

Risk management Policy

Úlfljótsvatn Scout and Adventure Center

The following document is a description of how Úlfljótsvatn Scout and Adventure center understands its risk and actively works to identify, minimize and act upon them. Because of the very nature of the activity we provide, we are unable to ensure a free risk environment, but we certainly can reduce the chances of unfortunate events to happen, the impact and outcomes of it and improve the reaction on those moments.

For the good understanding of the assessment, the document is divided in 6 different areas:

- Facilities
- Environment
- Human Resources
- Management and Finances
- Program
- Unexpected Factors

Every risk we are evaluating are to be considered in two variables:

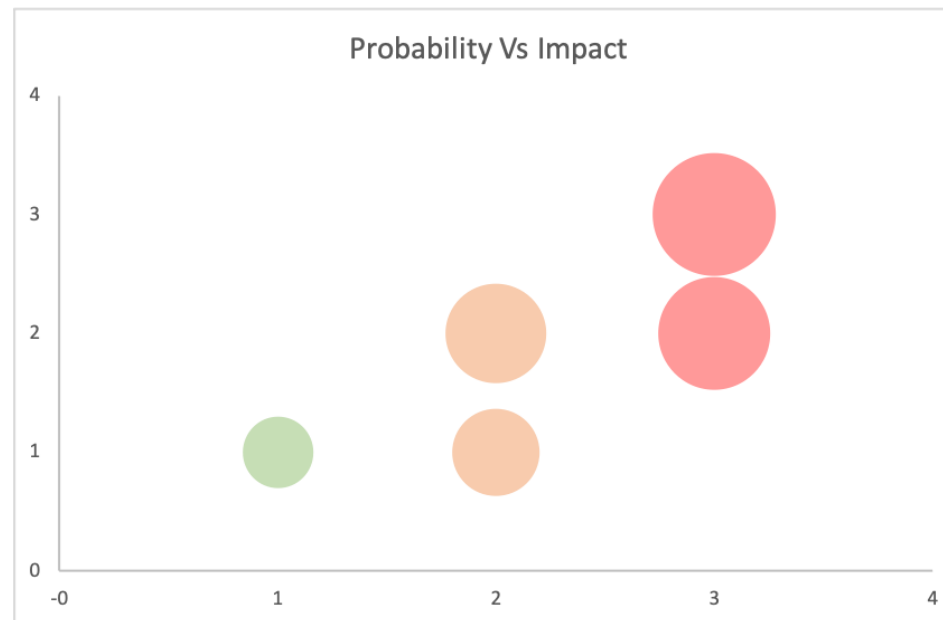
- Internal
- External

Every Risk is given a probability. Understanding as probability, the chances that the event occur given the environment we work on. Never applying past statistics. That risk is to be considered 1 to 3, being 1=low, 2=medium, 3=High

Every Risk is given an impact. Understanding impact as the outcome of the event if it happens. The impact can be measure in unknown number of fields. Personal, material, financial, emotional, etc... That impact is to be considered 1 to 3, being 1=low, 2=medium, 3=High

The sum of both values shows for any given event a coefficient in between 2 to 6

This policy describes how to address those risks depending on their coefficient and the human interpretation that we do about them.



Development, updating and approval of the document.

This document is written during winter 2021, the design and tools were taking from the 15th World Scout Moot plan 2017 in Iceland. In the process, six people were involved:

- Herman Sigurdsson (member of Usu board) Proofreading and approval.
- Sævar Skaptason (member of Usu board) Proofreading and approval.
- Sölvi Melax (member of Usu board) Proofreading and approval.
- Kristinn Ólafsson (Secretary General of Skátarnir) Proofreading and approval.
- Javier Paniagua Petisco (Program and Coordination Director of Usu) Writing and design of the document, Management and finances Human Resources, Program, Facilities and unexpected factors.

The document is in constant reviewal and Úlfljótsvatn is willing to take immediate actions into the document if our daily challenges experience a change.

