



Sport Inclusion AUSTRALIA

RISK MANAGEMENT POLICY

(Adopted November 2015)

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Risk Management Statement

Policy

Sport Inclusion Australia, aims to provide support to all members through the improvement of all areas of the organisation by the implementation of an effective Risk Management Program.

Sport Inclusion Australia and its staff are committed to identifying potential disruption to operations, harm to people and damage to the environment and property. Further, Sport Inclusion Australia seeks to recognise both the beneficial and adverse effects on the organisation and its members if such an event was to occur, and as such will develop a Risk Management approach to reduce the impact of such negative effects on the organisation and its members.

All personnel involved with the organisation will be trained to effectively apply Risk Management within their own areas. Our Risk Management procedures will be reviewed regularly to ensure the continued safety of employees, members and the organisation.

Responsibilities

Implementation of the Risk Management Program and managing risks within Sport Inclusion Australia is the responsibility of the Chief Executive Officer and Sport Inclusion Australia Board.

Sport Inclusion Australia personnel are responsible for ensuring the management of risks in their areas of the organisation.

Process

A systematic Risk Management process has been developed in accordance with the Australian Standard AS/NZS 31000:2009. All those involved in the application of the Risk Management Program should use this process for guidance.

Monitoring and Review

The Sport Inclusion Australia Board will monitor and review the operation of the Risk Management Program.

The Chief Executive Officer will facilitate/assist in the development of a common Risk Management approach across all areas of the organisation by:

- Implementing the Risk Management Program;
- Sharing information with broad applicability across all areas;
- Reporting on progress of implementation of the Risk Management Program

Further Information

For further information regarding the Sport Inclusion Australia Policy and the Risk Management Procedures, contact:

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Strategic Context

Vision

Community Inclusion through Sport

Philosophy

To implement its vision, Sport Inclusion Australia works in partnership with state national and international sporting bodies and other relevant organisations to facilitate inclusiveness in Sport for people with an intellectual disability.

Strategic Goals

1. Governance

Ensure sustainable funding and services, meet all statutory requirements and deliver best practice

2. Partnerships

Build sustainable partnerships with relevant industry bodies

3. Policy and Culture

Influence social policy and create cultural change

4. International

Build, maintain and sustain alliances with Inas, particularly in the Oceania Region

Organisational Context

Strengths

- Expertise on Inclusion processes for athletes with a disability;
- Strong partnerships with NSO's and SSO's to facilitate inclusion;
- Promotion of sporting pathways at state, national and international level;
- Showcase the sporting ability of athletes and promote widely;
- Link with international body – Inas;
- Philosophy closing aligned with Governments Social Inclusion policy;
- Expertise in eligibility processes;
- Relationship with School Sport to ensure early engagement of children with a disability into sport;
- Capacity to lobby and advocate for the rights of athletes with a disability.

Weaknesses

- Availability of sport and recreation opportunities at a local and regional level;
- Sustainable commitment by NSO's in continuing to recruit and develop new talent and competitors;
- Meeting demand with resources;
- Reliance on sponsorship or financial donations to remain viable;
- Effective identification of all people with a disability i.e. population mapping.

Opportunities

- Increased development of high performance pathways for individuals in specific sports.
- Attract potential participants into inclusive sporting opportunities by showcasing elite performance;
- Sport owns sport for all;
- Securing funding/sponsorship from commercial businesses or trusts for development of structured pathways and initiatives.

Threats

- Funding;
- Sponsorship;
- Failure of athletes to pay money owing to organisation.

Core values

- Focus on the person/athlete first;
- Inclusion of persons with a disability into mainstream sport and recreation;
- Delivery and promotion of diversity in sport;
- Efficient administration to ensure an effective organisation.

Customers

- Registered athletes with an intellectual disability;
- Registered athlete's families;
- State/Territory Member Organisations;
- National Sport Organisations;
- Other relevant stakeholders.

Stakeholders

International

INAS	For para –athletes with an intellectual disability
IPC	International Paralympic Committee
IASSID	International Association for the Scientific Study of Intellectual Disability
WADA	World Anti-Doping Authority

National

APC	Australian Paralympic Committee
AOC	Australian Olympic Committee
ASC	Australian Sports Commission
ASADA	Australian Sports Anti-Doping Authority
National Sport Organisations (NSOs)	
Morrissey Malcolm	
The Lord's Taverners Australia and their branches	

State

Life Stream Australia	Queensland
New Horizons Club	Tasmania
Sports4All	New South Wales
Inclusive Sport SA	South Australia
Total Recreation	Northern Territory
Inclusion WA	Western Australia
Sport Inclusion Victoria	Victoria

Key outcomes for assessment

1.0 Governance

- Sustainable revenue base;
- Legal requirements met.

2.0 Partnerships

- Number of organisations with which Sport Inclusion Australia is affiliated;
- Number of government agencies consulted;
- Number of organisations demonstrating policy of inclusion;
- Number of school aged eligibilities completed.

3.0 Policy and Culture

- Number of Champions promoting inclusion;
- Resources developed and shared on inclusion ideology;
- Research commenced on benefits of community inclusion through sport.

