

RISK MANAGEMENT POLICY

1.17

1 INTRODUCTION

1 Orienteering Australia is to conduct its activities in a manner consistent with the Risk Management Schedule at Appendix 2, which is based on the Risk Management Priorities at Appendix 1¹. This Schedule is intended to provide guidance for officers and officials of OA and its constituent bodies for the identification, analysis and control of the hazards and consequent risk associated with its activities.

RISK MANAGEMENT

2 There is no mystique about risk management and, at its simplest levels, it requires no special qualifications or specific skills. People in sporting organisations deal intuitively with risks every day. Risks may present themselves as issues or challenges that need to be dealt with, or obstacles that prevent organisations from achieving a daily task, a major project initiative, or an organisation's objectives and goals. In a practical sense, they may present themselves as hazards that may cause harm or loss to an individual member or participant. In a legal sense, they present themselves as consequences, or may arise as a consequence, of a negligent act or non-compliance with the law.

3 Risks need to be managed at all levels of a sporting organisation from strategic levels down to operational levels, and across all areas of activities and functions. Risk management is designed to encourage an integrated approach to managing risks in an organisation. It is built around having a common language and common approach to the risk management process. Risk management helps directors and members of boards to make informed and balanced decisions that ensure the most effective use is made of resources at an acceptable level of risk. A key feature of any Risk Management policy is that priorities and strategies are reviewed regularly to ensure that they continue to meet the needs of the sport and that responsibility for implementing the procedures is clearly designated.

4 The Risk Management Schedule at Appendix 2 was developed by a series of workshops at OA Annual Conferences over a period of four years. The first workshop determined the risk management priorities should be considered under four groupings:

- Financial
- Sustainability
- Safety
- Legal

SCOPE

5 The Risk Management Schedule is intended to cover the activities of the following people:

- Officers of the Orienteering Australia
- Orienteering Australia Council
- Employees and contractors
- Team and Squad Coaches and Managers
- Other Officials

RESPONSIBILITIES

6 The Board of Orienteering Australia shall be responsible for implementation of the procedures within this policy. The Board will also carry out regular reviews of the schedule to ensure that all officials and officers of OA are aware of the schedule and the relevant strategies.

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¹ The Risk Management Priorities and Risk Management are based primarily on an ASC document, Risk Management for Directors and Board Members of National Sporting Organisations

RISK MANAGEMENT PRIORITIES

The following scales and matrix (taken from the ASC booklet on Risk Management for Directors and Board Members of National Sporting Organisations) were used to determine Risk Management priorities for potential risks to Orienteering in Australia.

Impact Scale

Rating	POTENTIAL IMPACT in terms of the criteria for the organisation
Catastrophic	NSO would be permanently disbanded, ie put out of business
Major	Most criteria threatened, or one severely affected
Moderate	Some criteria affected, considerable effort required to rectify
Minor	Easily remedied, with some effort the criteria can be achieved
Negligible	Very small impact, rectified by normal process

Likelihood Scale

Rating	LIKELIHOOD the probability that a problem may occur
Almost certain	Will probably occur, could occur several times per year
Likely	High probability, likely to arise once per year
Possible	Reasonable likelihood that it may arise over a five-year period
Unlikely	Plausible, could occur over a five to ten year period
Rare	Very unlikely but not impossible, unlikely over a ten year period

Risk Priorities

	Consequences				
Likelihood	Negligible	Minor	Moderate	Major	Catastrophic
Almost certain	Medium		High	High	Extreme
Likely	Low	Medium	Medium	High	
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Medium	High

