



The Uniting Church in Australia –  
National Assembly and its Agencies



Uniting Church in Australia  
ASSEMBLY

## An Introduction to Assembly Risk Management for ASC Members

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October 2021



 **PROTECHT**  
Redefining Risk

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## ASC Presentation An introduction to Assembly Risk Management



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## ASC Presentation An introduction to Assembly Risk Management

### Introduction

Some of the Key Areas in today's presentation

- Part D of the UCA Constitution 38 and Regulation 3.1.6 - [Responsibilities of the Assembly Mission and Purpose / Government and Discipline](#)
- Risk Appetite, Risk Management Framework and the Risk Register
- Each Agency has its own Risk Register
- Introduction to David Tattam – Chief Research and Content Officer – Protecht Group



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## Agenda

- 1 | WHY? What is the value of Risk Management
- 2 | WHAT? Understanding Risk and Controls
- 3 | HOW? How we do Risk Management
- 4 | WHO? Responsibility for Risk Management?



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## People respond to Incentives

Psychologists have discovered by experiment that when you hand a person an unexpectedly hot cup of coffee, he/she typically drops the cup if he/she perceives it to be inexpensive but manages to hang on if he/she believes the cup is valuable.

What is the **CARROT** in Risk Management?

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## Risk

**Risk:** the effect of uncertainty on objectives

An effect is a deviation from the expected. It can be positive (sometimes expressed as opportunities), and negative (sometimes expressed as threats), or both.

**Threat – Where the outcome can be worse than expected**

**Opportunity – Where the outcome can be better than expected**

**2 Kings 7:4** “We will starve if we stay here, but with the famine in the city, we will starve if we go back there. So we might as well go out and surrender to the Aramean army. If they let us live, so much the better. But if they kill us, we would have died anyway.”

**Risk Management:** managing the effect of uncertainty on objectives

**Risk Management =**  
**Objectives Management =**  
**Outcome Management**



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## Controls

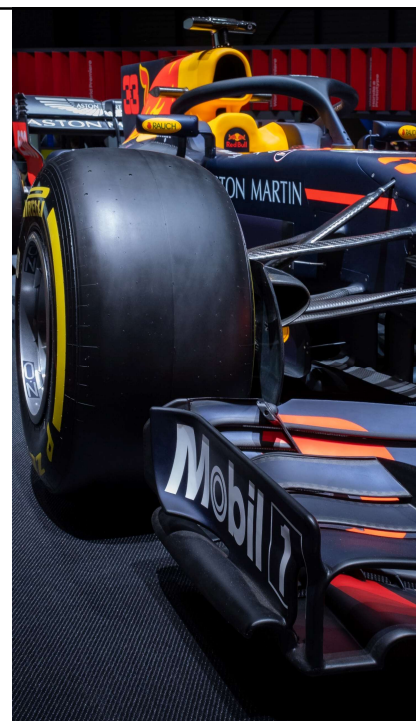
What is the main reason a F1 race car has very expensive brakes?

