



Policy Type:	Governance	Policy Number:	GOV-07
Policy Title:	Risk Management Plan Risk Matrix	Initial Policy Approval Date:	Jan 2021
		Date of Next Review:	Jan 2022

PURPOSE

Risk management is an approach designed to:

- identify and evaluate potential events that affect the operations, assets and ongoing viability of the Lanark Highlands Public Library (the “Library”) and
- establish mitigations and controls as needed to minimize risk to Library assets, services, the public, volunteers and staff, consistent with the Library’s tolerance for risk.

This Policy explains the Library’s approach to risk management, and outlines key aspects of the risk management plan, process, reporting procedures and responsibilities. Per the Public Libraries Act, the Library is under the management and control of the Library Board, and this Policy supports the Board’s overall responsibility for Library risk management.

APPROACH TO RISK MANAGEMENT

The following key principles outline the Library’s approach to risk management.

- an appropriate awareness of the Library’s full risk management profile and how it is managed will be maintained.
- a sound risk management approach will be established to support the achievement of policies, aims and objectives while safeguarding services, the public, volunteers and staff.
- an open and receptive approach to mitigating risk will be pursued.
- conservative and prudent recognition of risks will be made, accompanied by disclosure of the financial and non-financial implications of risks.
- good risk management practices will be established within the Library.

- Early warning mechanisms will be put in place and monitored so that appropriate actions, including required internal controls, can be taken to manage potential hazards.

SCOPE

This Plan encompasses the Library's full risk management profile, including all operations, activities and assets of the Library, and applies to the Board and all Library staff. Where specific policies exist to address risk mitigation in key categories, these are identified under the Related Policies section of this document.

POLICY

The Library will make reasonable and diligent efforts to safeguard the Library's property, services, the public, volunteers and staff from risks. To the best of its ability, the Library will ensure that an effective risk management plan is in place so that Library risks are identified, evaluated and managed to a level that meets the Library's tolerance for risk.

Library risk management will be done in alignment and in coordination with risk management requirements, plans and approaches of the Township and will be consistent with generally accepted standards for risk management, drawing on best practices where appropriate.

The Library's approach to risk management will comprise a plan that includes, but is not limited to:

- an annually updated Risk Management Plan,
- developing and maintaining a Risk Matrix,
- Board and Library management oversight, and
- embedment of a risk management culture into major decision-making through risk education, high level policies, internal controls and procedures.

The Risk Matrix, prepared in accordance with the Risk Management Plan, will document, under defined risk categories, known or emerging credible risk events that may affect the Library. Emerging risks are added as required.

RESPONSIBILITIES of the LIBRARY BOARD:

- Has overall responsibility for Library risk management, and will maintain an appropriate awareness of the Library's risk management profile and how it is managed.
- Sets the tone and influences the culture of risk management within the Library. This includes determining which risks are acceptable and which are not.

- Determines the risk tolerance of the Library (that is, the appropriate risk appetite and/or levels of exposure for the Library) in consultation with the CEO and approves major decisions affecting the Library's risk profile or exposure.
- Oversees the on-going effectiveness of the Library's risk management approach and controls, reviews annually the Library's approach to risk management, and approves changes or improvements to key elements of its processes and procedures.
- Ensures all Board policies related to managing risk are maintained and revised where needed.

RESPONSIBILITIES of the CEO:

- Implements and maintains the Risk Management Plan as well as risk management aspects of other Library Policies and required internal control.
- Ensures library staff is trained on risk management procedure.
- Provides to the Board on an annual basis information on Library risk management and the status of the Risk Matrix, including timely reporting of known and emerging risks.
- Maintains the Risk Matrix, including identification and evaluation of the fundamental risks faced by the Library for consideration by the Board and ensures in conjunction with the Board, that all policies related to managing risk are maintained and revised where needed.
- Oversees the on-going effectiveness of risk management controls and, in conjunction with the Board and the Treasurer, works on implications to the budget with respect to risk related matters.

RELATED POLICIES

- Public Libraries Act, R.S.O. 1990, c P.44
- Business Continuity Plan
- Pandemic Policy OP-12
- Collection Management OP-11
- HR-01 Prevention of Workplace Violence
- HR-02 Health and Safety

APPENDIX A

The Risk Management Matrix (Appendix B) will be used to identify potential risks that can impact library operations. The Matrix includes information about key identified risks, probability ranking and impact ranking. We can never anticipate every potential risk thus the Risk Management Plan requirement to revisit the list annually and make adjustments accordingly.

Probability Ranking Legend:

- 5 - Probable** – it may happen and is certain to happen
- 4 - Possible** – it has happened in the past and it may happen again
- 3 - Unlikely** – it may happen, but is unexpected
- 2 - Rare** – could happen but probably won't
- 1 - Negligible** – probably won't ever happen

Impact Ranking Legend:

- 1 - Negligible** – impact is limited to a small section of the library, there are no injuries, and/or operational loss is minimal
- 2 - Minor** – whole areas within the library might be impacted, minor injuries might occur but can be handled on-site, and/or operations are minimally impacted
- 3 - Moderate** – library operations are moderately impacted
- 4 - Serious** – the collections, staff and patrons are impacted and the library operation is severely impacted with long-term disruption
- 5 - Catastrophic** – library survival is at risk

APPENDIX B

RISK MANAGEMENT MATRIX

HAZARD	Probability	Impact	Notes
Fire	3	5	Library survival is at risk
Theft/Smoke Damage	4	2	Loss of Library Assets
Severe Weather (Lightening, Snowstorm, heavy rain)	3	3	Impact may be limited in scale. Occasional leaks may occur. Data loss, collection damage, operational impact may result
Vandalism	4	3	Operation could be severely impacted. Collections, staff and patrons would be impacted
Workplace Violence	4	3	Medical attention may be required. Operation may be moderately impacted
Terrorist Attack (Bomb Threat)	1	1	Not likely to happen. Operational loss would be minimal
CEO Turnover	4	3	Operation would be moderately impacted
Technology (Data Loss)	2	2	Operation would be minimally impacted
Infectious Disease Outbreak (Pandemic)	4	4	Operation is severely impacted with long-term disruption (rating to be revised after Covid)
Loss of Funding	2	3	Operation would be moderately impacted. Changes to programming, staff and hours may result.