



Community Centres SA
Strengthening Local Communities

**Strong Governance in Community Centres -
Principles and Practice**
Session 3

Managing Risk and Compliance

Thursday 3rd September 2026
9.30am – 12.00 noon



About Us



- The Highwire Group is a team of experienced consultants passionate about supporting community service organisations to strengthen their governance, management, service delivery and accreditation outcomes.
- Our aim is to support communities, organisations and individuals to thrive by tailoring our services and support to suit their needs.



In this session

- Identify the key risks associated with governing a community centre
- **Develop a risk management plan**
- Develop a governance compliance calendar for ongoing monitoring of risk and compliance requirements.



Objectives

1. Managing Risk





What is a Risk?

How are risks
identified in
your centre?



Common Risk Categories

- Strategic risks - achieving organizational goals
- Operational risks - day-to-day operations including volunteer management
- Financial risks - financial performance and stability
- Compliance risks - adherence to laws and regulations
- Reputational risks - image and perception

ASES: Human Resources, IT, Financial, Work Health and Safety, Consumer Safety, Contracting, Brokerage, Insurances, Infection Control Disaster Management, Clinical Governance.



Best Practice

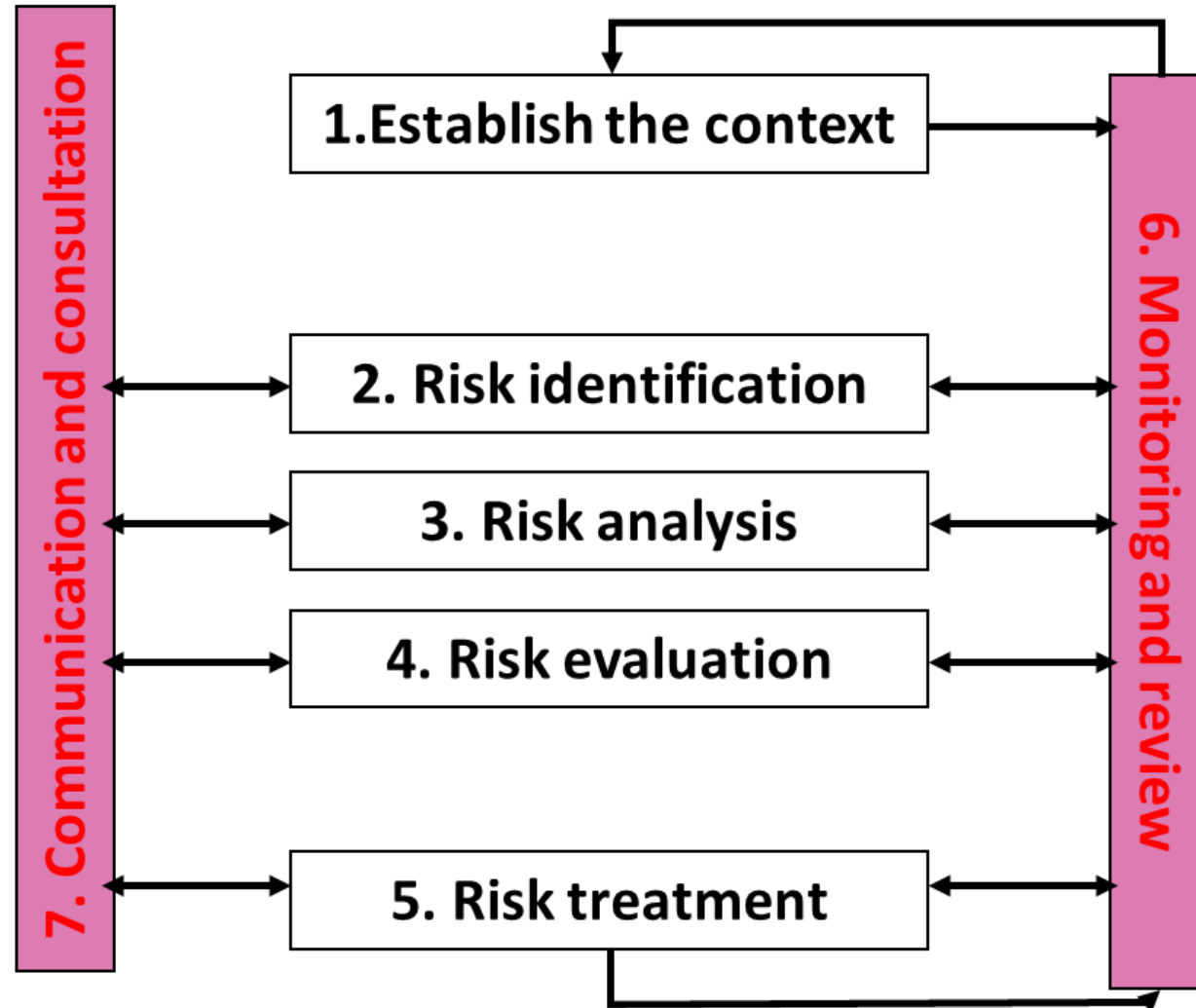


AS/NZS ISO 31000:2019 provides guidelines for effective risk management, integrating principles, a framework, and processes to help organizations in Australia and New Zealand manage uncertainty and achieve objectives.