To enable the car to go faster

Controls are Enablers



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## Key Messages

1. Risk Management to Outcome Management
2. Controls – from hindrances to enablers
3. Opportunities, not just Threats

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## Understand the Risks

the effect of uncertainty on objectives

ISO 31000: 2018

### Objectives

1. Have fun and adventure
2. Maintain wellbeing and health
3. Comply with regulatory and park rules

### Critical Processes

1. Reach top of rock
2. Play on rock
3. Reach ground .....safely

### Risks

1. Fall from Height

### Causes

1. Child error
2. Rain hazard
3. Moss hazard
4. Ladder break
5. Inadequate process



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### Controls

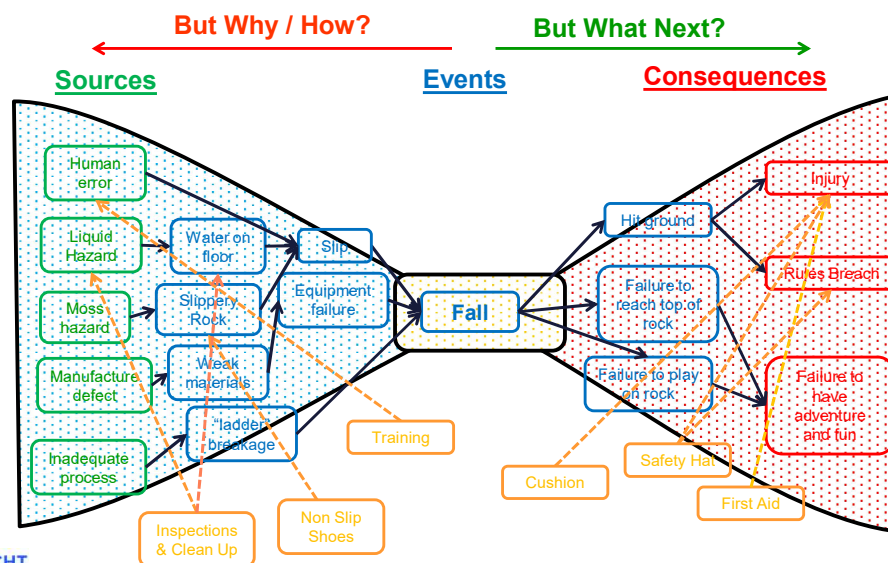
1. Inspections and Clean Up
2. Training
3. No Slip Shoes
4. Cushion
5. Safety Hat
6. First Aid

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## The Risk Bow Tie – Fall from Height



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## Example Typical Risks



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## ASC Presentation

### ASM – Risk Register – Mission and Purpose – High and Significant Risks

- Mission and Purpose
  - Significant - Negative publicity including from Royal Commissions undermines public trust in the UCA and its leaders
  - Significant - Detrimental changes in legislation or government policy has a significant impact (for example Tax exemptions, PBI)
  - Significant - Person or small group causes havoc leads to significant negative media and widespread concern for members. Significant resources caused to be redirected
- Doctrine and Worship
  - From time to time we have and will make decisions of doctrine that lead to significant risk but this has been assessed as moderate for now
- Ministry Standards
  - Assessed as moderate for now
- Ecumenical
  - From time to time our ecumenical relationships can lead to higher risk but moderate for now
- Justice
  - Significant - Advocacy and discussion of controversial subjects such as asylum seekers, sexuality, same-gender marriage which provoke strongly differing opinions inside the Church
- Safe Church
  - High - Abuse against vulnerable person takes place on UCA premises, within UCA program, or by UCA staff, volunteer or member
  - Significant - Failure to apply our own policies, and fully participate in inquiries and redress schemes

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## ASC Presentation

### ASM – Risk Register – Government and Discipline – High and Significant Risks

- Governance
  - Assessed as moderate
- Discipline
  - Assessed as moderate
- Operational
  - Significant - Events occur which impact our ability to continue ongoing operations
- Finance and Property
  - Significant - Increased costs resulting from outcomes of Royal Commission (i.e., significant increase in Civil Claim litigants)
  - Significant - Unexpected material financial losses impact going concern principle
- Organisational
  - Significant - Significant dispute(s) arise/unexpected changes between Church entity arrangements/transactions

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## Agenda

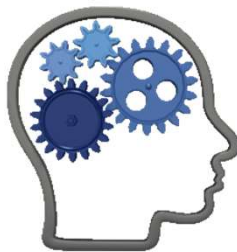
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## Risk Management Processes and Systems



Informal



Formal



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## Risk Management Processes - Physical Health

Live a long,  
healthy and  
rewarding  
life



Risk Appetite  
↓  
Critical  
Processes  
(vital  
organs)



1. Risk and Control Assessment
2. Key Risk Indicators
3. Incident Management
4. Issues and Actions Mgt
5. Controls Assurance
6. Compliance
7. Internal Audit

