

# “Volunteering services in an increasingly risk-averse society”

## Risk Management for Volunteer Organisations

Facilitated by  
Conservation Volunteers New Zealand

# Conservation Volunteers New Zealand

- Established 2006; modeled on Conservation Volunteers Australia
- Works alongside and in support of other conservation organisations
- Engages both local and international volunteers
- Considerable expertise in field-based volunteer management
- Community group-focused training services





# Presentation Disclaimer

The information offered in this presentation is of a general nature and does not take account of the specific objectives, needs or resources of your group.

CVNZ recommends that any specialist advice be obtained from an appropriately qualified legal, or financial adviser.



## During the course of this workshop we will:

- ✓ Discuss what we mean by 'risk'
- ✓ Identify risks relating to your organisation
- ✓ Identify some tools to assess the degree of risk
- ✓ Review systems and processes to assist in managing risks




# 'Taking a risk'

What do we mean?

“Risk is the actual exposure of something of human value to a hazard and is often regarded as the combination of probability and loss”.

(Smith 1996)

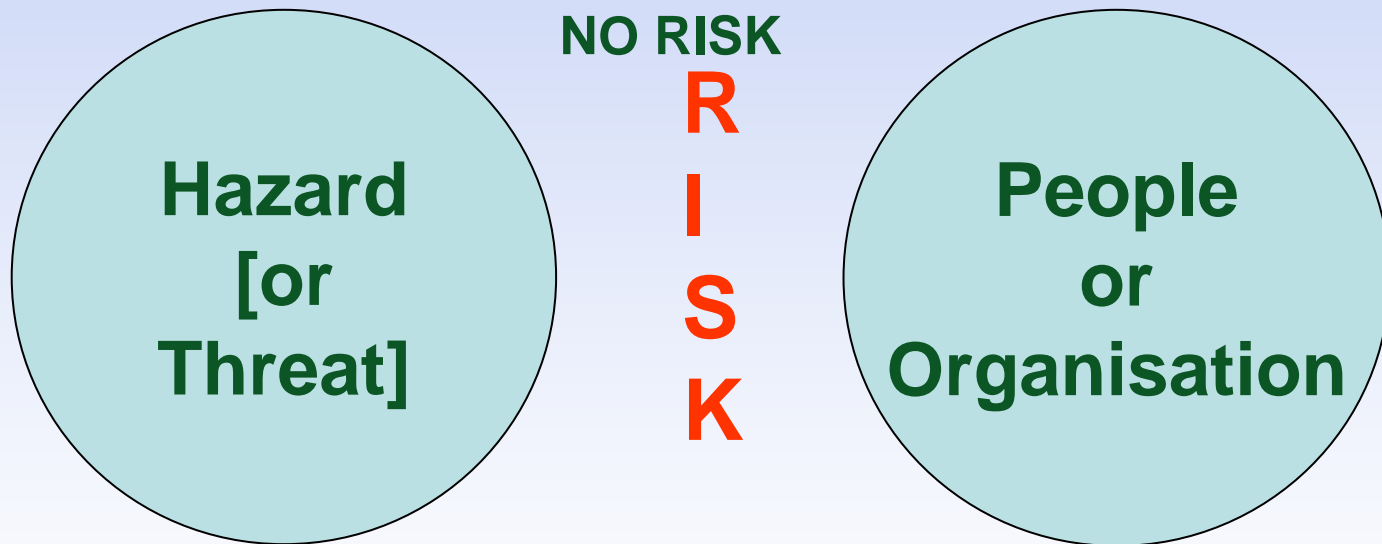


# Our working definition....

A risk is the chance of something happening as a result of interacting with a hazard [or threat], which will impact negatively on your group's activities or planned event.

It is measured in terms of the likelihood of it happening and the consequence if it does happen.

# Understanding Hazard and Risk



# Possible hazards [threats] & associated risks to your organisation

## Hazard

- Loss of Funding
- Accidents involving staff/volunteers
- Unprofessional behaviour
- Loss of key staff
- Non-compliance with laws
- Non-incorporated
- Un-insured
- Non-contract compliance
- Other?