Nevertheless, Úlfljótsvatn commits to deeply check, and re-approve the Risk Management Policy every maximum of 2 years since the last day of its approval.

The process for renewal is the following:

1. Collect all the incidents recorded during that period.
2. Read them through and Identify risks that might have to be reviewed.
3. Add or correct the new risks.
4. Proofread of the entire document by the board or Usu.
5. Approval

Risk Assessment, Facilities

Risk, uncertainty, complications	Internal / external	Prob.	Effect	Prob. x effect (sum)	Prevention to risk(s)	Response to risk(s)
Aging of buildings	Internal	3	1	4	<ul style="list-style-type: none"> Create an infrastructure overview document that continuously assesses the stage of our buildings. Implementation of regular checks to key areas of the infrastructure. 	<ul style="list-style-type: none"> Drive the financial resources towards sustaining the main areas involved in our operation.
Frozen / Broken Pipes system	Internal	2	2	4	<ul style="list-style-type: none"> Implementation of regular checks to ensure the constant good stage Empty and block water supply in certain non-needed facilities during winter Re-open and check one month before summer starts to cope with potential issues. 	<ul style="list-style-type: none"> Evaluate it internally. Deal with it through a third party to ensure professional work.
Failure in electrical system	Internal	1	2	3	<ul style="list-style-type: none"> Implementation of regular checks to ensure the constant good stage. 	<ul style="list-style-type: none"> Evaluate it internally. Deal with it through a third party to ensure
Fire	Internal	2	3	5	<ul style="list-style-type: none"> Keep fire plans up to date and review it once a year Keep evacuation plan updated Ensure Staff members have internal and external fire training Run fire drills at least twice a year 	<ul style="list-style-type: none"> Act according to evacuation and fire plan. Insurance.

Risk Assessment, Environment

Risk, uncertainty, complications	Internal / external	Prob.	Effect	Prob. x effect (sum)	Prevention to risk(s)	Response to risk(s)
Frozen lake	External	3	1	4	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Ensure no activities are run in the lake Ensure no guests or staff members go in the lake
Fire	External / Internal	2	2	4	<ul style="list-style-type: none"> Ensure campfires are safe and there is water nearby Do not make campfires when regulations don't allow it 	<ul style="list-style-type: none"> Act according to evacuation and fire plan.
Serious Earthquake	External	1	2	3	<ul style="list-style-type: none"> Ensure staff are debriefed in how to act in case of that event 	<ul style="list-style-type: none"> Check on guests, infrastructure and prepare for potentially more to come.
River flooding	External	1	1	2	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Check affected areas
Flies	External	3	2	5	<ul style="list-style-type: none"> Keep a good stock of flynets to sell at the service center on affordable price. 	<ul style="list-style-type: none"> None
Extreme cold	External	2	2	4	<ul style="list-style-type: none"> Ensure activities are only run if guests have the right equipment to carry on 	<ul style="list-style-type: none"> Review equipment Cancel if necessary

Risk Assessment, Human Resources

Risk, uncertainty, complications	Internal / external	Prob.	Effect	Prob. x effect (sum)	Prevention to risk(s)	Response to risk(s)
Not enough Staff	Internal	1	2	3	<ul style="list-style-type: none"> Yearly HR plan aligned with budget. 	<ul style="list-style-type: none"> Call out for volunteers from the pool. Daily/weekly hiring.
Unhappy Staff	Internal	2	2	4	<ul style="list-style-type: none"> Regular appraisals to identify areas of improvement and development. 	<ul style="list-style-type: none"> Quickly addressing to problems via formal meetings.
Inefficient Staff	Internal	2	2	4	<ul style="list-style-type: none"> Thorough training at the beginning of each contract. Task giving and reporting processes clear and implemented. 	<ul style="list-style-type: none"> Quickly addressing to problems via formal meetings.
Poor Management handover	Internal	3	2	5	<ul style="list-style-type: none"> Overlapping period with thorough training in place. Position Manual. 	<ul style="list-style-type: none"> Contact Previous managers for an emergency quick training. External training (CMC)
Too high cost of Staff	Internal	3	2	5	<ul style="list-style-type: none"> Yearly HR plan aligned with budget. Community workers in summer European Solidarity Corps for Volunteering. Vinir Úlfjótuvatn. 	<ul style="list-style-type: none"> Hire our staff to other companies in Low season. Part time agreements during low season. Unpaid leave during low season.
Long term sick leave	External	1	2	3	<ul style="list-style-type: none"> Define and structure and order of command to ensure responsibilities delegation. 	<ul style="list-style-type: none"> Secretary General takes a decision in whether we hire another person to cover it or not.
Death of staff	External	1	2	3	<ul style="list-style-type: none"> Not applicable. 	<ul style="list-style-type: none"> Offer employees phycological help.

