



Manly Warringah Gymnastic Club Pty Ltd

Risk Management - General Operations

POLICY NAME:	MWGC Risk Management Policy
DATE OF REVIEW/ISSUE:	January 2020 - Rev 4
POLICY COVERAGE:	MWGC General Operations
CONTROLLING BODY:	MWGC - Management

STATEMENT OF COMMITMENT

MWGC Club is responsible for the overall management, coordination and direction of gymnastic activities within the club. This is achieved by providing a management structure that is capable of delivering a range of resources, services and products to a diverse delivery network.

MWGC is committed to providing a sporting and working environment that is safe, stable and free of discrimination and harassment, where risks are minimised through proactive management. Accordingly, MWGC accepts risk management as one of its prime responsibilities making it an integral part of all decision-making processes.

The MWGC Risk Management Plan has been developed, and is in-line with the Australian Standards of Risk Management AS/NZS 4360:1999. Accordingly, all Risk Management activities will be carried out in-line with the principles and guidelines set out in this policy document.

MWGC requires that all employees pass a NSW Working with Children Check. The company maintains records of verification.

POLICY APPLICATION

The policy applies to MWGC management and day-to-day operations undertaken by the Board of Management, staff and all other volunteers. Adoption of the policy will ensure consistency in risk management principles and procedures.

POLICY COVERAGE

Risk Management refers to the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects. All daily activities, competitions/events, Gymsport programs, membership programs and/or services are governed by the policy.

RISK MANAGEMENT PRINCIPLES

MWGC Risk Management is reliant upon a number of principles. Adherence to these principles will facilitate the emergence of a risk management culture that will be actively encouraged. These principles

make the MWGC Risk Management plan an effective tool that provides reliable information that MWGC can use to improve its performance. These principles include:-

- Leading by example in responding to risk.
- Responding promptly to any concerns.
- Trusting and empowering volunteers and paid staff to manage risks at all levels.
- Education and training.
- Ensuring the right values are instilled in young people.
- Acknowledging, rewarding and publicizing good risk management.
- Encouraging learning from unexpected results, both positive and negative.

ROLES AND RESPONSIBILITIES

All employees, volunteers and members are responsible for ensuring that risks to themselves, others, the Club and the sport of Gymnastics, are minimised. The Board of Management however, has the ultimate responsibility for successful risk management with the General Manager taking day-to-day responsibility for the process. This section specifies the responsibilities of all parties involved in Risk Management within Gymnastics:-

Board of Management

- Ensure that the context of the policy is communicated to all levels, via the distribution of the Club's Risk Management Policy Statement.
- Ensure Risk Management practices, in-line with the MWGC Risk Management plan, are implemented at all levels.
- Ensure that appropriate training is provided, so that risk is actively minimized.
- Provide appropriate resources to ensure that risk is minimized.
- Ensure that risk management is an intrinsic part of deliberations and that decisions are made in line with the policy.
- Report annually on the year's achievements and on any future risks which may threaten any aspect of the Club's business.

General Manager

- Ensure that all sections of the Club have the opportunity to engage in risk assessment and treatment processes.
- Actively encourage reporting of risk, real or potential, and ensure that appropriate action is taken to minimize such risk.
- Ensure that, when implementing risk management actions, other related Club policies are also adhered to.
- Assume day-to-day responsibility for risk management within the Club Office.
- Ensure appropriate and up-to-date documentation of risk identification and treatment.
- Provide appropriate induction on risk management and all other associated policies to new board members, staff and volunteers holding key positions.
- Alert the Board of any new high-impact risks, or any other matters requiring attention outside the usual process.

Staff & Volunteers

- Distribute information on risk management throughout networks, as required.
- Adopt and implement appropriate risk management behaviour in all aspects of work.

- Report risk, real or potential, and ensure appropriate action is taken to minimize such risk.
- Ensure appropriate and up-to-date documentation of risk identification and treatment, for the particular work area.

Everyone

Successful risk management also relies on the personal knowledge, perception and behaviour of all involved in the sport of Gymnastics.