## Risk

- Financial crisis/winding-up of group
- Serious injury/death/negligence claim
- Damage to reputation/bad media/
- Loss of 'knowledge'/leadership
- Prosecution/litigation
- Individual liability for losses/claims
- Financial losses/claims
- Financial losses/claims

## Why worry? It's never happened before!

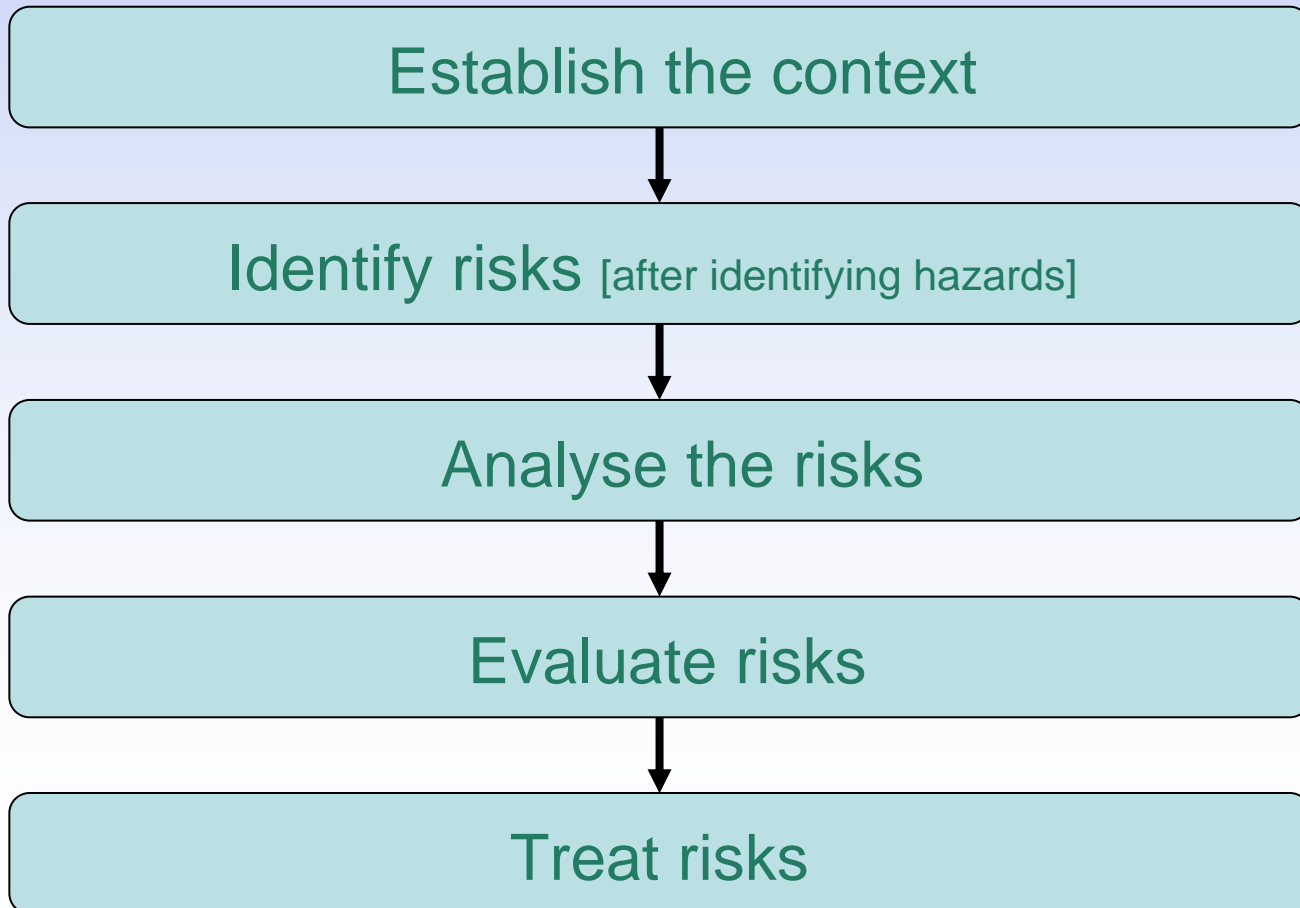
“When anyone asks me how I can best describe my experience of nearly 40 years at sea, I merely say , uneventful. Of course there have been winter gales and storms and fog and the like, but in all my experience, I have never been in any accident of any sort worth speaking about. I have never seen but one vessel in distress in all my years at sea .... I never saw a wreck and never have been wrecked, nor was I ever in any predicament that threatened to end in disaster of any sort’. E.J.Smith


# So why do we need to 'manage' Risk?

- ✓ Prevent injuries or harm to individuals and organisation
- ✓ Harm minimisation
- ✓ Comply with the law
- ✓ Legal defence
- ✓ Sustainability of the activity/group