AS/NZS ISO 31000:2019 is the **Australian and New Zealand adoption of ISO 31000:2018**, an international standard for risk management. It provides **principles and generic guidelines** for identifying, assessing, treating, monitoring, and communicating risks across any organization, regardless of size, sector, or activity

The Risk Management Process



C.2.4 Risk Management

The Outcome:

Organisational and consumer risks are minimised, and opportunities explored.

Policies and procedures are in place to manage risk and opportunities. Requirements of this standard are based on International and Australian Standard AS/NZS ISO 31000:2019 Risk Management – Principles and Guidelines.

1. Risk management systems (Human Resources, IT, Financial, Work Health and Safety, Consumer Safety, Contracting, Brokerage, Insurances, Infection Control Disaster Management, Clinical Governance) **are in place** including:

Risk Management Policy

Risk Management Plan

Risk Register

Review cycle

2. Risk management systems have been communicated to all staff and relevant stakeholders.

ASES requirements

3 Business related incidents, accidents, adverse events and near misses (Human Resources, IT, Financial, Workplace Health and Safety, Consumer Safety, Contracting, Brokerage, Insurances, Infection Control Disaster Management, Clinical Risk Management):

- are identified, recorded and reported
- are investigated to determine the cause, with corrective action documented and monitored
- include engagement with staff and consumers for risk management improvements
- are analysed regularly at all levels of the organisation to identify trends for review and action.

4 Clinical risks are identified, assigned and managed for each service user type and service type

5 Responsibility for assigning the risk is managed

6 All significant projects and purchases have **appropriate risk management strategies**.

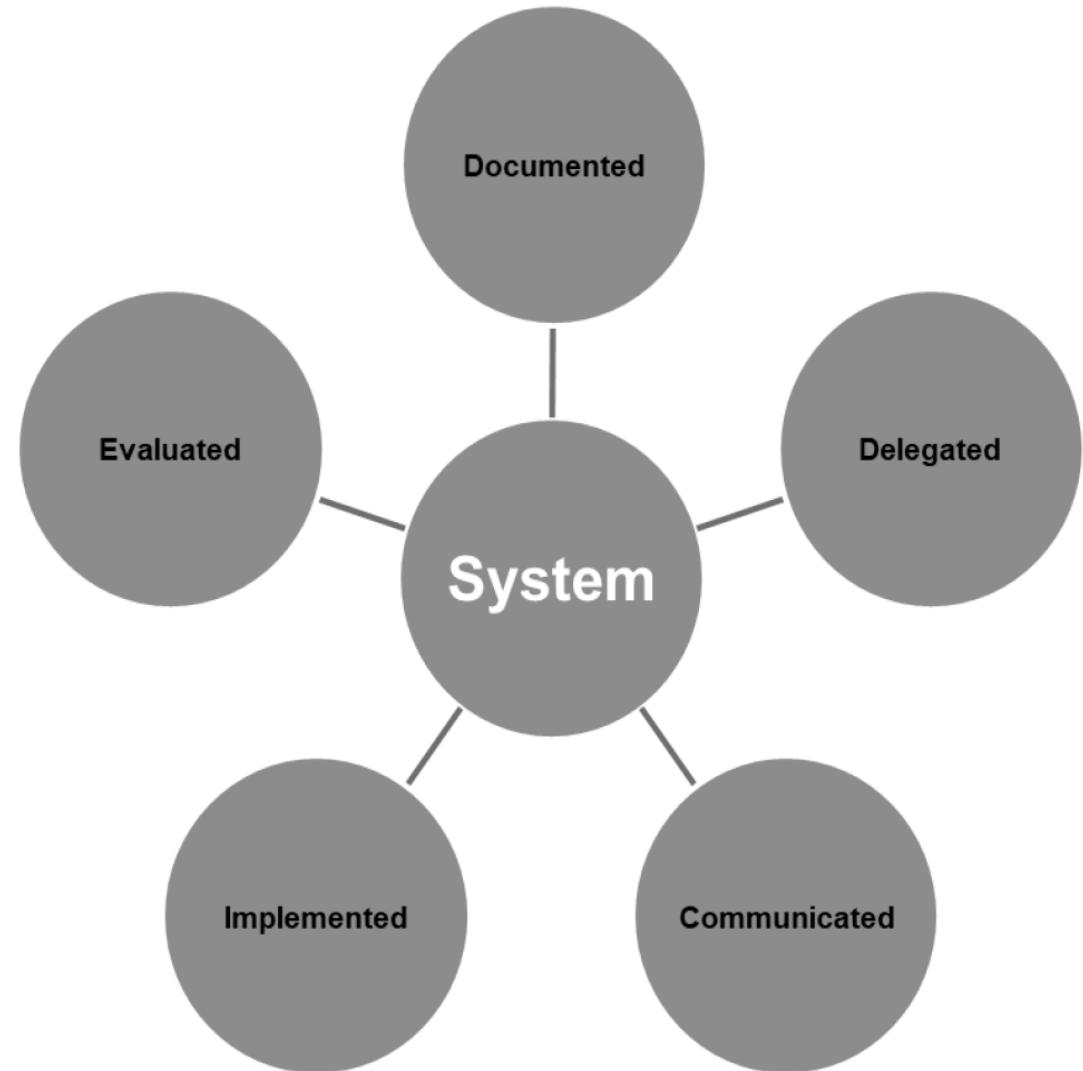


ASES requirements.....