MONITOR, REVIEW AND IMPLEMENTATION

The regular monitoring and review of risks is an integral part of MWGC business. Risk Management will be a standard agenda item for the Board of Management, in addition to a major review that will be held in APRIL each year. The process will ensure new risks are detected and managed and that action plans are implemented and progressed effectively.

In addition, the CEO will regularly review the Risk Register and meet with those responsible for managing specific risks.

ADDITIONS AND CHANGES TO POLICY

Recommended changes to the policy may be submitted to the MWGC Management for consideration, at any time. In the event that the changes are accepted, the policy will be updated, dated and circulated to all relevant stakeholders.

MWGC is committed to ensuring all policies are updated on an ongoing basis.

COMMITMENT

MWGC aims to use world's best practice in risk management to support and enhance activities, in all areas of the organisation. MWGC will ensure risk management is an integral part of all decision-making processes.

MWGC will use a structured risk management program to minimize all reasonably foreseeable disruptions to operations, harm to people and damage to the environment and property. MWGC will identify and take advantage of opportunities, in addition minimizing adverse effects. MWGC will train people to implement risk management effectively and will strive to continually improve risk management practices.

FURTHER INFORMATION

This policy is to be read and implemented in conjunction with all policies and procedures of MWGC.

For further information on the policies of the club and the risk management procedures, please contact the office and administration.

ACKNOWLEDGEMENT

The MWGC Risk Management Policy and Procedures are modeled on the Gymnastics NSW and Gymnastics Australia Risk Management Policies and Procedures.

RISK MANAGEMENT PROCESS

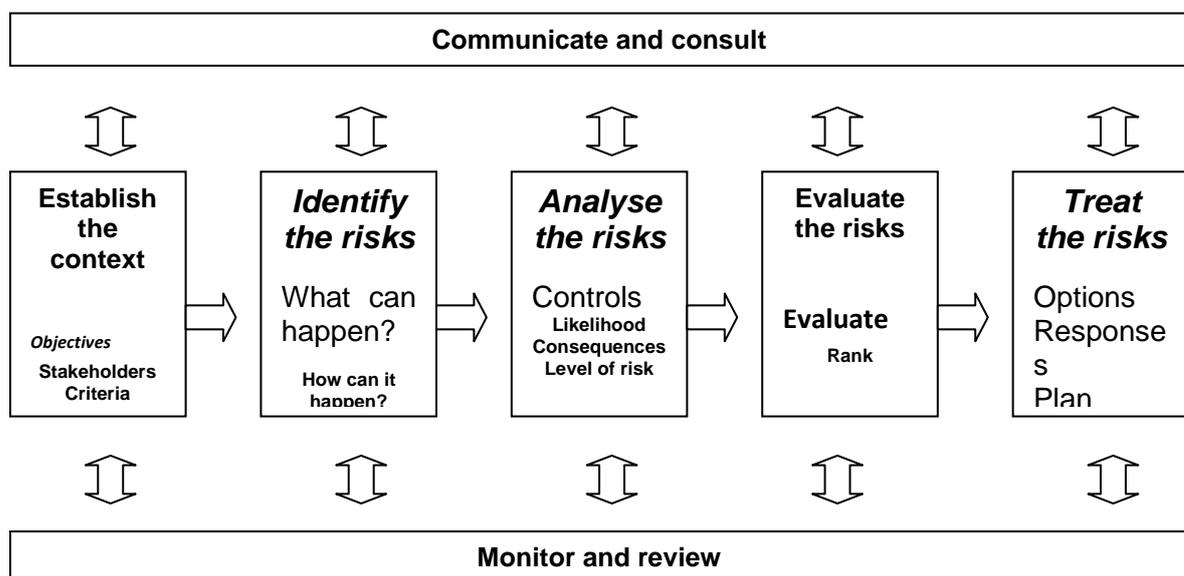
Introduction

In-line with Australian standards, MWGC Gymnastics' approach to risk management requires five key steps:-

1. Establish the context
2. Identifying risks
3. Analysing risks
4. Evaluating risks
5. Treating risks

The risk management process includes communicating and consulting with stakeholders and the continuous monitoring and review of risks. The process adopted by MWGC is depicted below.