Death of staff	Internal	1	3	4	<ul style="list-style-type: none"> • Ensure the RMP is up to date and well implemented. Specially those areas that implies severe risks. 	<ul style="list-style-type: none"> • Immediately interrupt any activity related to the event until we can assess and clarify the reasons of the incident. • Ensure phycological help to all staff at Úlfjótavatn
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Risk Assessment, Program

Risk, uncertainty, complications	Internal / external	Prob.	Effect	Prob. x effect (sum)	Prevention to risk(s)	Response to risk(s)
Poor booking management	Internal	2	2	4	<ul style="list-style-type: none"> Use a booking and resource management system that suit us. 	<ul style="list-style-type: none"> Stretch resources and be flexible with potential solutions.
Poor risk management during program	Internal	2	2	4	<ul style="list-style-type: none"> Planned and thorough training for our staff. Consider External training for our employees. 	<ul style="list-style-type: none"> Intervene the activity and take decisions based on training performed.
Bad condition of Alpine equipment	Internal	2	2	4	<ul style="list-style-type: none"> Use and maintain the equipment according to the manufacturer guidelines. Record all stock and its condition in "alpine equipment" document. Perform PPE inspection procedures once a year. Petzl Guidelines. Allow the use of it to only assessed people by the managers of Úlfjótstvatn. 	<ul style="list-style-type: none"> Stop the activity and replace the damaged equipment. Stop and cancel the activity. Report and incident or near miss to the managers of Úlfjótstvatn.
Bad weather (mild) <i>Rain, wind, snow, cold.</i>	External	2	1	3	<ul style="list-style-type: none"> Weather report daily check and printed during high season. Equip our guides with clothing to face bad weather. 	<ul style="list-style-type: none"> Ensure the group has the right equipment to carry on with the activity. Cancel or change the activity if needed.
Bad weather (severe) <i>Heavy rain, strong winds, snowstorm, flooding.</i>	External	1	2	3	<ul style="list-style-type: none"> Weather report daily check and printed during high season. Equip our guides with clothing to face bad weather. 	<ul style="list-style-type: none"> Ensure the safety of the group. Cancel the activity as soon as possible.

Low standards	Internal	1	2	3	<ul style="list-style-type: none"> • Ensure all activities we offer have specific goals and processes in place. • Review activity content once a year 	<ul style="list-style-type: none"> • React to repeated feedback as soon as possible.
Poor crowd control	Internal	2	1	3	<ul style="list-style-type: none"> • Ensure leadership and guiding training for our staff. • Support in their first experiences guiding. • Clear rules and guidelines towards behavior before starting. 	<ul style="list-style-type: none"> • Join the activity as a support for miss behaving. • Emphasize the behavioral responsibility in the group's responsible person. • Terminate the activity if the miss behavior impacts the safety of it.
Structure damage	Internal	1	3	4	<ul style="list-style-type: none"> • Ensure yearly checks to our climbing tower, Low Ropes park, Water Safari and Dock. • React beforehand to the aged of our structures. 	<ul style="list-style-type: none"> • Immediately stops any activity related to the damaged structure. • Lock the area and call the necessary professionals to ensure the good management of it.
Minor incident	Internal	2	1	3	<ul style="list-style-type: none"> • Thorough training to avoid recurrent minor incidents • Ensure up to date and good distribution of First aid equipment. 	<ul style="list-style-type: none"> • Deliver first aid treatment if needed according to WFR standards.
Serious incident	Internal	1	2	3	<ul style="list-style-type: none"> • WFR certificated people working at Usu. • Public and easy access information about closest professional help. 	<ul style="list-style-type: none"> • Stop the activity and attend the incident preventing others from getting involved. • Deliver first aid treatment to the best of knowledge or abilities in