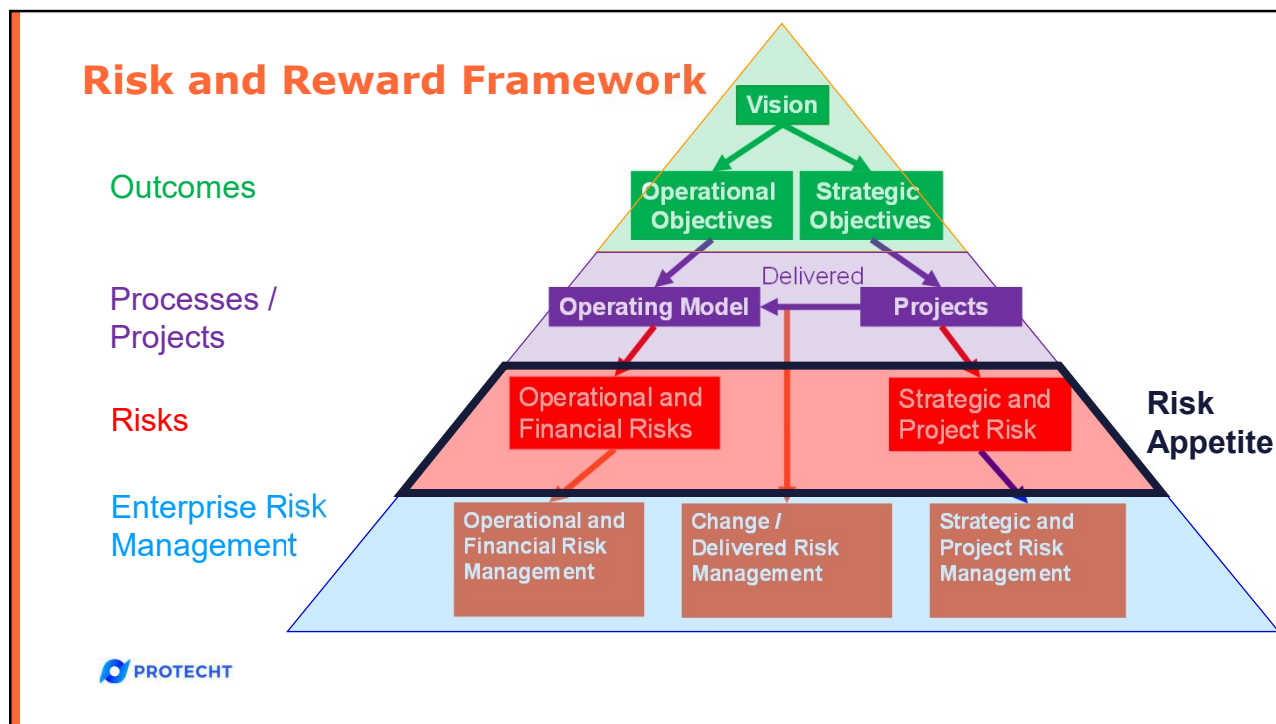


### ASC Presentation ASM Risk Register - Summary of the Register

	Total	Residual Risk			
		Low	Moderate	Significant	High
Mission and Purpose	5	2		3	
Doctrine and Worship	2		2		
Ministry Standards	2		2		
Ecumenical	2		2		
Justice	3	1	1	1	
Safe Church	2			1	1
Governance	7	1	6		
Discipline	2		2		
Operational	6	2	3	1	
Finance and Property	4	2		2	
Organisational	2	1		1	
	37	9	18	9	1
		24%	49%	24%	3%
		73%		27%	

Total of 37  
identified Risk

27% of Risks are  
considered  
Significant or High




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### Risk Appetite

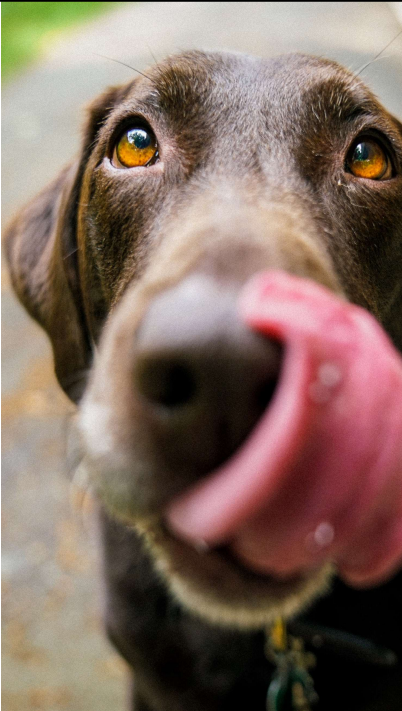
“the degree of risk that “the church” is prepared to accept in pursuit of its strategic objectives and business plans”

