

CHHA-NL Mitigation Plan for Risk Management Issues (2012-2013) - Final

Risk Code: DNR – Do Nothing with Risk; RR – Reduce Risk; ER – Eliminate Risk; TR – Transfer Risk; CTR – Combination Treatment for Risk

GOVERNANCE RISKS	<i>Governance Risks</i> occur when the board’s legal authority is not acted upon or is done so incorrectly or improperly. Legal authority is defined as the right and responsibility of a board to establish policies that will affect the life and work of the organization while holding itself and the CEO/ED accountable for the outcome of such decisions. Some of the key risks with suggested mitigation plans include:				
Risk Area & List of Risks	Description of Risk	Risk Code	Action Required/Taken	Start Date	Status/Update
G1: Mission, Vision Statements & Principles	Failure to follow, to review and update periodically to ensure association goals are being met and resources are used appropriately	RR	Should be reviewed and updated with each strategic plan with input from stakeholders; strategic plan to be reviewed annually to ensure resources are used effectively as per Strategic Directions and Priority Initiatives of current plan	June 2012	Completed
G2: Fiduciary Duty	Failure of board to act with the best interests of the association in mind or acting for personal gain instead	RR/TR	New board members will be provided with orientation of their duties and sign a Code of Conduct form; duties of board members will be reviewed periodically	As Needed	Process in Place
G3: Duty of Care	Failure of board to use care, be diligent and use their skills appropriately; fails to make informed decisions with the best interests of the association in mind	RR/TR	New board members will be provided with orientation of their duties and sign a Code of Conduct form; duties of board members will be reviewed periodically	As Needed	Process in Place
G4: Policy Approval & Oversight	Failure to have and follow governance and organizational policies that are approved by the board to guide the work of the association (board, staff, volunteers)	CTR	Create and maintain policy manuals in organizational and operational areas as identified by board and staff; conduct annual reviews of same; update as needed	As Needed	Process in Place
G5: Orientation & Development	Failure of board members to receive orientation and ongoing professional development to conduct their duties as effectively as possible to ensure that association resources are used appropriately and effectively	ER/RR	All new board members will received orientation regarding their duties as board members; professional development will occur as opportunities arise or as needs are identified either from board members or others gaps in knowledge identified	As Needed	Process in Place
G6: Evaluation & Self-Assessment	Failure of board to ensure ongoing evaluation of the association’s operations including board self-assessment to ensure that association resources are used appropriately and effectively	ER/RR	The board will ensure ongoing evaluation occurs for all aspects of the association’s operations, including board self-assessment (annually); develop a board self-assessment process	February 2013	
G7: Confidentiality & Conduct	Failure of the board to keep business matters of the association confidential to ensure protection of assets; poor conduct could lead to association’s loss of reputation, income or assets	RR/TR	Include as part of new board member orientation; all board members to sign Code of Conduct form; board to review list of duties on an annual basis (develop checklist to be signed by board members)	February 2013	
G8: Succession & Nominations	Failure of the board to ensure an appropriate nominations process exists to ensure successful succession of board members skills, knowledge and experience so that the association’s mission, vision, and principles are followed for the long-term	ER/RR	Board will establish a formal nominations committee to develop a process that will identify the governance needs of the association and to identify an effective succession plan	April 2013	

Risk Area & List of Risks	Description of Risk	Risk Code	Action Required/Taken	Start Date	Status/Update
G9: Availability of Resources	Failure of the board to ensure sufficient human, financial, technical and other resources are available for staff and volunteers to effectively and successfully carry out association operations	RR	Board will ensure sufficient resources are available by developing a business plan that is based on the association's strategic plan, staff work plans and revenue generation capacity (annual review)	March 2013	
G10: Management Oversight	Failure of the board to effectively hire and provide oversight of the association's Executive Director to ensure effective management of the association's staff, assets and resources	ER/RR	The board has established a HR Committee and has an effective process in place for the recruitment and selection process for the position of the Executive Director if needed ; a succession plan is in place to cover gaps in the position being filled, either short or long-term; this should be reviewed annually	March 2013	
G11:					
G12:					
G13:					
G14:					
G15:					

