

RISK MANAGEMENT PLAN
FOR
Northam Swimming Club



**NORTHAM
SWIMMING CLUB**

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EXECUTIVE SUMMARY

Risk is inherent in everything Northam Swimming Club does. In many of Northam Swimming Club's activities, risk is something that we currently manage and control in a variety of ways.

Our aim is to achieve best practice in controlling all the risks to which Northam Swimming Club is exposed. We will achieve this by identifying our priority exposures, addressing these, incorporating appropriate risk management strategies, risk improvements and contingency planning into our business, monitoring and reviewing ongoing risk to account for changes in our operations and to enable us to make well-informed decisions on risk controls.

As the first step of this process, this document outlines the framework for Northam Swimming Club's risk management. Within this framework, training will provide appropriate tools and practices for the effective management of risks. Our challenge is to infuse risk management into our culture, our everyday business operations and those of our contractors and business partners.

RISK MANAGEMENT POLICY STATEMENT

Northam Swimming Club is committed to the management of risk to continue to protect its:

- Members and stakeholders
- Volunteers and their skills
- Assets/property
- Affiliation and statutory obligations
- Image and reputation

Risk management is a key part of improving our business and services to be a leading Club. Our aim is to achieve best practice in controlling all the risks to which our club is exposed.

To achieve this aim, risk management standards will be created, maintained and continually improved. This will involve risk identification and risk evaluation linked to practical and cost- effective risk control measures.

Risk management is a continuous process demanding awareness and proactive action from all Northam Swimming Club's Committee and volunteers to reduce the possibility and impact of accidents and losses, whether caused by Northam Swimming Club or externally.

Risk Management is a core responsibility for all committee members. Suitable risk management activities will be incorporated into our club planning, operations and the agreement with stakeholders. The scope of these activities will encompass:

- Education and training in risk management for committee members
- Conducting surveys, audits and completing checklists to identify and eliminate risks
- Helping to prioritise and schedule risk control improvements in each area of operation
- Regular reporting to the Club's Committee on risk improvement and compliance

Our challenge for the future is to infuse risk management into our culture and our everyday club operations. Everyone's involvement and support is important in the achievement of an effective result.

Joanne Stephen

Club President

14/9/2020

Date:

1. INTRODUCTION

1.1 Purpose of this Document

The purpose of this document is to set out a plan for ensuring that Risk Management is considered and included in the administration and operations of Northam Swimming Club.

1.2 Goals of Risk Management at Northam Swimming Club

The goals behind introducing Risk Management are threefold:

- To provide an assurance that the club has identified its highest-risk exposures and has taken steps to properly manage these.
- To ensure that the Club's planning processes include a focus on areas where risk management is needed.
- To establish a process across the Club that will integrate the various risk control measures that the Club already has in place.

2. CONTEXT AND BACKGROUND

2.1 What Is Risk Management?

Risk is usually defined as an assessment of the **possibility** of some adverse event occurring and the likely **consequences** of this event. Risk is inherent in the functions and activities of the Club and its operations. As the consequences of an adverse event may include an inability to meet stakeholder and member requirements, financial loss, organisational or political embarrassment, operational disruption, legal problems, and so forth, it is important that policies, procedures and practices are in place to minimise Northam Swimming Club's exposure to risk.

Risk Management involves adopting and applying a systematic process to identify, analyse, assess, control and monitor risk so that it is reduced and maintained within an acceptable level. Risk Management is a business tool and a part of "good management" and good planning processes.

Risks, which can be identified by a risk management program, include:

- Physical risks- injuries to members and the public;
- Financial risks- loss of financial stability and asset values, loss of earning capacity, fraud;
- Moral ethical risks- damage to image or reputation, adverse publicity;
- Legal risks- losses arising from legal actions for breach of common law or statutory obligations

2.2 What Benefits Will a Risk Management Plan Give Northam Swimming Club?

Risk Management will assist us to achieve Northam Swimming Club's objectives by:

- Integrating the various risk control measures that Northam Swimming Club currently uses into one holistic view of what we are doing to minimise its risk exposures. This single view will show priorities and any gaps that need to be addressed.
- Implementing a visible, formalised and consistent process for managing Northam Swimming Club's exposures to risk, thereby supporting continuous improvement in the Club's programs and providing an assurance of more effective outcomes.
- Incorporating identified risk management solutions into planning and administrative processes resulting in more structured, accountable and effective business planning and project management;
- Building on existing risk management strategies such as our administrative, engineering, contractual, safety and quality management controls; and
- Encouraging committee members and volunteers to think about risk, and risk management, in their day- to-day activities and in forward planning activities.