**Freedom within Boundaries**



**Freedom to:**

- Take Risks
- Make Decisions
- Pursue activities
- Fail



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## ASC Presentation The National Assembly and its Agencies Risk Appetite- Mission and Purpose

	Mission and Purpose	Risk Appetite	Our Approach
Mission of the Church	<ul style="list-style-type: none"> <li>- Clear identity and mission (why do we exist?)</li> <li>- Trusted, well-resourced and equipped religious leadership</li> </ul>	<ul style="list-style-type: none"> <li>- Low Appetite for a lack of clarity</li> <li>- Low Appetite for not training and supporting our leaders</li> <li>- Low appetite for activities/behaviours which adversely impact our standing in the community</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure all communication from the Assembly reflects a clear set of values and purposes for the Uniting Church</li> <li>- Equip our leaders with the tools and information to be effective</li> <li>- Lead the alignment of mission across the church</li> </ul>
	<b>Doctrine &amp; Worship</b> <ul style="list-style-type: none"> <li>- Determining responsibility in matters of doctrine</li> <li>- Determining responsibility in matters of worship</li> </ul>	<ul style="list-style-type: none"> <li>- Zero appetite for the work of doctrine to step outside the Basis of Union and the proper decision-making processes of the UCA</li> <li>- High appetite for diversity in worship (ordered liberty) but expect specific liturgies to be followed.</li> </ul>	<ul style="list-style-type: none"> <li>- Approve confessional statements on behalf of the Church consistent with the Basis of Union and following process that respects the inter-conciliar nature of the UCA</li> <li>- Approve orders of service for general use within the Church</li> </ul>
	<b>Ministry Standards</b> <ul style="list-style-type: none"> <li>- Establishment of standards for theological education</li> <li>- Admission of Ministers from other denominations</li> </ul>	<ul style="list-style-type: none"> <li>- Zero appetite for theological training that does not meet standards</li> <li>- Zero appetite for admission processes that do not meet standards</li> </ul>	<ul style="list-style-type: none"> <li>- Standards for Ministries Committee (SFM) will review standards for ASC approval.</li> <li>- SFM will monitor compliance of Ministry Education Boards and Admission bodies</li> </ul>
	<b>Ecumenical Relationships</b> <ul style="list-style-type: none"> <li>- Affiliate with ecumenical and other bodies</li> </ul>	<ul style="list-style-type: none"> <li>- High appetite for diversity and difference.</li> <li>- High appetite to be in fellowship and active dialogue.</li> </ul>	<ul style="list-style-type: none"> <li>- Actively seek out ecumenical partners to live out the mission of the church.</li> <li>- Actively participate in ecumenical bodies in Australia and beyond</li> </ul>
	<b>Be a voice for justice (advocacy)</b> <ul style="list-style-type: none"> <li>- Speak out on issues of national significance</li> <li>- Be a voice for change in society</li> </ul>	<ul style="list-style-type: none"> <li>- High appetite for speaking out within the decisions and policies of the UCA.</li> <li>- Moderate appetite for civil disobedience of ministers and staff (non-violent, aligned with Church position).</li> </ul>	<ul style="list-style-type: none"> <li>- Advocate strongly against government policies that are unfair particularly for vulnerable people. We may speak out in ways that will be unpopular in the community but in line with UCA governing documents and decisions.</li> </ul>
	<b>Safe place, inclusive, respectful, accountable Church for all</b> <ul style="list-style-type: none"> <li>- Safe and respectful Church for all people, especially vulnerable</li> <li>- Acknowledgement of the wrongs</li> <li>- Actively support Redress</li> </ul>	<ul style="list-style-type: none"> <li>- Zero appetite for: <ul style="list-style-type: none"> <li>• Harm to anyone in our care or programs</li> <li>• Not owning and apologising for wrongs</li> <li>• Not participating in Redress fully</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Our Church will be a safe place for all people, especially vulnerable people.</li> <li>- Participate fully in any inquiry.</li> <li>- Own our mistakes, apologise and participate fully in any Redress processes.</li> </ul>