STRATEGIC RISKS					
<i>Strategic Risks</i> occur as a result of poor strategic planning, implementation and oversight, by both the board and management. This results in the choosing of inappropriate or ineffective programs, services, and projects which fail to keep the organization strong and relevant and prevents adherence to the association's mission and vision. Some of the key risks with suggested mitigation plans include:					
Risk Area & List of Risks	Description of Risk	Risk Code	Action Required/Taken	Start Date	Status/Update
S1: Organizational Structure	Organizational structure is not clearly defined or is ineffective in establishing clear lines of authority and decision making which leads to poor planning, use of association resources and oversight of programs, services, and projects	ER/RR	Strong organizational structure is in place and working well; should be reviewed regularly to see if changes are needed; can be briefly done on an annual basis, but should be completed with the development of every three-year strategic plan to ensure best use of resources	February 2013 Annually in March	
S2: Strategic Plans & Reports	Strategic plans are not developed, not followed through, or are ineffective; regular reporting on outcomes doesn't occur on a regular basis to keep board informed of progress, which can negatively impact board decision making	ER/RR	A new three-year strategic plan has been drafted and approved by the board; the operational plan has gone to the board for review and final approval; reports are made quarterly and should continue; an annual review of the entire plan should held	February 2013 Annually in March	
S3: Communications Plans	Communication plans are not developed, are incomplete, are ineffective or not linked to the association's strategic, operational, programs and services, fund development or other planning areas	ER/RR	The association has just undergone a consultation process and restructuring of its communication plan that saw a new logo, new vision statement, new website, the introduction of social media (twitter, facebook) and other communication strategies are being developed to link to the new strategic plan, revamping of literature is taking place, webinars and videos will be developed; to be redeveloped on annual basis or as needed	September 2013 Ongoing Annually	
S4: Human Resources Policies	Human resource policies are not in place, are not comprehensive in scope to cover all areas of the association, are not fully followed or reviewed on a regular basis to ensure effective use of human resources of the association which creates problems in other areas	ER/RR	The association has had a strong suite of HR policies and procedures in place for four years and is working well; gaps exist for IT and communications, but are being developed for completion soon; these should be reviewed and updated annually or as needed to reflect changes to operations or other identified issues not covered	March 2013 Annually	
S5: Recruitment of Personnel	Recruitment processes for personnel are not clearly outlined, are ineffective, or are not followed as outlined which leads to personnel being hired that are not the best candidates for staff positions which causes operational inefficiencies and other problems; regular review of policies does not occur	ER/RR	The association has a well defined staff recruitment and selection process in place if needed; this process should be reviewed and updated at least annually or as needed	March 2013 Annually	
S6: Job Descriptions	Job descriptions do not exist, do not accurately reflect the position requirements, are unclear or are not updated periodically which can problems for staff achievement of goals, with proper or inappropriate supervision, evaluation and discipline	ER/RR	Job descriptions have been in place for some time and some have been revised due to changes in some staff positions; these are reviewed annually in conjunction with the annual review of the strategic plan and the creation of annual staff work plans; this should continue to ensure effective use of personnel and resources	March 2013 Annually	
S7: Annual Work Plans	Annual work plans do not exist, are not comprehensive in scope to reflect strategic planning, or not followed consistently or at all; are not completed on an annual basis	ER/RR	Annual work plans have been in place for about five years and are working well in guiding the work of the staff and to ensure action is taking on achieving the strategic directions and priority initiatives that have been developed for the association; these should continue to be developed annually	March 2013 Annually	