Figure 1: The AS/NZS 4360:1999 risk management process



Context

The framework has been established following an extensive review of the operating environment including the strategic, organisational and risk management context (*see Appendix 1*). Based on this review, it has been identified that MWGC Gymnastics Club:-

- Is a multi-structured organisation with a medium membership requiring a range of administrative support in relation to the gymnastic activities & services provided?
- Provides activities that do carry some risks in regards to participation and which involve the use of an array of large and specialised equipment.
- Is incorporated and recognised as a not-for-profit entity, however has a gross income of over \$100,000/year.
- Employs a number of staff and owns a large range of assets.
- Is affiliated to the governing bodies for the sport of Gymnastics and therefore is connected and dependent in regards to the image and reputation of the sport.
- Is required to meet legislation and industry standards across a wide range of areas.

Through a detailed review and careful consideration of the above factors, six categories of risk have been identified. All identified risks will be assessed against this criteria:-

- Persons
- Property
- Growth and development
- Financial – direct and in-direct (e.g.: Membership Losses)
- Reputation (including Sporting Success and image)
- Legal Compliance

The Board of Management is responsible for the implementation of the Risk Management Program.

Identifying Risks

Risk identification involves examining all elements of risk against the five risk categories identified. To constitute a risk, three key components will be present:-

- A source
- Something at risk
- An effect

Once a risk is identified a mix of knowledge, experience and lateral thinking will be applied to determine:-

- What can happen?
- How can it happen?
- What is the likelihood of it happening?
- What will be the consequences if it happens?

Identification Methods

While a range of identification methods will be integral to the MWGC operations, including systems analysis, personal reports, audit recommendations, experience and record review, two key resources will be utilised:-

- Risk Register - A list of risks identified across management and operational areas has been formulated. The register will be continually reviewed by the Board and General Manager in-line with the Risk Management Plan.
- Risk Data Sheets- New risks may be identified by anyone at any time. This approach facilitates a bottom up and top down assessment ensuring a comprehensive coverage of risks. New risks are documented on a Risk Data Sheet and provided to the General Manager for consideration to be entered on to the Risk Register. The Risk Data Sheet is simple and ensures that it does not inhibit any member completing this task.

Analysing Risks

This step in the process involves analyzing the likelihood and consequences of each identified risk, to determine its severity, and ensure that relevant actions can then be implemented. The analysis, generally, utilizes a qualitative approach, however from time to time a quantitative approach may be possible based on data available.

To assist the analysis process, a five point rating scale will be used. Through use of the rating scale, a clear picture of the risk degrees associated with each risk can be identified allowing the Club to prioritize resource usage to manage the most critical risks.

Within the Risk Register, each identified risk is assigned a level for both Likelihood and Consequence, in line with the five point descriptive rating scales detailed below. These figures are then multiplied together to provide a Risk Rating.

The rating scales are as follows.

Likelihood Rating Scale

Level	Rating	Likelihood Description	Frequency
1	Rare	Very unlikely but not impossible	Less than once in 15 years
2	Unlikely	Plausible, could occur at sometime	At least once in 10 years
3	Possible	Reasonable likelihood to occur at sometime	At least once in 5 years
4	Likely	High probability of occurring in most circumstances	At least once per year
5	Almost Certain	Will probably occur in most circumstances	More than once per year

Consequence Rating Scale (Financial Example)

Rating	Expenditure	Property	Financial	Image & Reputation	Compliance
1	No approval required	Realized asset	Less than \$1000	Very Low Impact	Less than 1 hour
2	Management approval	Capital purchase	\$1000 - \$10,000	Low Impact	1hr – 1 day
3	Board of Directors approval	Large Capital purchase	\$10,000 - \$50,000	Moderate Impact	1 day – 1 week
4	External analysis and Board approval	Major Acquisition	\$50,000 - \$150,000	High Impact	1 week – 1 month
5	Full and detailed analysis of cost and risk	Acquisition requiring analysis	More than \$150,000	Extreme Impact	More than 1 month

Risk Rating Scale: Likelihood x Consequence = Level of Risk

Level of Risk	Criteria for Management of Risk
1	Acceptable

2	Monitor
3	Management Control Required
4	Urgent Management Attention
5	Unacceptable

Evaluating Risks

The risk evaluation step involves deciding whether the identified risk rating is acceptable, after considering:-

- The controls already in place;
- The cost impact of managing the risks or leaving them untreated;
- Benefits and opportunities presented by the risk; and
- The risks borne by other stakeholders.