Risk Management shall be applied to all Northam Swimming Club activities. This will help us to:

- Ensure that the quality and reliability of services and other program outputs are of a very high standard;
- Ensure services meet requirements and are delivered within cost and schedule;
- Protect volunteers, property, information and all other assets;
- Provide evidence to affiliates and funding bodies that identified risks are appropriately managed; and
- Comply with all legal requirements relative to areas of risk.

2.3 Background

Northam Swimming Club has exposure to a diverse range of risks. This exposure includes professional risks, commercial risks, political risks, risks to our stakeholders and community services and risks associated with competition.

Northam Swimming Club's main risk mitigation strategies to date have included administrative, contractual, technical, safety and management controls as a part of business and program activities – for example:

- Event operations and activities reviewed;

- Policy and procedure manuals and guidelines;
- Training and development of volunteers
- Safety for members, volunteers and the public using specific safety and risk tools;
- Affiliation/Funding/Contractual requirements which include standard indemnities, insurances and the like;
- Contingency planning;

Northam Swimming Club now seeks to formalise existing administrative and management controls and risk mitigation strategies and relate them to our planning processes to develop a more rigorous, measurable and integrated risk management framework across all events and activities.

3. RISK MANAGEMENT AT NORTHAM SWIMMING CLUB

3.1. Overview of Northam Swimming Club's Risk Management Process

“Risk Management” is the discipline required to minimise the impact and cost to Northam Swimming Club, in dealing with risks to which we are exposed, in a manner consistent with achieving our business objectives.

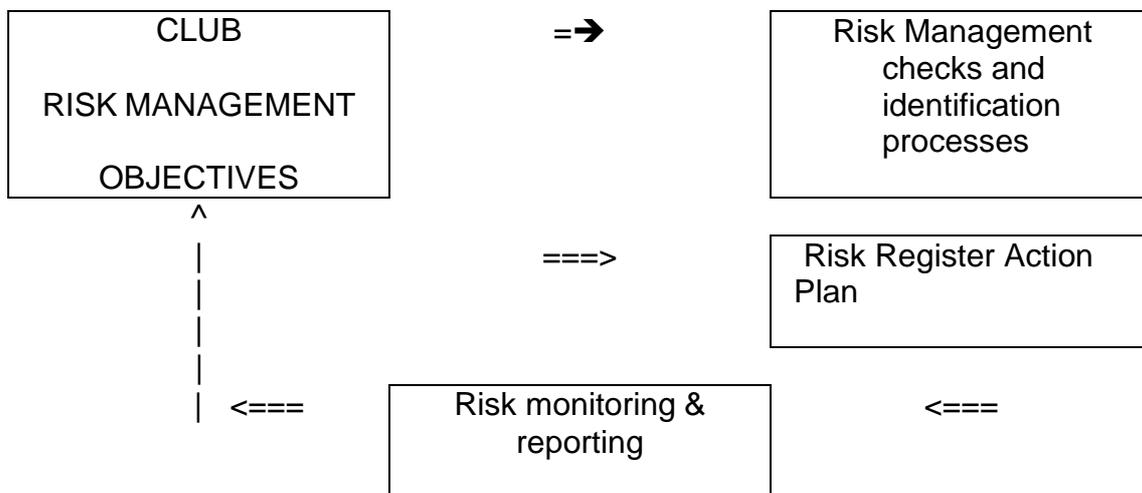
Northam Swimming Club's “Risk Management Policy Statement” sets out our attitude to, and objectives for, managing risk. It is the benchmark by which all decisions in the handling of risk will be tested.

This “Risk Management Plan” sets out the manner in which Northam Swimming Club's Risk Management Policy is achieved. Northam Swimming Club's risk management approach and process follows that outlined by the Australian Standard for Risk Management, AS/NZS 4360:1999.

The end result of risk management is to provide Northam Swimming Club Committee with a regular profile report of the status of risks and risk controls across the club, and an assessment/ report of its major risks.

Figure 1 below illustrates.

Figure 1. Desired outcomes of Northam Swimming Club's Risk Management



3.2. Risk Management Structure and Responsibilities

All committee members, and volunteers are responsible for managing risk within their span of control, for promoting the application of risk management, and assisting with the identification of global or broadly based risks that could impact on Northam Swimming Club as a whole.

Committee members are accountable for ensuring that risks with a “high” overall rating are managed appropriately through risk management/reduction activities and included on a Risk Register/Action Plan. Risks with a “medium” or lower level overall rating may be included in the Action Plan if appropriate, or, alternatively, managed as an operational issue. The President is responsible for overseeing the risk processes and endorsing risk mitigation strategies and action plans.

Committee members act as a focal point for communication and coordination of risk assessment, awareness training and risk management assurance in their area of responsibility.

Club Committee is responsible for:

- Coordinating the regular updating of the Risk Register/Action Plan;
- Analysis and reporting to the Committee;
- Ensuring appropriate linkages to the Club's planning processes, and if necessary, to budget processes.