Risk Area & List of Risks	Description of Risk	Risk Code	Action Required/Taken	Start Date	Status/Update
S8: Performance Appraisals	Performance appraisal processes do not exist or procedures are not followed consistently to ensure staff are working to full potential and achieving stated personal and professional performance goals	ER/RR	Performance appraisals have existed for a number of years and are conducted annually along with quarterly reviews; these are working well and help staff to effectively set personal and professional performance goals; these should continue on an annual basis	March 2013 Annually	
S9: Professional Development	Professional development plans are not developed, or are not appropriately linked to staff professional and personal performance needs so that staff can work to maximum efficiency to achieve association strategic goals; is not reviewed annually	ER/RR	Professional development plans have been in place for a number of years and developed as part of the annual performance review process; these should continue on an annual basis	March 2013 Annually	
S10: Succession Plans	Staff succession plans do not exist, are poorly structured, or not reviewed and updated annually; could result in a staff/work gap if a staff member leaves which will place additional work load and stress on current staff; could also lead to inefficient use of resources and some programs and services gaps for clients	ER/RR	Staff succession plans have been in place for a number of years, however, these haven't been reviewed or updated since and should be due to recent changes in some staff job descriptions; these should be reviewed on an annual basis	March 2013 Annually	
S11: Evaluation Procedures	Evaluation procedures do not exist or are not followed consistently which could result in knowledge gaps regarding the effectiveness of programs and services and overall operations; could also result in poor strategic planning and other decisions that could have negative outcomes for the association	ER/RR	Evaluation procedures have been used by staff for a number of years and have provided valuable feedback and insights into the effectiveness of association programs and services and operation; a pilot project called SROI was recently completed and plans are underway to evaluate different programs and services over the next year or two	April 2012 Ongoing As Needed	
S12:					
S13:					
S14:					
S15:					

FINANCIAL RISKS					
<i>Financial Risks occur as a result of poor financial planning, implementation, and oversight by the board, management and staff. This can lead to the risk of fraud, financial failure and strategic and operational decisions based on inadequate or inaccurate information. Some of the key risks with suggested mitigation plans include:</i>					
Risk Area & List of Risks	Description of Risk	Risk Code	Action Required/Taken	Start Date	Status/Update
F1: Association Business Plans	Business plans do not exist, or when they do, are not aligned correctly with the association's strategic and fund development plans; this could lead to insufficient human, financial, technological or other resources that affect the ability of staff to effectively implement and achieve strategic goals	ER/RR	The association does not have a formal business plan and has never had one, but most of elements exist to have one; the ED and President are currently working to develop a plan to be linked to the most recent three-year strategic plan; once developed, it should be reviewed and updated annually or as needed	February 2013 Annually	
F2: Fund Development Plans	Fund development plans do not exist, are not implemented or are not comprehensive enough in scope to ensure adequate financial resources exist to meet current and future resource needs of the association; if the majority of revenues come from one source, then the association runs the risk of a major shortfall which could have very significant and negative consequences for the budget, staff and programs and services	ER/RR	The association does not a formal fund development plan and has never had one, but it does have a strong core event called the Ultimate Dream Home Lottery that has been in place for almost 18 years and continues to work well; however, new growth cannot occur without the addition of new revenues, so the time has come to develop a comprehensive fund development plan to identify new revenue streams; once in place, it should be reviewed annually by the finance committee and the board of directors	February 2013 Annually	
F3: Annual Budgeting Process	Annual budgets do not exist, do not accurately reflect the revenues and expenditures of the association, are not followed properly, reported on or reviewed regularly which could cause significant financial issues for the association and limit effectiveness of organizational and operational plans	ER/RR	The association has been using annual budgets for many years to guide the work of the association and have worked well; the reporting process was redesigned over the past two years to provide better reporting by workplace division (administration, programs and services, fund development); these should continue and the process should be reviewed annually	February & March Annually	
F4: Financial Reporting	Financial reports are not completed, are not comprehensive in scope, are not reviewed and discussed on a regular basis; could lead to decisions being made without sufficient knowledge that could have serious consequences for the association's operations, programs and services, mission and vision; could lead to loss of reputation and charitable status	ER/RR	Quarterly financial and other reports have been effectively used for the past few years and have proven to be valuable in assisting the board and staff to make decisions related to governance, operations and programs and services delivery; these should be reviewed and updated annually or as needed	In Place Quarterly Annually	
F5: Internal Control Procedures	Internal control procedures do not exist, are inadequate, or are not followed on a consistent basis or at all; could lead to abuse of trust, outright theft and fraud, blame being place when not appropriate; could lead to financial losses, loss of revenue sources, loss of reputation, loss of charitable status	ER/RR	The association has excellent internal controls in place for all its operations, fund raising initiatives and delivery of programs and services; these should be reviewed and updated annually or as needed	Annually As Needed	
F6: Financial Policies	Financial policies do not exist, are inadequate to meet financial needs, or are not followed appropriately, or are not reviewed and updated on a regular basis; could lead to lack of internal controls, theft, poor use of funds, poor investments, lack of reporting, breaking of laws and regulations which could affect reputation, ability to raise revenues, and the charitable status of the	ER/RR	The association has financial policies in place to govern internal controls, investment decision, financial reporting and related needs; these are reviewed annually and should be continued	Annually As Needed	

