

UniSA Ultimate Club

Club Risk Management Plan

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UNISA SPORT



University of
South Australia

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1. Introduction

The purpose of this document is to assist the UniSA Ultimate Club to identify, evaluate and manage risks associated with the management of the club's operations. The club recognises that a duty of care is owed to all of its members and that having an up to date, effective risk management process in place is crucial to this as well as an important step to establishing quality club governance.

As a result of this the club recognises the benefits of a risk management plan and the importance of this to ensure the club meets its legal responsibility to take reasonable steps to reduce the likelihood of injury to its members and others involved in its activities as a result of any foreseeable risks. By implementing this plan the club is committed to establishing a safe environment for its members and has committed to the implementation and ongoing maintenance of this plan.

This plan has been established by the UniSA Ultimate Club committee in consultation with relevant club officials, volunteers and members and the club is committed to ensuring it is communicated with and adhered to accordingly by all members.

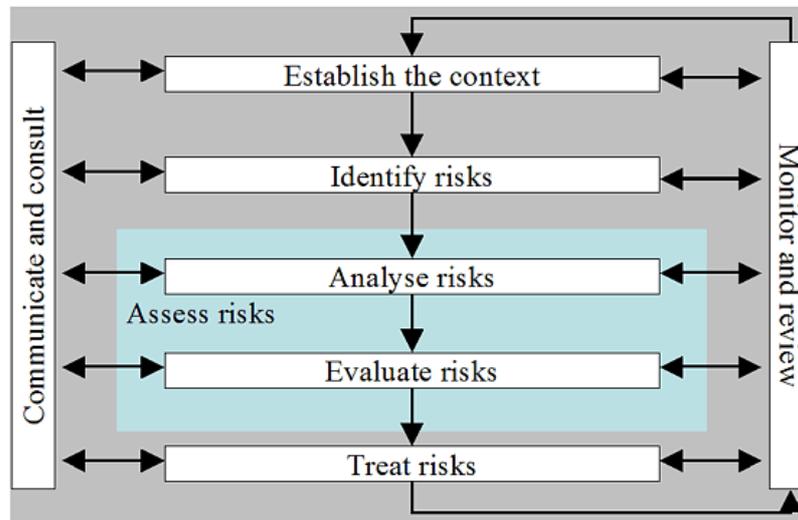
2. Purpose

It is well recognised that risk is an inherent component of sport delivery and as a result, quality risk management processes seek to assist clubs to identify, assess and manage potential risks before they occur.

A risk is defined as anything untoward that can affect your organisation by creating exposure to potential loss or damage. The purpose of the UniSA Ultimate Club risk management plan is to create a proactive approach to the identification, analysis, assessment, control, and avoidance, minimization, or elimination of unacceptable risks rather than a re-active approach, therefore creating a safer environment for its members.

The UniSA Ultimate Club recognise that effective risk management is an ongoing process and must be monitored at all times. The following diagram and process detailed in section 3 below outlines the 6 steps that form the ongoing process to be undertaken by the club to continually identify, evaluate, treat and monitor risk.

3. The 6 Step Risk Management Process



STEP 1 - Context

There are many areas where a risk can occur that can impact the success of an organisation - A 'risk' is more than just a physical risk and may also include:

- Governance
- Financial
- Brand
- Member services
- Sports competition / activities
- Social events
- Facilities

By first breaking down the process into different risk context, it enables specific risks within this to be identified. Each context should have its own risk management table within section 4.

STEP 2 - Identify

Identifying risk is the most crucial step to any effective risk management process as without being able to identify a risk, there is no way to treat it.

Recognising risks no matter how obvious or likely they are is also often the most difficult step. As a result, a club should encourage all members to assist the committee to identify potential risks. Each member will be involved in different areas of the club and have different skill sets, experiences, interests, and roles. When gathering your club members to formulate your risk management plan, the more diversity that your group has, the more broadly you will be able to identify risk. For example coaches and players may be in a better position than the treasurer to identify risk associated with training sessions and equipment.