# 5 steps in Risk Management



Process 	Example 1	Example 2
<b>Establish context</b>	Need to cross busy road	Preparing and delivering meals to elderly
<b>Identify risks</b>	Being hit by car : Serious injury/death	Food Contamination poisoning
<b>Analyse Risks</b>	Likelihood <b>M</b> Consequence <b>H</b>	Likelihood <b>L</b> Consequence <b>H</b>
<b>Evaluate Risks</b>	Not acceptable	Risk needs to be controlled & monitored
<b>Treat risks</b>	Cross at crossing	Food handling Qual required



# Step 1 - Establish the context

- ✓ What is the activity or activities we want to risk manage?
- ✓ What outcomes do we expect from the activity
- ✓ What are the critical factors relative to the activity?
- ✓ Who are the stakeholders in the activity?

# Establish the Context

GROUP: *Reach Home Meals* \_\_\_\_\_

PROJECT LOCATION: *Tui Park* \_\_\_\_\_

PROJECT MANAGER: *Sarah Jones* \_\_\_\_\_

[ *Pre-existing medical conditions checked?*      **Yes** / No  
*Volunteer induction provided?*      **Yes** / No]

<p><b>Task/activities to be undertaken</b></p> <ul style="list-style-type: none"><li><i>Delivery of meals on wheels from depot to clients homes</i></li><li><i>Social contact with clients</i></li></ul>	<p><b>Hazardous characteristics of site/activity</b></p> <ul style="list-style-type: none"><li><i>Driving from depot to homes</i></li><li><i>Food contamination</i></li><li><i>Emotional attachment to clients</i></li></ul>
<p><b>Stakeholders directly involved:</b></p> <p><i>Elderly or disabled clients</i></p> <p><i>Regular volunteers</i></p>	
<p><b>Risks to Third Parties/General Public:</b></p> <p><i>Vehicle accident</i></p>	



## Step 2: Identify the Risks

- **What sources of risk [hazards] are relevant to this activity?**
- **What risks are likely to occur? [‘forseeable’]**
- **Are the risks internal, external?**

# Identify risks

HAZARD: *Lifting & carrying meal packages*

RISK IDENTIFIED:

- **Manual handling – application of force or resistance** (eg. lifting, carrying, pushing, pulling, holding): Back/muscle strain,
- trips / falls : sprains/ bone breaks



# Identify risks

HAZARD: *Driving vehicle*

RISK IDENTIFIED:

- Serious injury/death



## Step 3: Analyse the Risks

- Are there any controls currently in place to manage the risk?
- If so, is there any remaining risk?
- What is the likelihood of the risk occurring?
- What are the consequences if the risk should occur?
- What is the risk level?



# Analysing the risk

**Likelihood** – probability or frequency  
Low / Moderate / High

**Consequence** – the outcome if the risk occurs.

Consider:

Loss – reputation, financial, knowledge

Injury – human cost, lost time, insurance

Low / Moderate / High

# Analyse the Risk

HAZARD: *Delivering meals/driving*

RISK IDENTIFIED: *vehicle accident-serious injury/death*

Likelihood:	<b>Low</b>	<b>Med</b>	<b>High</b>
Consequence:	<b>Low</b>	<b>Med</b>	<b>High</b>

**CONTROLS**

# Analysing the risk

<b>Context</b>	<b>Hazard/ Threat</b>	<b>Risk</b>	<b>Likelihood L-M-H</b>	<b>Consequence L-M-H</b>
Delivering meals	Driving on road	Accident [serious injury/death]	<b>L</b> <b>[1]</b>	<b>H</b> <b>[3]</b>
Tree Planting	Bad Weather	Exposure/ hyperthermia	<b>M</b> <b>[2]</b>	<b>M</b> <b>[2]</b>

# Risk Rating

<b>Consequence</b> 	<b>Low</b> 1	<b>Medium</b> 2	<b>High</b> 3
<b>Likelihood</b> 			
<b>Low</b> 1	1L	2L	3M
<b>Medium</b> 2	2L	4M	6H
<b>High</b> 3	3M	6H	9 E

**E** – Extreme Risk – Do not proceed

**H** – High Risk – Requires consultation with management

**M** – Moderate Risk – Control measures managed by supervisor

**L** – Low Risk – Control measures managed by supervisor

# Risk Rating

	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Highly Unlikely 1	1 L	2 L	3 L	4 M	5 H
Unlikely 2	2 L	4 M	6 M	8 H	10 H
Quite Possible 3	3 L	6 M	9 H	12 H	15 E
Likely 4	4 M	8 H	12 H	16 E	20 E
Almost Certain 5	5 M	10 H	15 E	20 E	25 E