Risk		Impact	Likelihood	Priority	Management Strategies
Financial					
1	Legal Costs	Catastrophic	Rare	High	<ul style="list-style-type: none"> • Observe all Legal strategies to minimise litigation
2	Financial Security	Major	Possible	Medium	<ul style="list-style-type: none"> • Ensure only authorised officers can commit OA by entering into agreements relating to purchase of goods, sponsorships, consulting or service arrangements. No person should represent they have the authority to bind OA without the prior approval of the Council. Similarly, commitments in relation to appointment of personnel or contractors should only be made with the approval of Council. Such approval may be delegated by the Council to the Board for particular projects • Observe the requirements for management of OA's funds as set out in clause 13 of the OA Constitution. All cheques drawn against OA's funds should be signed by two members of the Board or the by such persons authorised by the Council. Limits on expenditure should also be determined by the Council.
3	Revenue Security	Major	Possible	Medium	<ul style="list-style-type: none"> • Maintain good liaison with ASC and ensure all obligations are met • Monitor financial viability of constituent bodies
4	Insurance Costs	Moderate	Possible	Medium	<ul style="list-style-type: none"> • Observe all Safety strategies to minimise Public Liability Insurance claims • Maintain good security for equipment covered by fire and general insurance
5	Contracts	Moderate	Unlikely	Medium	<ul style="list-style-type: none"> • Ensure contracts are prepared appropriately; seek legal advice if unsure • Ensure all obligations are met
6	Event Levies (Participation)	Major	Unlikely	Medium	<ul style="list-style-type: none"> • Encourage/assist States to maintain/increase participation
7	Membership	Moderate	Unlikely	Medium	<ul style="list-style-type: none"> • Encourage/assist States to maintain/increase members

Risk		Impact	Likelihood	Priority	Management Strategies
8	Employee Costs	Minor	Likely	Medium	<ul style="list-style-type: none"> • Monitor employee costs and seek to control any escalation in costs
9	Economic Conditions	Minor	Likely	Medium	<ul style="list-style-type: none"> • Monitor prevailing economic conditions and be prepared to make changes to cope with downturns
10	Travel costs	Minor	Possible	Medium	<ul style="list-style-type: none"> • Monitor travel costs and seek cheaper costs
11	International Levies	Minor	Possible	Medium	<ul style="list-style-type: none"> • Continue to lobby IOF to minimise levies on smaller nations
12	Sponsorship	Negligible	Possible	Low	<ul style="list-style-type: none"> • Maintain good liaison with sponsors and ensure all obligations are met
13	Personnel Succession	Negligible	Unlikely	Low	<ul style="list-style-type: none"> • Develop plans for personnel succession to avoid loss of corporate knowledge and personnel shortages
14	Auditing	Moderate	Rare	Low	<ul style="list-style-type: none"> • Maintain good financial records and process financial matters in a timely manner
15	Taxation	Moderate	Rare	Low	<ul style="list-style-type: none"> • Maintain good financial records and process taxation matters in a timely manner
16	Financial Guidelines	Minor	Unlikely	Low	<ul style="list-style-type: none"> • Maintain good financial guidelines
17	Fundraising	Negligible	Unlikely	Low	<ul style="list-style-type: none"> • Maintain good liaison with fundraising sources and encourage donations from the orienteering community
Sustainability					
1	External Authorities (over-regulation)	Major	Likely	High	<ul style="list-style-type: none"> • Maintain good liaison with the appropriate authorities and encourage them to minimise regulatory oversight
2	Relationships With Landholders	Major	Possible	High	<ul style="list-style-type: none"> • Encourage States to maintain good liaison with landholders • Encourage participants to ensure that they do nothing at events that could lead to loss of access to venues
3	OHS (Injury And Incident Reporting)	Major	Possible	High	<ul style="list-style-type: none"> • Develop procedures for reporting injuries and incidents • Ensure procedures for reporting injuries and incidents are followed