Some useful techniques to help identify risks include:

- **Brainstorming** – Get the committee and a range of club members together and brainstorm the potential risks to your club across a variety of context
- **Incident review** - Have events occurred previously that are recorded or remembered? Going through past events will help you to generate a very real example of the risks that remain in your facility, activities or functions.
- **Research** - Talk to people who run groups similar to yours to find out what risks they have encountered. Look into to any support resources that may exist within your sport to manage risk or examples of incidents that have occurred relevant to your sport.
- **Guidelines** – Look into guidelines relevant to your sport e.g. coach qualifications, equipment standards, club governance requirements etc.
- **Site visits** – Don't try and work from memory, take the time to walk around the facilities your club uses, inspect the equipment you use, watch training sessions, games, events etc. and make notes on possible risks.
- **Scenario** – Go through some different scenarios to identify how the club is positioned to handle these e.g. if there is a serious injury do you have the required first aid equipment and qualifications, do you have relevant emergency contact details etc.

STEP 3 - Analyse

Once a risk has been identified, the next step is to determine what the likelihood and the consequence of the risk is. The following tables/descriptions enable the club to determine both the level of likelihood (A, B, C, D, E) and level of consequence (1, 2, 3, 4, 5) for each risk. These levels then enable the risk to be evaluated in step 4.

Likelihood:

Utilise the descriptor table below to provide an indication of the likelihood an identified risk may occur.

LEVEL	CATEGORY	DESCRIPTION
A	Almost Certain	There is an expectation that an event/incident will occur (pre/during/post event)
B	Likely	There is an expectation that an event/incident could occur but not certain to occur
C	Slight	There is an expectation that an event/incident has equal probability of occurring
D	Unlikely	There is an expectation that an event/incident is doubtful or improbably
E	Rare	There is no expectation that the event/incident will occur

Consequence or Impact: Utilise the descriptor below to describe the consequences of an incident/risk should it occur.

LEVEL	CATEGORY	DESCRIPTION
1	Negligible	<ul style="list-style-type: none"> No injuries – minor first aid (e.g. Band-Aid), short term discomfort (e.g. bruise, headache) Low financial loss
2	Minor	<ul style="list-style-type: none"> First aid treatment Temporary disruption or halting of part or whole of event Medium financial loss
3	Moderate	<ul style="list-style-type: none"> Formal medical treatment required (e.g. ambulance, hospital, doctor) Temporary delay of event requiring external assistance (e.g. police, fire, maintenance, security etc.) Medium – High financial loss
4	Major	<ul style="list-style-type: none"> Extensive injuries, hospitalisation. Could result in a notifiable occurrence Loss of production capability Event disrupted and requiring investigation and outside assistance (e.g. Fire, Police, SafeWork SA) Major financial loss
5	Severe	<ul style="list-style-type: none"> Death, permanent incapacity Event cancelled with investigation and potential prosecution e.g. fire, ambulance, SafeWork SA Catastrophic financial loss

STEP 4 - Evaluate

What is the level of the risk and is it acceptable?

The matrix below enables the club to identify the levels of risk by cross-referencing the selected level of likelihood and consequence determined in step 3.

Those risks evaluated as ‘Very High’ will have a significant impact on the Club and a high likelihood of occurring while those with a ‘Low’ rating are very unlikely to occur and have minimal consequences to the club. This rating should form a key determinant of how you treat the risk in step 5 e.g. a low rating may see the risk being accepted while a high rating may mean it is avoided completely.

Likelihood	Consequences				
	Negligible 1	Minor 2	Moderate 3	Major 4	Severe 5
A Almost Certain	Medium	High	Very High	Very High	Very High
B Likely	Medium	Medium	High	Very High	Very High
C Slight	Low	Medium	High	High	Very High
D Unlikely	Low	Low	Medium	Medium	High
E Rare	Low	Low	Low	Medium	Medium

STEP 5 - Treat

Risk treatment involves identifying the range of options for treating the risk, evaluating those options, preparing a risk treatment plan and implementing that plan. It is about considering the options for treatment and selecting the most appropriate method to achieve the desired outcome.

What are some ways you can manage/treat a risk?