**E** – Extreme Risk – Do not proceed

**H** – High Risk – Requires consultation with management

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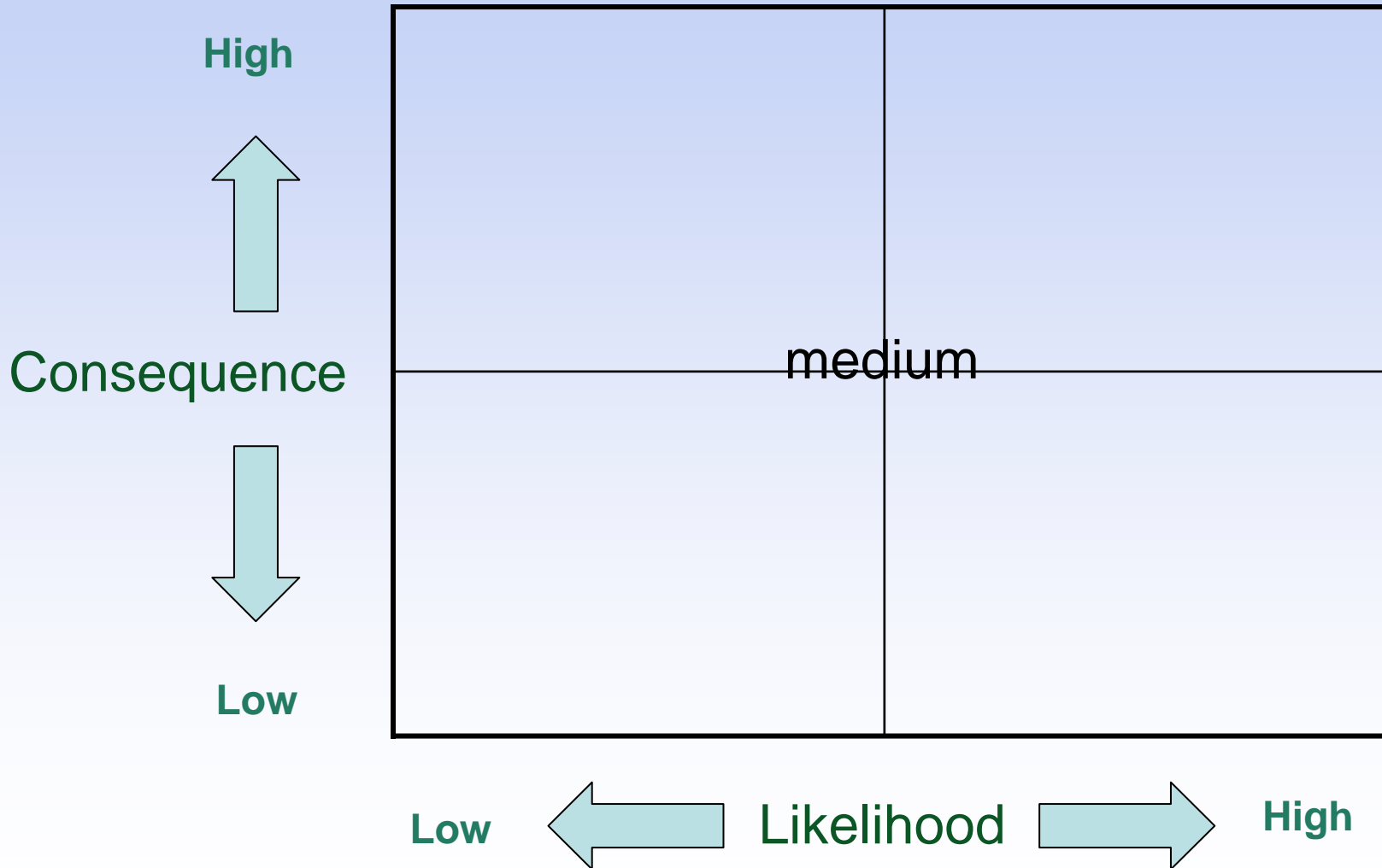
# Evaluate the risks

- Is the risk acceptable and why?
- Do we need to take this risk?
- What is the priority order for dealing with the risks?