	Risk	Impact	Likelihood	Priority	Management Strategies
4	Personnel - Succession Planning	Major	Possible	High	<ul style="list-style-type: none"> • Develop plans for personnel succession to avoid loss of corporate knowledge and personnel shortages
5	Access To Suitable Terrain	Moderate	Likely	Medium	<ul style="list-style-type: none"> • Encourage States to be active in looking for new venues to replace old venues that might no longer be available • Encourage States to monitor changes in circumstances relating to popular venues and when necessary, take steps to protect access to suitable terrain
6	Volunteers - Administration, Events	Moderate	Likely	Medium	<ul style="list-style-type: none"> • Ensure procedures are documented and current for all work to be undertaken by volunteers • Ensure procedures are followed • Ensure the work of volunteers are appropriately recognised
7	Management Burnout	Moderate	Likely	Medium	<ul style="list-style-type: none"> • As best as possible, minimise the number of major activities undertaken concurrently and try to avoid a constant high level of activity
8	Developments (Technical Variations)	Moderate	Likely	Medium	<ul style="list-style-type: none"> • Ensure a regular ongoing review of the effectiveness and relevance of technical regulations • Monitor and introduce new technology, as and when appropriate
9	Membership Numbers	Moderate	Possible	Medium	<ul style="list-style-type: none"> • Encourage/assist States to maintain/increase members
10	Average Age Of Members	Moderate	Possible	Medium	<ul style="list-style-type: none"> • Encourage/assist States to recruit juniors and young adults to avoid a rising average age of members
11	Internal Authorities (over-regulation)	Moderate	Possible	Medium	<ul style="list-style-type: none"> • Avoid over-regulation of internal matters
12	Product Offering, Packaging	Moderate	Possible	Medium	<ul style="list-style-type: none"> • Encourage/assist States to develop event programs that will sustain and grow Orienteering
13	Conflict Between Factions	Moderate	Possible	Medium	<ul style="list-style-type: none"> • Develop a Code of Conduct and procedures for dispute resolution • Encourage observance of Code of Conduct and the use of dispute resolution

Risk		Impact	Likelihood	Priority	Management Strategies
14	Bad Publicity	Minor	Possible	Medium	<ul style="list-style-type: none"> • Encourage avoidance of activities that would reflect badly on Orienteering • Be sensitive to issues that could create bad publicity and be prepared to take corrective action
15	Olympic Inclusion	Moderate	Unlikely	Medium	<ul style="list-style-type: none"> • Avoid actions that might impact adversely on the IOF's bid to be included in the Olympic Games • Avoid the bid to be included in the Olympic Games being detrimental to normal orienteering activities
16	Education, Training	Moderate	Unlikely	Medium	<ul style="list-style-type: none"> • Maintain adequate training and education programs
17	Corporate Memory	Moderate	Unlikely	Medium	<ul style="list-style-type: none"> • Ensure timely recording of important corporate activities • Maintain a staged turnover of Board and other key positions so as to not lose corporate memory
18	Operational Planning	Major	Rare	Medium	<ul style="list-style-type: none"> • Maintain regular reviews of Operational Plans
Safety					
1	Bushfires, injuries, deaths	Major	Rare	Medium	<ul style="list-style-type: none"> • Encourage State associations to maintain good security procedures in regards to preventing orienteers being injured or killed as the result of bushfires
2	Communicable Diseases	Major	Rare	Medium	<ul style="list-style-type: none"> • Encourage State associations to maintain good security procedures in regards to preventing orienteers being infected as the result of the transfer of communicable diseases; see Operational Manual 1.22
3	Not Following Screening Procedures	Major	Rare	Medium	<ul style="list-style-type: none"> • Encourage State associations to maintain good security procedures in regards to following screening procedures
4	Quality Of Course Planning	Moderate	Likely	Medium	<ul style="list-style-type: none"> • Encourage State associations to ensure that competition rules relating to course planning are observed