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## ASC Presentation The National Assembly and its Agencies Risk Appetite- Government and Discipline

Government and Discipline	<b>Governance</b> <ul style="list-style-type: none"> <li>- Demonstrate Highest level of Governance and Compliance</li> <li>- Fully engaged, transparent in external scrutiny</li> <li>- Provide necessary support and training</li> </ul>	<ul style="list-style-type: none"> <li>- Zero appetite for any non-compliance of good governance practices</li> <li>- Zero appetite to deviate from legal and regulatory frameworks</li> </ul>	<ul style="list-style-type: none"> <li>- Hold governance meetings regularly with appropriate documentation to ensure proper oversight.</li> <li>- Maintain up to date policies and procedures</li> <li>- Train members of governance committees.</li> <li>- Resource governance committees appropriately to do their work</li> <li>- Maintain a strong governance culture with continual focus on risk management</li> </ul>
	<b>Discipline</b> <ul style="list-style-type: none"> <li>- Compliance with laws and organisational policies</li> </ul>	<ul style="list-style-type: none"> <li>- Zero appetite for staff / ministry agents not complying with the law and governance policies</li> <li>- Zero appetite for failure to address non-compliance</li> </ul>	<ul style="list-style-type: none"> <li>- Work within appropriate legal and regulatory frameworks at all times</li> <li>- Proactive in training staff and holding to account in line with the Code of Ethics/Code of Conduct</li> </ul>
	<b>Operational</b> <ul style="list-style-type: none"> <li>- Health, safety, physical and mental well-being of participants, staff &amp; volunteers</li> </ul>	<ul style="list-style-type: none"> <li>- Zero appetite to any practices that expose participants, staff, volunteers or associated persons to personal harm</li> <li>- Zero appetite for unethical and illegal behaviour</li> </ul>	<ul style="list-style-type: none"> <li>- Prioritise the health, safety, physical and mental wellbeing of Assembly employees, participants in our programs and associated persons</li> <li>- Ensure a culture of health and safety</li> <li>- Act ethically and sustainably (financially and environmentally)</li> </ul>
	<b>Financial and Property</b> <ul style="list-style-type: none"> <li>- Financial solvency</li> <li>- Protect of Assets including real property</li> <li>- Managing Investments</li> <li>- Ethical funding/procurement sources</li> </ul>	<ul style="list-style-type: none"> <li>- Zero appetite for fraud or dishonest behaviour</li> <li>- Moderate appetite towards investment risk and diversification</li> <li>- Zero appetite for accepting funding from unethical organisations</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure the Assembly and its agencies remains solvent at all times ensuring the future financial sustainability</li> <li>- Comply with all financial and regulatory obligations</li> <li>- Hold appropriate insurance</li> </ul>
	<b>Polity and Organisational Alignment</b> <ul style="list-style-type: none"> <li>- Make guiding decisions and collaborate where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>- Low appetite for behaviour that steps outside the Constitution and Regulations</li> <li>- High appetite for collaborating, ideas, innovation and creativity</li> <li>- High appetite for initiating national pieces of work that further the Church's mission</li> </ul>	<ul style="list-style-type: none"> <li>- Respond nationally and in a united manner to national matters of concern.</li> <li>- Seek out opportunities to create organisational value by leading national initiatives.</li> <li>- Collaborate wherever it is appropriate to do so</li> </ul>

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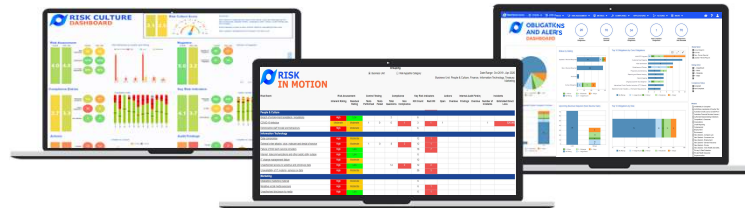
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## Reporting and Analytics

