li>Review and challenge of management reporting on key risks</li> <li>Report on key risks to Board</li> <li>Annual review of the risk management framework</li> </ul>
	Executive Management	<ul> <li>Oversight and management of key risks</li> <li>Report on risk management to F&amp;R Committee</li> <li>Support annual review of the risk management framework</li> <li>Advocating a positive risk culture</li> </ul>
Q Q	Staff / Volunteers	<ul> <li>Responsible for the identification and management of risks</li> <li>Comply with policies and processes</li> <li>Incident management and reporting</li> <li>Role modelling a positive risk culture</li> </ul>

#### Reporting risk

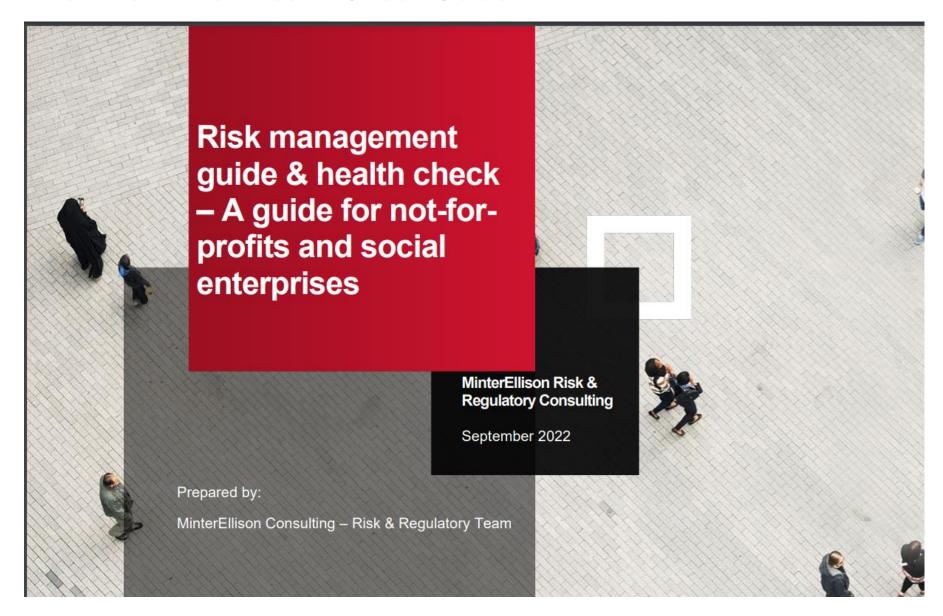


#### Risk Framework

A risk management framework provides a structured approach to articulating and embedding how risk is managed. It enables the relevant stakeholders to enhance their readiness for, responsiveness to and recovery from risk events and aims to mitigate the impact of events to people, environment, assets and reputation.



#### MinterEllison Risk Health Check Guide



#### It is all underpinned by good culture



#### **CULTURE**

Our individual and collective behaviours are influenced by the CLC's approach. Success and overall performance is underpinned by our risk and governance processes and oversight of free legal advice.

As a volunteer based organisation, the above is highly dependent on lawyers and caseworkers having a positive risk culture and behaviours.

#### Workshop

#### 20 minute discussion in groups followed by brief group presentations

Based upon todays presentation, and **reflecting on the scenario provided in the context of your own CLC**, consider:

- What are the key risks to your CLC?
- What decisions need to be made to mitigate key risks?
- With limited information about this unfolding scenario, how will you make sound and effective decisions which will ensure that key CLC processes continue to function?
- What information/processes/people within your CLC are you relying on to make your decision?
- What are your gaps? What risk management processes are already in place and what are you missing?
- Do you have a successful approach to risk management that you would like to share with others in the group?
- Consider during the discussion an example of one thing you would do differently at your CLC as a result of the discussion.

At the end of the 20 minutes we will spend a further 30 minutes with **each group presenting examples** of what they identified and what they would do differently in this scenario.

#### Example self assessment questions

- 1. What is your CLC's approach for the management of risk? What are your key priorities and objectives? What are the key steps that you follow to manage risk?
- 2. Can you describe your risk governance clearly? Can you describe clear roles and responsibilities for the ownership and management of risks?
- 3. What is the tone in your CLC with respect to risk culture?
- 4. Do you have documented risk management policies, procedures and standards?
- 5. How are risks for your organisation identified?
- 6. What parts of your practice are not adequately addressing ongoing risk and compliance requirements? Where are your key gaps?



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