Risk		Impact	Likelihood	Priority	Management Strategies
5	Injuries to Officials	Moderate	Likely	Medium	<ul style="list-style-type: none"> Encourage State associations to ensure that officials, especially course planners and controllers, are well aware of the procedures that should be taken to minimise the risk of injury and the action to be taken if they are injured while alone in the forest
6	Injuries to Competitors	Moderate	Likely	Medium	<ul style="list-style-type: none"> Encourage State associations to ensure that officials, especially course planners and controllers, are well aware of the procedures that should be taken to minimise the risk of injury to competitors and the action to be taken if competitors suffer injury
7	Road Crossings	Moderate	Unlikely	Medium	<ul style="list-style-type: none"> Encourage State associations to ensure that officials maintain safe crossings of roads
8	Problems with Wildlife	Moderate	Unlikely	Medium	<ul style="list-style-type: none"> Encourage State associations to ensure that officials, especially course planners and controllers, avoid areas where wildlife could cause problems, eg wild pigs
9	Map Accuracy, Boundaries, etc	Minor	Likely	Medium	<ul style="list-style-type: none"> Encourage State associations to ensure that maps are accurate and where possible have distinct boundaries Where possible course planners should avoid situations where a competitor could stray off a map, have no way of knowing they are off the map and encounter difficulties in returning to the assembly area.
10	Extreme Climatic Conditions	Minor	Likely	Medium	<ul style="list-style-type: none"> Encourage State associations to ensure that events are not conducted in extreme heat or extreme cold, especially where weather conditions have changed and competitors would be unprepared for the change
11	Problems with Junior Competitors	Minor	Unlikely	Low	<ul style="list-style-type: none"> Encourage State associations to ensure that an adequate steps are taken to avoid problems that might occur with juniors either in terms of harm towards them or misbehaviour on their part

	Risk	Impact	Likelihood	Priority	Management Strategies
12	Inadequate/Impure Water Supply	Minor	Possible	Medium	<ul style="list-style-type: none"> • Encourage State associations to ensure that an adequate supply of pure water is available or advise competitors that it will not be available • Encourage State associations to ensure that officials, especially course planners and controllers, observe the competition rules in regard to the supply of water on courses
13	Access To Events (Lifts)	Minor	Possible	Medium	<ul style="list-style-type: none"> • Ensure that people providing lifts to events and those who are the beneficiary of such lifts are aware of their rights and obligations
14	Inadequate/Unhygienic Toilets	Minor	Rare	Low	<ul style="list-style-type: none"> • Encourage State associations to ensure that an adequate provision of hygienic toilets is available or advise competitors that they will not be available.
Legal					
1	Litigation	Catastrophic	Unlikely	High	<ul style="list-style-type: none"> • Observe all other Legal strategies to minimise litigation
2	Selection	Major	Likely	High	<ul style="list-style-type: none"> • Maintain selection policies which allow broad discretion by selection panels to consider all factors relevant to selection; factors which are irrelevant to selection should not be considered • Ensure that the terms of any selection criteria are advised to competitors • Ensure selection policies and selection criteria are observed when teams are selected • Maintain an appeals process for those who wish to appeal against selectors decisions
3	Employment of staff	Major	Possible	High	<ul style="list-style-type: none"> • Take care to avoid any form of discrimination when recruiting or dealing with personnel • Ensure that conditions of employment are in accordance with legal obligations and awards (where applicable) and that salary payments are made with due regard to taxation and superannuation requirements

Risk		Impact	Likelihood	Priority	Management Strategies
4	Non-Member Participation	Major	Likely	High	<ul style="list-style-type: none"> • Encourage State associations to ensure that adequate steps are taken to advise non-members of the risks associated with participating in orienteering events.
5	Incompetence/Negligence (Duty Of Care)	Major	Possible	High	<ul style="list-style-type: none"> • Provide regulations setting out requirements for organisation, safety, hygiene, environmental protection and other matters relating to events. The appointment of controllers to oversee the conduct of events is an important way to ensure the correct procedures are followed • Provide officials (especially those involved in management of teams or squads) with procedures and training so that they are equipped to take reasonable care when carrying out their duties • Support Squad and Team activities with appropriate medical coverage. This will include the availability of first aid supplies, access to a qualified medical practitioner and transport arrangements for injured persons if required
6	Defamation	Major	Possible	High	<ul style="list-style-type: none"> • Nothing should be said or written that might affect another's reputation in any way. If a statement must be made which may convey an impression that is critical of a person it is best to obtain legal advice on the content of that statement. Such situations should be referred to the President Orienteering Australia
7	Anti-Doping	Major	Possible	High	<ul style="list-style-type: none"> • Maintain an Anti-Doping policy and procedures that are consistent with those of WADA and ASADA • Maintain and encourage State associations to maintain Anti-Doping education programs • Assist ASADA in the execution of its duties