Standard treatment options include:

- **Accepting the risk** – for example most people would consider minor injuries from participating in the sporting activity as being an inherent/acceptable risk.
- **Avoiding the risk** - Cancel or changing the activity is a way to avoid a risk. For example, a rock climbing club decide to run a come n try day but have since found out their trained and accredited instructors are unavailable that day. The club may decide it is better to avoid this risk by rescheduling or cancelling the event.
- **Reducing the risk** – It may be possible and acceptable to reduce the likelihood or consequence (or both) of a risk through a certain action, policy, equipment etc. For example the use of mouth guards for players in some contact sports may reduce the likelihood and consequence of a risk to an acceptable level.

- **Transferring the risk** in full or in part, will generally occur through contracts or notices for example via the policies of the association that your team plays within – i.e. Hockey SA, insurance coverage, lease agreements, waivers and warning signs.
- **Retaining the risk** is knowing that you may not be able to eliminate the risk, but instead acknowledging the risk is an important part of the sport activity and some risk must be retained because of the inherent nature of the sport activity. If retaining the risk it is important to consider the likelihood and consequence of the risk

Whichever option you choose to treat a risk, if the risk has rated highly you will need to carefully consider necessary policies, procedures and strategies to treat and/or manage the risk should it occur. These will include:

- Who is responsible
- What is needed
- What is the timeframe
- How you will know when the risk has been successfully managed
- External advise e.g. insurer, solicitor, affiliated state body etc.

STEP 6 – Monitor and Review

Once treatment of a risk has been determined it is crucial that the club continues to monitor the risk to ensure the likelihood or consequence doesn't change and that the identified treatment is correct and effective.

The ongoing review of all possible risks to the club is also crucial to ensure the club pro-actively identifies any changes that may expose the club to additional risks over time. Some areas such as facilities and equipment may need monitoring and review regularly e.g. every event/week/month while some such as governance policies may be every 6 or 12 months.

4. Risk Management Action Plan

Using the 6 step process detailed above, the following is an ongoing risk management action plan for the UniSA Ultimate Club

RISK CATEGORY/CONTEXT: E.G: Governance, Facility, Finance, Policy, Event			1. Events / Matches / Trainings / Competitions							
POTENTIAL RISK: (What can happen)	THE CONSEQUENCES OF AN EVENT HAPPENING		LEVEL OF RISK (Refer to table e.g. Very High, High etc.)	ACTION (How will the risk be treated)	RESOURCES REQUIRED (Funding, equipment, personnel etc.)	RESPONSIBILITY & TIMELINE (Who and When)	COMMUNICATION (Who needs to be notified and how)	RISK TREATED (What has been actioned to treat this)	DATE REVIEWED	ADDITIONAL ACTION PLAN REFERENCE (If an additional specific risk action plan has been established)
	LIKELIHOOD (Refer to table e.g. A = Almost Certain)	CONSEQUENCES (Refer to table e.g. 1 = Negligible etc.)								
Thunderstorm or Lightning	D - Unlikely	5 - Severe	High	Avoid – Apply SAFDA Extreme Weather Policy and cancel if in the near vicinity of playing.	N/A	TD/LD, Coach	Players, Association	AFDA Lightning Policy	29/6/2018	N/A
Hot Weather	D - Unlikely	5 - Severe	High	Reduce or Avoid – Apply SAFDA Extreme Weather Policy	N/A	TD/LD, Coach	Players, Association	AFDA Hot Weather Policy	29/6/2018	N/A
Player injury	D – Slight	2 – Minor	Medium	Accept the risk – Respond with first aid in case of injury	First Aid Kit	First Aid trained club members	Club secretary and family member/emergency contact	Assessing ground quality, player conduct	29/6/2018	N/A

RISK CATEGORY/CONTEXT: E.G: Governance, Facility, Finance, Event			2. Governance / Policy							
POTENTIAL RISK: (What can happen)	THE CONSEQUENCES OF AN EVENT HAPPENING		LEVEL OF RISK (Refer to table e.g. Very High, High etc.)	ACTION (How will the risk be treated)	RESOURCES REQUIRED (Funding, equipment, personnel etc.)	RESPONSIBILITY & TIMELINE (Who and When)	COMMUNICATION (Who needs to be notified and how)	RISK TREATED (What has been actioned to treat this)	DATE REVIEWED	ADDITIONAL ACTION PLAN REFERENCE (If an additional specific risk action plan has been established)
	LIKELIHOOD (Refer to table e.g. A = Almost Certain)	CONSEQUENCES (Refer to table e.g. 1 = Negligible etc.)								
Misuse of social media branded platforms	D – Unlikely	3 – Moderate	Medium	Administration rights are restricted to board members only	Internal social media policy	Club president, secretary	The executive committee	Creation of Social Media Policy	29/6/2018	N/A