Risk Area & List of Risks	Description of Risk	Risk Code	Action Required/Taken	Start Date	Status/Update
F7: Annual Audits	Annual audits are not conducted by an external auditor or are not completed at all; could cause damage to reputation, loss of revenue sources and loss of charitable status and legal problems	ER/RR	Annual audits have been in place for many years and an external auditor is always used, which has confirmed that the association's financial procedures , fund raising methods, use of funds, and reporting procedures are effective and in compliance with regular accounting and reporting practices; these are completed annually and should be continued	Annually In August	
F8: Association Investments	Association investments do not exist, are not reviewed regularly or are not managed effectively; could lead to no funds being available for to cover funding shortfalls, poor return on investments, loss of investments	ER/RR	The association has had investments for some time and has continued to grow them to provide funds for a 'rainy day' if needed; however, due to budget shortfalls in 2012-2013, no funds were placed in investments; now that revenues have improved, make-up funds should be placed in the investments and annual deposits of 5% should be resumed in 2013-2014	February Annually	
F9: Request for Proposals (RFPs)	RFPs are not issued for major projects or supply of capital equipment or other significant expenses, which could lead to abuse of awarding of contracts, fraud, poor ROI, or other negative issues that could seriously hurt the association's reputation, funds, and legal issues	ER/RR	It is association policy to request RFP for major purchases or projects and these should be continued to ensure the best possible ROI and services	In Place As Needed	
F10: Ethical Practices	Ethical policies do not exist, are inadequate or are not followed by board, staff or volunteers; could lead to abuse of awarding of contracts, fraud, poor ROI, or other negative issues that could seriously hurt the association's reputation and funds, loss of charitable status and legal issues	ER/RR	The association has had a policy regarding ethical practices for a number of years and to date, there haven't been any issues (that the association is aware of); new board and staff are provided with orientation on ethics as part of their orientation package; this should continue and board and staff should be reminded about ethical practices at least annually or as needed	In Place Annually As Needed	
F11:					
F12:					
F13:					
F14:					
F:15					