3.3 Deliverables

(a) At Committee Level

The Club will maintain a corporate Risk Register compiled from a consolidation of the Risk Registers and Action Plans indicated above.

In addition to the consolidated data of each Business Unit, account will be taken of risk exposures that are identified as common across all Business Units and also of exposures that would apply only to the corporation as a whole.

(b) Training

To ensure the successful implementation of risk management throughout Northam Swimming Club, appropriate training in risk management will be provided to Committee members and volunteers.

Training content encompasses the risk management process, application of risk management tools, assistance with identification and analysis of Northam Swimming Club's risk exposures, risk profiling and assurance reporting.

In addition, Northam Swimming Club's Committee will ensure:

- All new volunteers receive induction information which will include a Risk Management, fraud awareness and Code of Conduct training;
- All committee members receive regular Risk Management awareness and fraud awareness update training;
- Any updates and changes to the risk management policy and plan, fraud-related policies, procedures, Codes of Conduct, ethics etc. are available to all members.

3.4 Monitoring and Review

The Risk Register/Action Plan will be formally reviewed and updated **annually** as a part of our club planning process, although more regular reviews and updates by sub-committees are encouraged in accordance with any significant changes to activities or appointments.

These formal annual reviews will include:

- A summary ranking of risks by overall rating level to identify all "high" and "medium" level risks across the Club as a whole to ensure that all are accounted for in the Club's broader planning and reviewing processes of its services and operations.
- A statement of Northam Swimming Club's risk performance over the previous twelve months showing the reduction in risk, cost of risk and the improvements made in risk controls (that is, the risk treatments that have been actioned in accordance with the Action Plans).

4. INITIAL RISK IDENTIFICATION AND RISK TREATMENT

The Club adopts policies to assist with the efficient and consistent management of risk across the Club. These policies follow the risk assessment process outlined in AS/NZS 4360:1999 and so enables the application of that standard to Northam Swimming Club's business.

The Club has recently undertaken an initial identification and assessment of its key risk exposures using this tool as the underpinning to this Risk Management Plan and start point for the implementation of Risk Treatment Action Plans. This initial identification will be updated and revised as the Plan proceeds.

4.1 Risk Criteria

Northam Swimming Club sees five criteria for setting its risk management priorities, as follows. Further risk identification, risk assessments and risk treatment need to be carried out bearing these in mind.

- Risks affecting Northam Swimming Club's reputation, ability to perform, or trust in Northam Swimming Club, particularly in regard to the quality of policy advice.
- Risks affecting Northam Swimming Club's management of and accountability for Northam Swimming Club's performance, including its service delivery obligations, its regulatory framework and business relationships.
- Risks affecting Northam Swimming Club's performance against strategic priorities.
- Risks affecting the integrity of the Club's decisions, processes and information.
- Risks affecting the safety, security and health of Northam Swimming Club's personnel and visitors to its premises.

4.2 Risk Assessment

Having identified the risks involved we will assess those risks in terms of their likelihood to occur and the seriousness of the consequences arising from the occurrence.

Each identified risk will be rated in accordance with Tables 1-3 below:

4.3 Table 1 - Consequences

Consequences					
Level	Rank	Financial Impact	Injuries/Death	Reputation and Image	Activities/Operations
1	Insignificant	Less than \$100	No treatment required.	Unsubstantiated, low impact, low profile or no news item.	Less than 1 hour
2	Minor	\$100 to \$1,000	First aid treatment.	Substantiated, low impact, low news profile.	1 hour to 1 day
3	Moderate	\$1,000 to \$5,000	Medical treatment required.	Substantiated, public embarrassment, moderate impact, moderate news profile.	1 day to 1 week
4	Major	\$5,000 to \$50,000	Death or extensive injuries.	Substantiated, public embarrassment, high impact, high news profile, Third Party actions.	1 week to 1 month
5	Catastrophic	More than \$50,000	Multiple deaths or severe permanent disablements.	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, Third party actions.	More than 1 month

4.4 Table 2 - Likelihoods

Likelihoods			
Level	Descriptor	Description	Frequency
1	Rare	The event may occur in exceptional circumstances.	Less than once in 15 years.
2	Unlikely	The event could occur at some time.	At least once in 10 years.
3	Moderate	The event should occur at some time.	At least once in 3 years.
4	Likely	The event will probably occur in most circumstances.	At least once a year.
5	Almost Certain	The event is expected to occur in most circumstances.	More than once per year.

4.5 Table 3 – Risk Matrix

Consequence/ Likelihood	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	Low	Low	Low	Moderate	Moderate
Unlikely	Low	Low	Moderate	Moderate	High
Moderate	Low	Low	Moderate	High	High
Likely	Low	Moderate	High	High	Extreme
Almost Certain	Moderate	Moderate	High	Extreme	Extreme