

# RISK MANAGEMENT POLICY

## Overview

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The South West Sydney Academy of Sport recognises that the organisation is exposed to certain risks due to the nature of its activities and the environment in which it operates. A key to the South West Sydney Academy of Sport success is the effective management of risk to ensure its organisational objectives are achieved and stakeholders are not affected.

## Policy Statement

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The South West Sydney Academy of Sport has established a Risk Management Policy which provides the framework for how risk will be managed within the organisation. The Risk Management Policy forms part of the governance framework of the organisation.

The Academy will use its skills and expertise to identify risks across the organisation. The Academy will also identify and place operational controls in place which manage risk. It assess the size or degree of risk by considering the potential impact to our operations. Risks will be ranked in a common and consistent manner according to consequence and likelihood, and a Risk Register will be maintained containing material risks to the organisation.

Risk treatment actions and plans will be developed for risks which are unacceptable to the organisation. Risks, and the effectiveness of the risk management system will be monitored on a regular basis and we will communicate and consult with relevant stakeholders on our approach to managing risk.

## Risk Tolerance

An Academy tolerance for adverse risks will be used to determine which risks are treated through the development of risk treatment actions to manage risks to an acceptable level. During this process, it will consider additional control measures to manage the risks to acceptable levels.

## Accountability

The Chief Executive Officer as Risk Manager is accountable to the Board for the implementation of the risk management process. The Board, through its appointed Director is ultimately responsible for the management of risks in the business. The Board will monitor and review the implementation of the risk management program.

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## Risk Management Framework

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### Process

#### 1. Establishing the Context

The following represents a summary of the scope of the Academy's Risk Management activities.

<b>Risk Category</b>	<b>Risk Name/Description</b>
Compliance/Statutory	Inadequate compliance systems in place which may result in issues relating to funding from the State Government or potential fines or litigation for breaches of laws relating to working with children or breaching compliance/statutory obligations.
Operational	Disruption to day-to-day activities that results in potential loss of productivity.
Financial/Funding	Failure to effectively manage the financial resources of the organisation which may result in financial loss.
Stakeholder	Potential financial shortfalls from key stakeholders including sponsors, parents of athletes, State Government, Local Government resulting in potential impact to service delivery.
Social	Socio-economic factors of the region we service and impact on programs, athlete numbers, sponsor revenue and Local Government contributions
Political/Economic	Changes in the political landscape (Federal, State and Local) resulting in possible loss of funding
Work Health and Safety	Failure of staff (paid and volunteer) to follow procedures resulting in potential injury and or a health and safety incident. Alternatively, there is also an acknowledgment that unavoidable Work Health and Safety incidents can occur that are outside of the control of SSA or its staff.
Reputational	Adverse media attention and/or heightened concern of the region the Academy services.

#### 2. Risk Assessment

Having established the context and broad categories of risk for the Academy, the process of assessing the potential risks to the organisation can begin. There are three stages:

- Risk Identification
- Risk Analysis
- Risk Evaluation

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## Risk Identification

Following are the risks the Academy may be exposed to.

<b>Risk Category</b>	<b>Risk Name/Description</b>
Compliance/Statutory	<ul style="list-style-type: none"> <li>• Failure to meet obligations outlined in Co-operative Agreement;</li> <li>• Inadequate policy framework.</li> </ul>
Operational	<ul style="list-style-type: none"> <li>• Inadequate IT systems;</li> <li>• Access to office is compromised;</li> <li>• Long term health issue for an Academy employee;</li> <li>• Natural disaster;</li> <li>• Inadequate security measures.</li> </ul>
Financial/Funding	<ul style="list-style-type: none"> <li>• Inability to raise adequate funding from State Government, Local Government, Sponsors, State Sporting Organisations, fund raising activities and athletes via their athlete levy.</li> </ul>
Stakeholder	<ul style="list-style-type: none"> <li>• Inability to attract and retain suitably skilled people to the Board;</li> <li>• Inability to adequately staff Academy programs with volunteer coaches;</li> <li>• Inability to attract and retain athletes to our programs;</li> <li>• Inability to effectively engage with funding partners including State and Local government, sponsors and SSO's.</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Inability of families to afford program costs including athlete levy, travel, uniform, competition opportunities.</li> <li>• Inability to attract sponsors due to economic profile of region;</li> <li>• Inability of Local Government Area's to provide adequate funds for the Academy.</li> <li>• Inability to access quality training facilities.</li> </ul>
Legal/Commercial	<ul style="list-style-type: none"> <li>• Breach of Working with Children guidelines;</li> <li>• Inability to effectively promote the Academy brand;</li> <li>• Breach of statutory requirements.</li> </ul>
Political/Economic	<ul style="list-style-type: none"> <li>• Change of State Government causing funding shortfalls;</li> <li>• Poor financial situation of LGA's in region leading to reduced funding;</li> <li>• Change of philosophy for funding sport by Federal government;</li> <li>• Lack of support from local Members of Parliament.</li> </ul>
Work Health and Safety	<ul style="list-style-type: none"> <li>• Inadequate implementation of site safety requirements by volunteer staff resulting in injury to staff or athletes;</li> <li>• Inadequate supervision of athletes at training camps/competitions.</li> </ul>
Reputational	<ul style="list-style-type: none"> <li>• Adverse media that negatively impacts on Academy reputation;</li> <li>• Inadequate service delivery levels for Academy programs.</li> </ul>

## Risk Management Matrix

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The risk matrix lets you rate a risk based on its consequences and likelihood. The matrix is constructed using the five levels of likelihood and the five levels of consequence, and contains the following four levels of risk:

Extreme	
High	
Medium	
Low	

DIAGRAM 3: EXAMPLE RISK MATRIX