OPERATIONAL RISKS	Operational Risks occur when there is poor planning, implementation, insufficient resources and a failure to have or follow policy and procedures. These result in poor service delivery, unnecessary operational crises, and misuse or neglect of human capital and other resources. Some of the key risks with suggested mitigation plans include:				
Risk Area & List of Risks	Description of Risk	Risk Code	Action Required/Taken	Start Date	Status/Update
O1: Programs & Services	Programs and services are poorly designed, are inadequate to meet client demand, are mismanaged or do not use resources appropriately, are not reviewed or evaluated regularly; could lead to loss of reputation, loss of potential revenues, poor media exposure, loss of staff; mission and vision of association are not achieved	CTR	The association has an extensive suite of programs and services that are constantly being improved upon as part of the annual work plan process and the introduction of new strategic plans or in response to an important need; evaluations and informal feedback have confirmed that programs and services are effective and well received by clients, members and others who access them; regular reviews and evaluations should occur to keep programs and services current	Ongoing Annually	
O2: Volunteer Management	No volunteer management plan exists, is inadequate or is not followed correctly, volunteers are not properly screened so no Code of Conduct is on file; could lead to abuse of children, theft, legal issues, poor media exposure, loss of reputation and funds	CTR	The association has had a volunteer management plan in place for many years that is extensive in scope, has excellent orientation procedures, including the requirement of a Code of Conduct confirmation from the policy; however, it has been difficult to attract any significant number of volunteers due to many factors; the programs should be reviewed and updated annually or as needed	March 2013 Annually	
O3: Client Services	No clear structure or plan exists to manage client services, or where plan exists, is not implemented and managed correctly, regular reviews are not conducted, no evaluation of service occurs; could lead to poor service, loss of confidentiality, possible legal exposure, legal complications, inefficient use or waste of resources, loss of some programs and services, loss of reputation and funds	CTR	The association has an effective client service program in place that is comprehensive and which operates effectively; it has an intake process, a secure data base, assessments, and a suite of programs and services available for clients and members; it is reviewed annually or as issues arrive to make refinements and improvements and this should continue	March 2013 Annually	
O4: Confidentiality & Conduct	Inappropriate conduct by staff, volunteers and work-term students, breach of client confidentiality and trust, breach of client records; could lead to loss of trust, reputation, jobs, donations and other revenues, could lead to legal issues,	CTR	Staff and volunteers are guided by a policy and a Code of Conduct form that is completed upon hire or volunteer placement; this process should continue and the process reviewed as needed and annually	As Needed Annually	
O5: Conflict of Interest	Board, staff and volunteers do not work or volunteer with the best interests of the association in mind; could lead to loss or inefficient use of resources, breach of ethics, inappropriate issue of contracts, nepotism, loss of reputation, funds and legal issues	CTR	While this has been discussed with board and staff and some guidelines exist, no formal policy exists and should be developed; once in place, it needs to become part of the orientation process for staff and volunteers and should be reviewed as needed and annually	March 2013 As Needed Annually	
O6: OHS Committee	No OHS committee in place, or where one exists, does not operate or meet as needed or required to review operations or conduct inspections for safety issues, reports are not submitted to WHSCC, accidents could occur resulting in injury or death; could lead to health and safety violations, higher WHSCC remittances, legal issues and loss of trust and reputation	CTR	Due to its small staff size, the association isn't required to have a formal OHS Committee in place, however, on its own initiative, it has had one in place for a couple of years and is working effectively; quarterly meetings and workplace inspections are conducted with reports going to the ED and WHSCC and posted in the kitchen on the OHS Bulletin Board; this process should continue and be reviewed and updated as needed and annually	In Place As Needed Annually	

O7: Crisis Management Plan	No crisis plan exists, or if it does, is not implemented correctly with board, staff and volunteers, regular reviews and updates do not occur as needed or at minimum, on an annual basis; could lead to poor or inappropriate response in emergency, injuries, loss of life, resources, reputation, lead to legal issues	CTR	The association doesn't have a formal crisis plan for emergencies, however it has just introduced a risk management plan and the only thing left to be completed is a crisis plan, which will be completed soon; once it is, it needs to be widely distributed among board, staff and volunteers, an orientation held and mock emergencies conducted periodically so that everyone is prepared should a crisis occur; it should also be reviewed as needed and annually	April 2013 As Needed Annually	
O8: Information Technology	Policies and procedures, plans and equipment or software do not exist, or if they do, are not sufficient to meet operational needs, is not reviewed at least annually to determine needs and efficiency; could lead to waste of staff time and other resources, lack or breach of security, damage to computers and other equipment, loss of security, reputation and legal issues	CTR	The association doesn't have an approved set of policies and procedures, however, a draft set is being worked on by the ED and the IT consultant (Nerds-on-Site) and should be completed soon; once in place, it should be distributed among staff and reviewed as needed or annually	February 2013 As Needed Annually	
O9: Inventory Control	Inventory controls do not exist or are not followed, annual inventory is not conducted; could lead to not knowing what is actually owned by the association; could lead to duplication of purchases, waste of resources, non-returns of loss of loans and equipment, theft and other issues	CTR	Inventory checks are conducted annually by staff and summer students and the database is updated; this process should continue	Annually Summer	
O10: Procurement of Services	Services are not procured according to policies and procedures; could lead to poor or inefficient procurement, receiving of faulty equipment or services, waste of resources, no contracts for protection, nepotism, theft, conflict of interest, loss of reputation and income, legal issues	CTR	Services and major purchases are procured with RFP's or three bids to ensure an effective ROI and best practices are used; this process should continue and be reviewed as needed and annually	As Needed Annually	
O11:					
O12:					
O13:					
O14:					
O15:					