						order to prevent the situation from worsening.
Major incident	Internal	1	3	4	<ul style="list-style-type: none"> • WFR certificated people working at Usu. • Public and easy access information about closest professional help. 	<ul style="list-style-type: none"> • Stop the activity and attend the incident preventing others from getting involved. • Call out for other staff to help managing the situation. • Rapid response contacting professional services.

Risk Assessment, Management and Finances

Risk, uncertainty, complications	Internal / external	Prob.	Effect	Prob. x effect (sum)	Prevention to risk(s)	Response to risk(s)
Poor communication in between Usu operation and Usu finances and board	Internal	1	3	4	<ul style="list-style-type: none"> • Ensure regular meetings • Monthly report from Operation to board 	<ul style="list-style-type: none"> • Call on a day meeting to set things in place
Inaccuracy in the budget	Internal	2	3	5	<ul style="list-style-type: none"> • Split the general budget into smaller categories to ensure we have a good overview of income and expenses by sections. • Collect data and develop statistics for forecasting. 	<ul style="list-style-type: none"> • Monthly balance during intensive care periods
Organization Structural failure	Internal	2	2	4	<ul style="list-style-type: none"> • Ensure the structure is clear, public and well communicated 	<ul style="list-style-type: none"> • Adapt the available human resources to the structure. • Check the structure and adjust if needed.
Not enough business to cover costs	Internal / External	2	3	5	<ul style="list-style-type: none"> • Develop and implementation a Marketing plan. • Regular reviews of forecasting for the coming months/years 	<ul style="list-style-type: none"> • Reduce variable costs. • Generate emergency marketing targeting to increase our business on a short period of time.
Misdirection of our business mission and vision	Internal	2	2	4	<ul style="list-style-type: none"> • Ensure we have a clear vision and mission that aligns with BÍŠ future necessities and desires. • Ensure is public, clear and we shape the center around it 	<ul style="list-style-type: none"> • Intervention of BÍŠ if management and board are unable to redirect the situation.
Short of liquidity	Internal	2	2	4	<ul style="list-style-type: none"> • Ensure there is a system in the operations to keep track of payments, bills and invoices 	<ul style="list-style-type: none"> • Capital temporal transfer from other companies.

					<ul style="list-style-type: none"> • Ensure there is a system in finances to collect payments in time. 	<ul style="list-style-type: none"> • Review operation finances control. • Review budget.
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Risk Assessment, Unexpected Factors

Risk, uncertainty, complications	Internal / external	Prob.	Effect	Prob. x effect (sum)	Prevention to risk(s)	Response to risk(s)
Virus infection	External	2	3	5	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Ensure affected people get isolated and receive medical treatment. • >20 people affected, call health authorities to receive professional support.
Food poisoning	Internal	2	3	5	<ul style="list-style-type: none"> • Ensure hygiene policy in place, up to date and review yearly. • Ensure staff working in cooking/cleaning receive proper training according to hygiene policy standards. 	<ul style="list-style-type: none"> • Identify what caused the poisoning as soon as possible. • Remove any dirt or trace of the food that caused it. • >20 people poisoned, call health authorities to receive professional support.

This document is read, reviewed and approved by the Secretary General of the Icelandic Scout association, as well as the Board of Úlfjótuvatn

Date: _____

- Kristinn Ólafsson - **Secretary General of Skátarnir**

- Herman Sigurdsson - **Member of Usu board**

- Sævar Skaptason - **Member of Usu board**

- Sölvi Melax - **Member of Usu board**