- 7 **Audits** (including document review, **cybersecurity**, child safe environments, technical inspections, training registers, maintenance and electrical testing and tagging) **are carried out to provide assurance that risk management systems are in place and effective.**
- 8 The organisation's core functions, and critical systems have been identified, acceptable downtimes estimated, and **continuity, contingency or recovery plans developed** and tested.



What is a system?



Managing the Risk

Key components of a Risk Management System (ASES)

- Policy and Procedure aligned to International and Australian Standard AS/NZS ISO 31000:2019 Risk Management – Principles and Guidelines
- Risk Plan and or Risk Register
- Regular review



What is 'Risk Appetite'?

the amount of risk an organisation is prepared to accept in the pursuit of its strategic objectives

Risk appetite	Description
Averse	Avoidance of risk and uncertainty is a key to organisational objective.
Minimalist	Preference for ultra-safe business delivery options that have a low degree of inherent risk and only have a potential for limited reward.
Cautious	Preference for safe delivery options that have a low degree of residual risk and may only have limited potential for reward.
Open	Willing to consider all potential delivery options and choose the one that is most likely to result in successful delivery while also providing an acceptable level of reward (value for money etc.)
Hungry	Eager to be innovative and to choose options offering potentially higher business rewards, despite greater inherent risk.



Good Practice Risk Plans

Identify all risks -protects

Ease of monitoring

Ease of reporting

Up to date

Support effective decision making





(ASES 2.4.6) Major Purchases and Projects

Let's consider these 3 projects – what are the risks the committee should consider?

Risk Matrix – Heat Map

	Consequence				
Likelihood	Negligible	Minor	Moderate	Major	Extreme
Rare	Low (1)	Low (4)	Low (5)	Medium (11)	High (15)
Unlikely	Low (2)	Medium (8)	Medium (10)	High (14)	Very High (21)
Possible	Low (3)	Medium (9)	High (13)	Very High (19)	Very High (22)
Likely	Medium (6)	High (12)	Very High (17)	Very High (20)	Extreme (24)
Almost certain	Medium (7)	Very High (16)	Very High (18)	Extreme (23)	Extreme (25)

(ASES 2.4.7)

Audits are undertaken

How do we know all the controls are in place and effective?

System Monitoring

Making sure

Check yourself before you wreck yourself!



(ASES 2.4.8)

Do you have a Business Continuity Plan?



2. Manage Legal Compliance





How does your centre know
and keep up to date
with its local, state/territory
and federal legal and
regulatory obligations?



How does your centre
know if it is complying
with its legal and
regulatory obligations?

The Big 8?

South Australia's Associations Incorporation Act 1985

South Australia's Local Government Act 1999

Australian Charities and Not-for-profits Commission
Act 2012

Commonwealth - Fair Work Act 2009

Commonwealth - Work Health and Safety Act 2001

Commonwealth - Privacy Act 1988

National Principles for Child Safe Organisations 2018

South Australia's Volunteer Protection Act.

Reminder

ACNC obligations are in addition to any other obligations your charity has under other laws or to other Commonwealth, state and territory regulators.

For example, if your charity is an Incorporated Association you will still have to report to your state or territory regulator for incorporated associations.

Reminder

All charities have [ongoing obligations to maintain their ACNC charity registration](#), and completing the **Annual Information Statement** is an important part of meeting these obligations.

Reminder

Child safe environment compliance (CSEC) statements

In South Australia, certain organisations (including sole traders) providing services to children and young people must provide child-safe environments and:

- have a [child-safe environments policy](#) /procedures in place and at a minimum, review them once every 5 years
- meet [Working with Children Check](#) obligations, and
- lodge a child-safe environments compliance statement with the Department of Human Services and lodge a new statement each time policy/procedures are reviewed and updated.



ACNC Governance Standards

01

Purposes and
not-for-profit
nature

02

Accountability
to members

03

Compliance
with Australian
laws

04

Suitability of
Responsible
Persons

05

Duties of
Responsible
Persons

Let's create a Governance Compliance Calendar



[CHARITY GOVERNANCE TOOLS |
ACNC](#)



CHARITY SELF-EVALUATION:
MEETING OBLIGATIONS AS A
REGISTERED CHARITY

Risk Management and Legal Compliance Resources

- Webinar Recording
- Risk Plan – Organisation
- Risk Plan – Projects and Events
- Governance Compliance Calendar
- ASES Employee file audit tool
- Annual Risk Management Checklist
- Sample BCP

Links

[Charity governance tools | ACNC](#)

[Self-evaluation for charities | ACNC](#)

[Child Safe Environment Program | DHS](#)

Evaluation