ENVIRONMENTAL RISKS					
<i>Environmental Risks</i> occur as a result of failing to anticipate or responding effectively and appropriately to economic, demographic and other trends, usually from outside the association's sphere of operations. These can result in the risk of becoming irrelevant, damage to the association's reputation, losing the support of the public and funding sources, an inability to operate efficiently or at all, and other negative outcomes. Some of the key risks with suggested mitigation plans include:					
Risk Area & List of Risks	Description of Risk	Risk Code	Action Required/Taken	Start Date	Status/Update
E1: Liabilities & Insurances	Liabilities to the association are not considered as part of a formal risk review or management process, or are not dealt with an appropriate or effective manner; could lead to injuries, loss of life, inefficient or waste of resources, failure to programs and services, fundraising and other initiatives, loss of revenues, loss of insurance and legal issues such as loss of reputation, charitable status	CTR	This document is part of a formal risk management process now being introduced by the association that outlines risk management procedures and reviews the most significant risk being faced by the association or that could occur; the top 20 risk are prioritized and a mitigation plan is in place for each; this process should be reviewed and updated as needed and annually	March 2013 As Needed Annually	
E2: Building Security	Building security procedures do not exist, are insufficient or are not followed; could lead to breaches of security, theft of data, equipment, money, UDH tickets, damage to building and equipment, loss of insurance, legal issues	CTR	Ever since moving into the building, excellent security features have been in place and monitored; cameras cover all points of entry, an alarm system is in place and monitored by an alarm agency, a panic button exists, the fund raising room has been made structurally stronger than other rooms and has no windows, three safes are used for money, tickets and other important documents; files are key locked and the alarm system is individually coded for staff and key volunteers; these systems are monitored on an ongoing basis and should continue	Daily As Needed	
E3: Building Maintenance	Building maintenance is not considered as part of annual plan, is conducted inconsistently, or not at all; could lead to poor or unhealthy work environment, breach of OHS Act, sick staff and volunteers, injuries or death, damage to building and equipment, loss of insurance, reputation, legal issues	CTR	The association takes building maintenance seriously to protect staff, volunteers, clients and visitors, and resources; regular inspections are carried out by the OHS Committee and the ED; staff bring forward any issues quickly and repairs and other maintenance occurs on a timely basis; this should continue	Daily Monthly As Needed	
E4: Adverse Publicity	Adverse publicity could lead to more unwanted and negative media exposure, loss of reputation, loss of revenues, more difficulty in attracting staff, volunteers and donors and funding for programs and services	ER/RR	Association board members, staff and volunteers have always been conscious of the need to avoid and prevent adverse publicity which happens by following risk management procedures, good planning, a strong and professional work ethic and being responsible for their actions; it is discussed at staff meetings and efforts should continue to keep awareness top-of-mind; should be discussed as part of annual planning and policy reviews	March Annually	
E5: Adverse Weather	Adverse weather can cause problems for staff getting safely to work or to home from work, damage to the building, equipment and other resources, lead to disruptions in operations, fund raising and loss of revenues	ER/RR	An adverse weather has existed for some time and is effective; weather systems and forecasts are monitored daily and discussed among staff as needed; a phone tree exists for early morning cancelation if needed; these procedures should continue and be reviewed and updated as needed and annually	As Needed Annually	

Risk Area & List of Risks	Description of Risk	Risk Code	Action Required/Taken	Start Date	Status/Update
E6: Transportation	Policies do not exist to govern transportation for staff, volunteers, or clients participating in programs (summer camp); could lead to injury, loss of life, loss of insurance, legal issues	CTR	While some policies exist regarding transportation, staff consider them to be insufficient; a review is needed and new procedures need to be put in place if warranted; once in place, these need to be given wide distribution among board, staff and volunteers and should be reviewed as needed and annually	March 2013 As Needed Annually	
E7: Economic Issues	Economic issues could lead to loss of clients, loss of income from fund raising and donations; could cause operations to be curtailed or stopped, staff layoffs, loss of volunteers	RR	Economic conditions and other environmental forces are beyond the ability of the association to control; effects can be mitigated by conducting regular environmental scans to understand looming forces and possible effects to respond with an action plan; reserve funds can be increased to ensure operational funds exist for at least a year or two which will permit other revenue streams to be developed	Annually	
O8: Emergency Evacuations	Emergency evacuation procedures do not exist or are not followed correctly or effectively; could lead to confusion in the event of an emergency, injury, loss of life, loss of insurance, legal issues	CTR	Emergency evacuation procedures exist and are discussed among staff and volunteers, however an actual drill has not been held; these should be held twice a year, then reviewed for effectiveness and update as needed and annually	As Needed Twice Annually	
O9: Snow Clearing & Ice Control	Snow clearing and ice controls are not in place or are ineffective; could lead to injury, loss of life, loss of insurance, legal issues	CTR	The association uses, under contract, a professional snow clearing and ice removal company to ensure the lots, outside stairs and ramp are cleared of ice and snow in a prompt and effective manner; contracts are for three years and quotes are obtained for same; the work is monitored by the ED on a continuous and as needed basis	As Needed	
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O11:					
O12:					
O13:					
O14:					
O15:					