Risk		Impact	Likelihood	Priority	Management Strategies
8	Observance of Laws	Major	Possible	High	<ul style="list-style-type: none"> • The Board and key officers should be aware of the laws that impact on the management of OA and, when necessary, seek expert advice on their specific application. The following areas of legislation are applicable to the operations of the Federation. It must be noted that this list may not be comprehensive. - Associations Incorporation Act (ACT) 1991 - Commonwealth Income Tax Assessment Act 1936 - Workers Compensation Act - Anti-Discrimination Act 1991 - Commonwealth Superannuation Guarantee Act 1992 - National Sporting Organisations (Coaching and other Staff) Award 1996 - Legislation applying to the employment and dismissal of staff - Fund raising law
9	Incorporation	Major	Possible	High	<ul style="list-style-type: none"> • The Board and key officers should be aware of the contents of the Federation Constitution and the requirements of the Associations Incorporation Act (ACT) regulations. Key provisions include: - Appointment of a Public Officer resident in the ACT - timing of the AGM of OA - Provision of Annual Financial Returns to the ACT Registrar General's Office - Notification of office bearers to the ACT Registrar General's Office - Limiting Federation operations to those within the stated powers of the Federation Constitution
10	Training, Education	Major	Possible	High	<ul style="list-style-type: none"> • Encourage State associations to ensure that their personnel receive adequate training in their legal obligations

	Risk	Impact	Likelihood	Priority	Management Strategies
11	Relationships (Clubs, States, OA, IOF)	Major	Possible	High	<ul style="list-style-type: none"> • Ensure that appropriate relationships are maintained between the varying levels of administration
12	Codes Of Behaviour	Major	Possible	High	<ul style="list-style-type: none"> • Develop a Code of Conduct • Encourage observance of Code of Conduct
13	Child Minding	Major	Possible	High	<ul style="list-style-type: none"> • Encourage State associations to ensure that when child minding facilities are provided, they meet the relevant State laws and regulations
14	Disciplinary Procedures	Major	Possible	High	<ul style="list-style-type: none"> • Have well documented disciplinary procedures • Ensure disciplinary procedures are observed
15	Contract (Management, Drafting)	Moderate	Possible	Medium	<ul style="list-style-type: none"> • Ensure contracts are prepared appropriately; seek legal advice if unsure • Ensure all obligations are met
16	Documentation, Record-Keeping, Etc	Moderate	Possible	Medium	<ul style="list-style-type: none"> • Ensure timely recording of important corporate activities • Ensure appropriate filing and safeguarding of all records • Ensure the maintenance of a backup of all computer based records
17	Constitution and New Policies (Privacy, Harassment, Etc)	Moderate	Possible	Medium	<ul style="list-style-type: none"> • Conduct a regular review of the Constitution, an examine the need to review and revise existing policies and introduce new policies as and when required
18	Dissemination Of Information	Moderate	Possible	Medium	<ul style="list-style-type: none"> • Maintain effect lines of communication among the Board and key officers, and between Orienteering Australia and its constituent bodies and associated members
19	Policing	Moderate	Possible	Medium	<ul style="list-style-type: none"> • Maintain an effective oversight of activities to ensure that the relevant policies and procedures are observed
20	Workers Compensation	Moderate	Possible	Medium	<ul style="list-style-type: none"> • Ensure all legislation and regulations relating to OH & S are observed • Maintain a WorkCover policy and ensure the requirements of the policy are met