During this process, the risk rating identified during the analysis step, is compared against all other risks and the known priorities and requirements of the Club. Any risks that have been accorded a rating that is too high, or too low, are adjusted with a record of the adjustment being retained for tracking purposes.

The outcome is a list of risks, with agreed priority ratings, recorded in the Risk Register.

Treating Risks

Risk treatment determines what can be done in response to the risks that have been identified, with a risk rating of 6 or higher, to reduce, transfer, or eliminate the risk by implementing new controls or enhancing existing controls.

Treatment strategies will aim to achieve one or a combination of the following outcomes:-

- Risk elimination (avoidance or discontinuance)
- Risk transfer
- Risk reduction
- Risk retention

The types of actions that may result can involve:-

- Education & Training
- Policy &/or Procedural amendments
- Audits
- Contingency planning
- Risk transfer (including insurance)

Where a number of treatment options may be available, a "Risk Treatment Worksheet" (**Appendix 3**) may be utilized to record these. Treatment options are then evaluated in terms of feasibility, costs, benefits and Club priorities resulting in the most appropriate treatment action being recommended.

The following steps will be utilized to assist in the development of effective risk treatments:-

- Identification of actions, that will eliminate, reduce and/or transfer the likelihood or consequences of risks identified with a risk rating of 6 or higher.

- Determine the potential benefits and costs of each action, including the possible impact on the Club if the risk occurred, the reduced level of risk if the actions were implemented and the financial impact.
- Select the best action for the Club.
- Specify the “trigger points” at which the action might be implemented for those that have the form of contingency plans.
- Identify links to related processes or activities currently within or outside of the Club.

Treatment strategies will be recorded into MWGC Risk Management Action plan (***Risk Register***) Responsibility for implementation of the Action Plan will be assigned by the General Manager, to the relevant staff and/or volunteer. Implementation will involve integration into existing procedures including budgeting, event management, development of resources, and communication systems.

MONITORING AND REVIEW

Procedures

Regular monitoring and review of risks is an important part of the MWGC Management program. It ensures that new risks are; detected; added to the Risk Register; managed and that action plans are implemented and progressed effectively. The MWGC monitoring and review strategies include:-

- Risk Management will be a standard agenda item for Board meetings.
Under this item, the Risk Register will be reviewed along with any new or updated supporting “Action Plans” (Note: Action Plans may be used as Summary Risk Reports).
- The Manager will monitor day-to-day progression of Risk Management Action plans directly with staff and/or appointed volunteers via regular meetings.
- A major review will be undertaken by the Board of Management in DECEMBER each year.

Risk Closure

When all recommended actions have been undertaken and the risk is either reduced to an acceptable level, eliminated altogether and/or transferred, the General Manager has the authority to “close” the risk. This process will involve the risk being removed from the Risk Register. The Board shall review all risks closed and note these within minutes under the agenda item of Risk Management, for record purposes.

COMMUNICATION AND CONSULTATION

Communication and consultation play an integral part in the MWGC Risk Management program. This ensures that the nature and significance of risks between affected parties, and across the wide range of networks involved in our sport, are effectively communicated. MWGC established communication strategies will be utilized by the General Manager to ensure quick and effective communication, to relevant stakeholders, is possible. This includes –

- Via email
 - Newsletter
 - Bulletin board
 - Web site
 - Committee meetings
 - Annual General Meeting
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LINKS TO STRATEGIC PLAN/MANAGEMENT PROCESSES

The Risk Register will incorporate a Reference Number for all identified risks. The number will be incorporated in all other Club documentation, where the risk, associated actions and/or strategies are linked.

SUPPORTING DOCUMENTS

This document is supported by the GNSW MWGC Risk Register, they are to be read and implemented in conjunction with each other.

The overarching aim of both documents is to provide the framework for a commonsense approach to assessing and managing risk.