COMPLIANCE RISKS					
<i>Compliance Risks</i> occur as a result of management and staff failing to understand, plan for, and respond appropriately to government and other agencies requirements for mission adherence, and reporting. These can result in the association running the risk of fines and other regulatory penalties for such offences as failure to remit payroll deductions, violation of privacy laws, and the timely submission of reports, as well as restrictions being placed on the use of funds from donors, funding agencies and other sources. Some of the key risks with suggested mitigation plans include:					
Risk Area & List of Risks	Description of Risk	Risk Code	Action Required/Taken	Start Date	Status/Update
C1: Legislation & Regulations	Board and staff are not fully knowledgeable about legislation and regulations that govern associations or fail to follow same; could result in loss reputation, charitable status, result in fines, restrictions or legal issues	CTR	The association has a new governance process in place and has been using various practices effectively for a long time; the board is updated on as needed basis about issues or legislation and regulations that can or could affect the association; this process should continue and the governance process reviewed as needed and annually	As Needed Annually	
C2: Reporting Requirements	Staff fail to submit timely reports and remittances to CRA, provincial government or other agencies; could result in penalties, fines, loss of charitable status and legal issues	CTR	Staff have done an excellent job over the years of ensuring that required reports and remittances are submitted to the CRA and other regulatory agencies; this is done as part of the scheduled activities of work plans and should continue; work plans need to be reviewed as needed and annually	As Needed Annually	
C3: Charitable Status	Failure to protect charitable status by non-compliance, either deliberately or accidentally; could result in fines or loss of status and reputation; a looming and important compliance issue for the association is the new Canada Not-for-Profit Act and the requirement for Continuance as an Association; this process is designed to bring greater consistency among associations in their governance and operational practices and to create greater transparency and accountability; the continuance process has to be completed by October 2014 and a failure to do so means the association will lose its charitable status	CTR	The board and staff are very cognizant of the need to protect the association's charitable status by meeting all compliance demands and deadlines; the new Continuance process required by CRA has to be given priority over the coming year to ensure completion by October 2014 so as to retain the association's charitable status; this initiative will be led by the ED and the board of directors	April 2013	
C4: Legal Issues & Protocols	Failure to understand regulations or laws related to negligence, risk issues related to offering programs and services to clients, members, resource groups and others; could lead to legal issues	CTR	The ED conducts weekly scans of the web, newspapers, articles and magazines to be made aware of and educated about issues that could impact the association is not properly prepared for; any identified issues are brought before the board for review and needed action at the quarterly or special meetings, or, if urgent, are brought to the attention of the President and/or the board of directors; this process should continue	In Place Weekly Quarterly	
C5: Contract Compliance	Failure to comply with contracts entered into on behalf of the association; could lead to loss of reputation, revenues and legal issues	CTR	Policies and procedures are in place to ensure contract compliance is maintained to avoid any legal or other issues and these should be continued and reviewed as needed and annually	As Needed Annually	
C6: Intellectual Property	Failure to protect intellectual property of the association or break laws related to protection of the intellectual property of others	CTR	Staff are very cognizant of intellectual policy rules and follow them; this is monitored by the ED and staff among themselves and should continue	As Needed	

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C7:					
C8:					
C9:					
C10:					
C11:					
C12:					
C13:					
C14:					
C15:					