Misuse of personal data collected by the club.	D - Unlikely	4 - Major	Medium	All executive members and club coaches requiring working with children checks. Detailing of responsibilities with handover policy.	Budgeted funding for checks. Handover Policy	All executive members.	All executive members. Personnel affected.	Creation of handover policy.	29/6/2018	N/A
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RISK CATEGORY/CONTEXT: E.G: Governance, Facility, Finance, Policy, Event		3. Facility								
POTENTIAL RISK: (What can happen)	THE CONSEQUENCES OF AN EVENT HAPPENING		LEVEL OF RISK (Refer to table e.g. Very High, High etc.)	ACTION (How will the risk be treated)	RESOURCES REQUIRED (Funding, equipment, personnel etc.)	RESPONSIBILITY & TIMELINE (Who and When)	COMMUNICATION (Who needs to be notified and how)	RISK TREATED (What has been actioned to treat this)	DATE REVIEWED	ADDITIONAL ACTION PLAN REFERENCE (If an additional specific risk action plan has been established)
	LIKELIHOOD (Refer to table e.g. A = Almost Certain)	CONSEQUENCES (Refer to table e.g. 1 = Negligible etc.)								

RISK CATEGORY/CONTEXT: E.G: Governance, Facility, Finance, Policy, Event		4. Finance								
POTENTIAL RISK: (What can happen)	THE CONSEQUENCES OF AN EVENT HAPPENING		LEVEL OF RISK (Refer to table e.g. Very High, High etc.)	ACTION (How will the risk be treated)	RESOURCES REQUIRED (Funding, equipment, personnel etc.)	RESPONSIBILITY & TIMELINE (Who and When)	COMMUNICATION (Who needs to be notified and how)	RISK TREATED (What has been actioned to treat this)	DATE REVIEWED	ADDITIONAL ACTION PLAN REFERENCE (If an additional specific risk action plan has been established)
	LIKELIHOOD (Refer to table e.g. A = Almost Certain)	CONSEQUENCES (Refer to table e.g. 1 = Negligible etc.)								
Funds mismanagement	E – Rare	5 – Severe	Medium	Ongoing accounting checks Monthly financial reports		All executive committee personnel	All executive committee and club members, finance reports	Ongoing meetings and communication between the	29/6/2018	N/A

								executive committee		
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Detailed Risk Treatment Plan

For risks identified by the club within the Risk Management Action Plan that require a more detailed review to determine a satisfactory treatment plan or response plan should the risk occur, clubs are encouraged to use the following template:

Risk Category/Context:	Date:
Potential Risk:	
Level of Risk	
Responsible person(s):	
Pre-Emptive Actions: <i>What actions are to be taken to manage the risk now it has been identified based on whether you chose to avoid, reduce, transfer or accept the risk e.g. new policy, equipment maintenance, weekly inspections, communication etc.</i>	
Proposed Response: <i>What action are to be taken if the risk occurs?</i>	
Resource Requirements – <i>What resources are required to treat the risk whether through the pre-emptive action or response e.g. financial, human resources, equipment etc.)</i>	
Time Frame – <i>Outline the time frame and key dates/milestones for any pre-emptive actions or risk management</i>	
Compiled by:	Date:
Reviewed by:	Date:

5. Communication

Communication is crucial to a club effectively managing risk. A good communication plan ensures everyone is aware of its importance, that risks are communicated to relevant members, that members are aware of key responsibilities and or relevant policies/processes and a clear process on how to report a risk is understood.

The UniSA Ultimate Club will take all actions necessary to ensure this risk management plan, associated procedures, actions and responsibilities are implemented, monitored, communicated and undertaken by the Club and its members to the best of our ability.

The risk management plan will be reviewed and updated accordingly as per the listed review date listed below and on the front cover.

DATE OF NEXT REVIEW: 29th June 2019