*“ An acceptable level of risk ”*



# Priority (importance) of Risks





# Step 5: Treating the Risk

- What are the options to treat the risk?
- What is the **best** option to treat the risk?
- Is the option feasible and cost effective? If not, what is the next best option?
- Who will be responsible for implementing this risk treatment?
- Has risk documentation been completed?
- **MONITOR**



# Treating Risk

- ✓ Avoid / Don't do
- ✓ Reduce the likelihood
- ✓ Change the consequences
- ✓ Share the risk
- ✓ Retain the risk

# Treat the Risk

HAZARD: *Delivering meals/driving*

RISK IDENTIFIED: *vehicle accident-serious injury/death*

Likelihood:	<b>Low</b>	Med	High
Consequence:	Low	Med	<b>High</b>

**CONTROLS**

- minimum 5 years driving experience
- seat belts worn at all times
- Minimise in-car distractions-no mobile ph use
- Be organised-avoid rushing

# Treat the Risk

HAZARD: *tree planting/bad weather*

RISK IDENTIFIED: *exposure/chills/hyperthermia*

Likelihood: Low

Med

High

Consequence: Low

Med

High

CONTROLS

- *Check forecast & cancel if bad ['Don't do']*
- *Ensure all have protective clothing-have some spares*
- *Hot tea/soup available*
- *Monitor weather & vols*

# What if something goes wrong?

- **First aid kit**
- **First aid training**
- **Emergency communication**
- **Location reference points**
- **Evacuation plan**
- **Escape routes**
- **Clear responsibilities**





# Helpful resources

[www.osh.dol.govt.nz/order/catalogue/hseact-text/index.shtml](http://www.osh.dol.govt.nz/order/catalogue/hseact-text/index.shtml)

A Guide to the Health and Safety in Employment Act 1992

[/ http://keepingitlegal.net.nz](http://keepingitlegal.net.nz)

<http://www.acc.co.nz/injury-prevention/about-injury-prevention/index.htm?ref=1>

About injury prevention

<http://www.sparc.org.nz/sport/business-improvement/hs-templates>

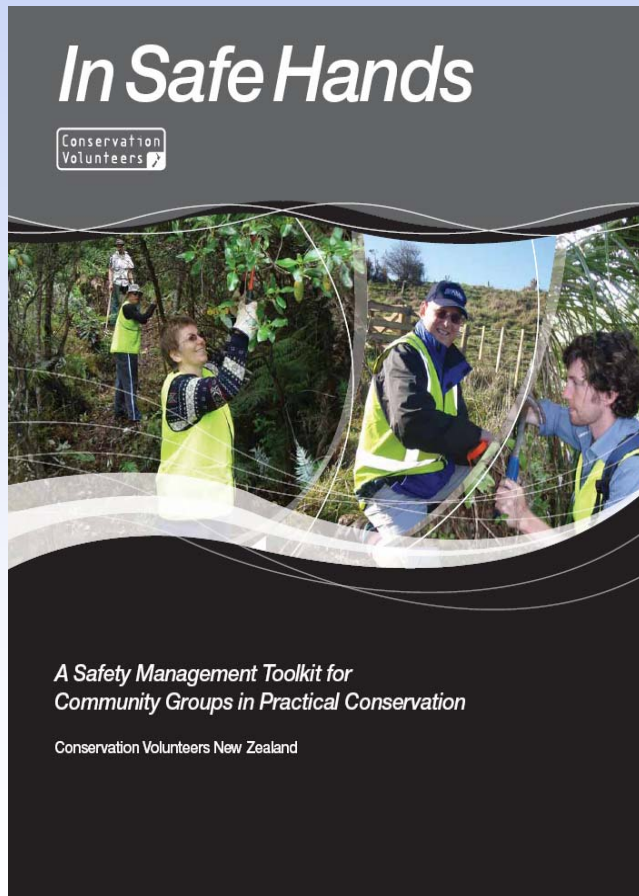
H&S templates

<http://www.safetycouncil.org.nz/Homepage.html>

<http://www.conservationvolunteers.co.nz/>

## **CVNZ Risk Management Resources**

- In Safe Hands manual and Training (DVD)
- CVNZ training in 'Safety Management'



## The 'In Safe Hands' Toolkit

Documentation includes:

- ✓ Risk Assessment
- ✓ Volunteer Registration Forms
  - ✓ Medical conditions
- ✓ Volunteer Induction material
- ✓ Project Report
- ✓ Accident/ Incident Report
- ✓ Safety policies / Guidance notes
- ✓ Safety prompts
- ✓ Work site safety inspections

# CVNZ Training

- tailored 'risk management' workshops
- focused 'risk assessment' workshops
  - working directly with groups/organisations to develop safety processes
- bench-marking of organisations/ groups
- provision of 'In Safe Hands' Toolkit and training
- providing safety 'leadership' and modelling safe working practices

***“ Don’t just hope it’s safe.  
Make it safe!”***

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