



POLICY DOCUMENT

Risk Management Policy

Organisation: Te Akatoki o Te Whare Wānanga of Waitaha (Māori Students' Association) Incorporated (Te Akatoki)

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Version: 1

Approved by: Te Akatoki Executive

Approval date: TBC

Owner: Tumuaki, Te Akatoki

Purpose of the policy

The purpose of this policy is to outline Te Akatoki's approach to identifying, assessing and managing risks that may impact its ability to achieve its objectives as a Māori students' association and registered charity. Te Akatoki recognises that effective risk management is crucial to protecting its people, reputation, and resources while enabling it to pursue opportunities that advance its kaupapa.

Definitions

“**Te Akatoki Executive**” and “**the Executive**” means the officers of Te Akatoki, equivalent to a Board of Directors.

This policy applies to;

- Te Akatoki Executive
- Te Akatoki Advisory Board

Scope and context

The identification and management of risk is crucial for governors of an incorporated society and registered charity in New Zealand, as it helps protect the organisation's assets, reputation, and the ability to achieve its objectives. This policy sets out Te Akatoki approaches and executes risk management to ensure good governance of the organisation.

Policy principles

- **Financial Prudence:** This policy meets the principle of financial prudence by establishing a structured approach to identifying, assessing, and mitigating potential financial risks, ensuring that the organisation's resources are safeguarded and utilised efficiently in pursuit of its purpose and objects.
- **Compliance with Legal Requirements:** This policy ensures compliance with legal requirements by systematically identifying and addressing potential legal and regulatory risks, thereby helping the organisation fulfil its obligations as an incorporated society and registered charity in New Zealand, and demonstrating due diligence in adhering to relevant legislation, including the Incorporated Societies Act and the Charities Act.
- **Transparency and Accountability:** This Risk Management Policy promotes transparency and accountability by establishing clear processes for identifying, assessing, and reporting risks, ensuring that all stakeholders, including members, donors, and regulatory

bodies, are kept informed of potential threats and mitigation strategies, thereby fostering trust and demonstrating responsible governance of the organisation's affairs.

- **Equity and Fairness:** This policy upholds the principles of equity and fairness by ensuring that risks are assessed and managed consistently across all areas of the organisation, regardless of individual roles or backgrounds, thus promoting equal treatment and opportunities for all members and stakeholders.
- **Approval and Oversight:** This policy establishes a robust framework for approval and oversight by clearly delineating roles and responsibilities, particularly emphasising the Executive's duty to set risk appetite, review the Risk Register annually, and provide ongoing supervision of risk management processes, thereby ensuring proper governance and accountability at the highest level of the organisation.
- **Ethical Conduct:** This policy promotes ethical conduct by fostering a culture of transparency, accountability, and proactive risk identification, encouraging all members to report potential risks without fear of reprisal, and ensuring that the organisation's activities align with its values and charitable purposes, thereby upholding the highest standards of integrity in all its operations.
- **Regular Review:** The policy shall be reviewed periodically to ensure it remains relevant and effective, incorporating any changes in legal or regulatory requirements

Details of the policy

1. Risk Culture

1. Te Akatoki is committed to fostering a positive risk culture where:
 1. Open discussion of risks is encouraged
 2. Risk management is seen as everyone's responsibility
 3. Learning from incidents and near-misses is valued
 4. Proactive risk identification is rewarded

2. Risk Appetite and Tolerance

1. Te Akatoki recognises that some level of risk is inherent in its activities. Te Akatoki's risk appetite varies across different areas:
 1. Low Risk Appetite:
 - a. Health and safety
 - b. Financial management
 - c. Legal and risk compliance

- d. Protection of cultural and intellectual property.
- 1. Moderate Risk Appetite:
 - a. Operational activities
 - b. Partnerships and collaborations
 - c. Programme or project delivery
- 2. Higher Risk Appetite:
 - a. Advocacy initiatives
 - b. Innovation in service delivery
 - c. Expansion of services to support tauira