### Purpose

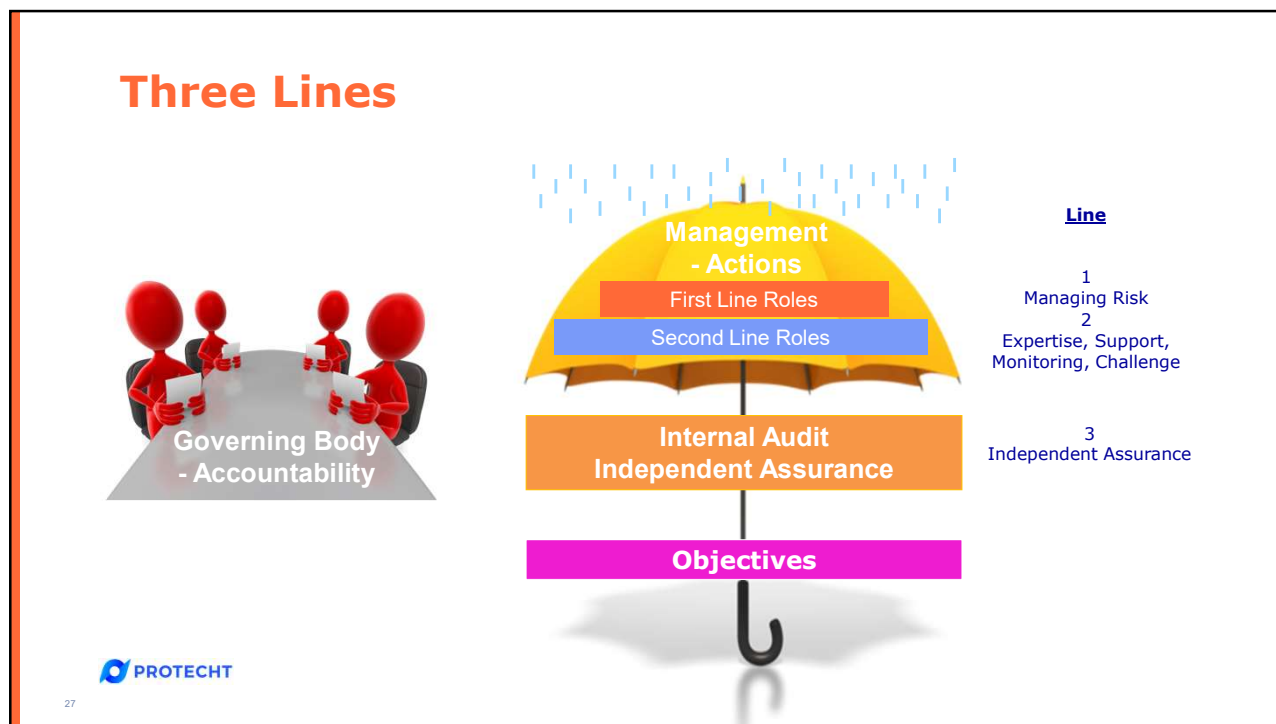
- To provide assurance / red flags over key risks
- To assist in making better risk / reward based decisions



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## Who is responsible for Risk Management?

A cartoon illustration of a clenched fist, symbolizing responsibility or ownership.

- Whoever owns the decision, owns the risk
- Whoever owns the objective, owns the risk

**You Are !**  
**Everyone is a Risk Owner**

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## Takeaways

1. Know your Key Risks – Intimately!
2. Set and own your Risk Appetite
3. Link Risk Management with Strategy and Outcomes
4. Oversee and support strong risk management
5. Receive appropriate Board level reports
6. Confidence in the risk management process so you can rely on the reporting and have confidence to delegate to management
7. Ask the right questions
8. Set the Tone from the Top – Support Risk Management
9. Make Risk Management simply part of Good Management



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## Q&A



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**THANK YOU**

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Re-defining Risk