3. Risk Management Principles

- 1. Te Akatoki's risk management approach is guided by the following principles:
 - 1. Risk management is an integral part of all organisational processes
 - 2. Risk management is part of decision making
 - 3. Risk management explicitly addresses uncertainty
 - 4. Risk management is systematic, structured and timely
 - 5. Risk management is based on the best available information
 - 6. Risk management is tailored to Te Akatoki's context as a Māori students' association
 - 7. Risk management takes human and cultural factors into account
 - 8. Risk management is transparent and inclusive
 - 9. Risk management is dynamic, iterative and responsive to change
 - 10. Risk management facilitates continual improvement

4. Risk Management Process

- 1. Te Akatoki shall follow a structured process for managing risks:
 - 1. Identify risks across all areas of Te Akatoki's operations
 - 2. Analyse and evaluate risks
 - 3. Treat risks through mitigation strategies
 - 4. Monitor and review risks regularly
 - 5. Communicate and consult on risks with stakeholders

5. Risk Categories

- 1. Te Akatoki shall consider risks across the following key areas:
 - 1. Strategic and governance risks

2. Financial and funding risks
3. Operational and program delivery risks
4. Legal and compliance risks
5. Reputational risks
6. Health, safety and wellbeing risks
7. Risks to operating in a manner consistent with tikanga Māori

6. Risk Register

1. Te Akatoki shall maintain a Risk Register that records:
 - a. A description of the identified risks
 - b. Risk ratings (likelihood and consequence)
 - c. Current controls and mitigation strategies
 - d. Risk owners
 - e. Review dates

7. Roles and Responsibilities

1. The Executive shall:
 1. Set risk appetite and tolerance levels
 2. Review and approve a Risk Register annually
 3. Ensure adequate resources for risk management
 4. Implement risk management processes
 5. Maintain a Risk Register
 6. Report on key risks as part of annual reporting
2. All members shall:
 1. Identify and report potential risks
 2. Follow risk mitigation procedures

8. Risk Assessment and Sizing

1. Te Akatoki shall assess and size risks using a standardized matrix that considers both likelihood and consequence: Likelihood measures shall be:
 - a. Rare: May occur only in exceptional circumstances
 - b. Unlikely: Could occur at some time
 - c. Possible: Might occur at some time
 - d. Likely: Will probably occur in most circumstances
 - e. Almost Certain: Expected to occur in most circumstances
2. Consequence measures shall be:

- a. Insignificant: Minimal impact, easily addressed with normal operations
- b. Minor: Some impact, managed with minimal intervention
- c. Moderate: Significant impact, requires substantial attention
- d. Major: Critical impact, threatens key objectives
- e. Catastrophic: Extreme impact, threatens organisation's survival

9. Risk Treatment Strategies

1. For each identified risk, Te Akatoki shall select one or more of the following treatment strategies:

- a. Avoid: Discontinue the activity or choose an alternative
- b. Reduce: Implement controls to minimise likelihood or impact
- c. Share/Transfer: Outsource or insure against the risk
- d. Accept: Acknowledge and monitor the risk without further action

2. The choice of strategy will depend on the risk rating, our risk appetite, and available resources.

10. Emerging Risks

1. Te Akatoki recognises the importance of identifying and addressing emerging risks.
2. The Executive shall encourage members to report potential new risks.
3. Include 'Emerging Risks' as a standing item in Executive meetings at least once per term.

11. Communication

1. Te Akatoki shall communicate about risks and this policy to members through:

- a. Induction for new members of the Executive and Advisory Board
- b. Regular updates at General Meetings
- c. Reporting in Te Akatoki's annual report

Related documents

- Te Akatoki Constitution
- Te Akatoki Code of Conduct

- Te Akatoki Governance Charter
- Te Akatoki Executive Charter
- Te Akatoki Advisory Board Charter
- Te Akatoki Theft and Fraud Policy

Review of policy

This policy is due for review in August 2025