4.0 International

- Number of overseas athletes competing in Nationals;
- Number of countries involved in Nationals;
- Number of countries requesting information about competing at Australian National Championships;
- Number of NSO's seeking Inas sanctioning;
- Maintain role at Inas level.

Operating environment

- Sport Inclusion Australia is reliant on government grants, membership, fundraising, donations and funds generated from direct marketing campaigns;
- Sport Inclusion Australia facilitates the development of sport and recreation opportunities for people with an intellectual disability;
- Sport Inclusion Australia liaises with sporting bodies, government agencies, medical and health care professionals, education professionals, athletes with an intellectual disability and their families;
- Sport Inclusion Australia operates in a volatile environment due to a reliance on government for funding and as such needs to lobby appropriate organisations to ensure ongoing operations.

Criteria for risk assessment

Criterion	Notes
Governance	Daily office procedures, legal obligations, standards of behaviour and policy development
Membership	Strategic direction, public awareness and interest
Financial viability	Direct costs, loss of revenue, budget, sponsorship, grants
Safety	Safety for participants, coaches, spectators, volunteers, staff
Sporting success	Competitive results, level of participation
Image and reputation	Public image and reputation with stakeholders, regulators, sponsors, media

Risk Management Context

The risk management assessment undertaken by Sport Inclusion Australia will consider all areas of business at State, National and International level from the following fields;

- Governance
- Financial and Marketing
- Reporting and Accountability
- Technological and Technical issues
- Operational activities and controls
- Security
- Processes and procedures
- Communication
- Individual activities
- Commercial and Legal
- Political
- Natural events

The assessment aims to minimise the number of risks to our core objectives, which are defined in our strategic plan as Governance, Partnerships, Policy and Culture and International.

Key areas

Governance	Financial & Marketing	Reporting/Accountability
<ul style="list-style-type: none"> ▪ Personnel ▪ Occupational Health & Safety ▪ Office (Lowry Place) ▪ Policies and Strategies 	<ul style="list-style-type: none"> ▪ Budgeting ▪ Government funding ▪ Donations ▪ Budget allocations 	<ul style="list-style-type: none"> ▪ Reports to members ▪ Financial and Budget reports ▪ Reports to Member Organisations ▪ General reports
Technology	Human Resources	Operations
<ul style="list-style-type: none"> ▪ Equipment maintenance (computers, printer, photocopier, fax etc...) ▪ Update technology as regularly as possible 	<ul style="list-style-type: none"> ▪ Personnel skills ▪ Funding (salaries) ▪ Personnel experience and competence/reliability 	<ul style="list-style-type: none"> ▪ Major event management (program, technical, officials, competition) ▪ Venues and competition facilities (AGM, social functions) ▪ Travel ▪ Accommodation
Security	Processes & Procedures	Communication
<ul style="list-style-type: none"> ▪ Office ▪ Equipment ▪ Major event security for teams and individuals ▪ Officials and competition security 	<ul style="list-style-type: none"> ▪ Currency of documentation ▪ Management of correspondence ▪ Delegations and authorizations ▪ Knowledge and experience gaps ▪ Delineation of responsibilities 	<ul style="list-style-type: none"> ▪ Member Organisations ▪ Affiliated bodies ▪ Sponsorship arrangements ▪ AGM's & conferences ▪ Geographic location
Individual activities	Commercial & Legal	Political
<ul style="list-style-type: none"> ▪ Sport Inclusion Australia corporate requirements/ activities/ support ▪ Planning activities ▪ Sport Inclusion Australia personnel training 	<ul style="list-style-type: none"> ▪ Public insurance ▪ Personnel insurance ▪ Warranties ▪ Indemnities ▪ Professional & Product liability ▪ Liquidated damages ▪ Applicable laws ▪ Excusable delay 	<ul style="list-style-type: none"> ▪ Government policies
Natural events		
<ul style="list-style-type: none"> ▪ Fire, Earthquake, Flood & Cyclone 		

Assess the Risks

Impact scale

Rating	Potential Impact - In terms of criteria for organisation
Catastrophic	Sport Inclusion Australia permanently disbanded
Major	Most criteria threatened, or one severely affected
Moderate	Some criteria affected, considerable effort required to rectify
Minor	Easily remedied, with some effort criteria can be achieved
Negligible	Small impact, rectified by normal process

Likelihood scale

Rating	Likelihood - that a problem may occur
Almost certain	Will probably occur, could occur several times a year
Likely	High probability, likely to occur once per year
Possible	Reasonable likelihood it will occur 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

Likelihood	Consequences				
	Negligible	Minor	Moderate	Major	Catastrophic
Almost certain	Medium	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

Criteria & consequences scale

Consequence	Criteria						
	Office Operations	Membership	Sporting Success	Safety	Financial Viability	Compliance	Image & Reputation
CATASTROPHIC	<u>OCCURRENCE RESULTS IN CESSATION OF ALL OFFICE OPERATIONS IN THE LONG TERM.</u>	Occurrence causes registration to decline drastically. Athletes totally leave sport.	Lack of development pathways and opportunities for international and national based competition will result in athletes not having any national opportunities or international success.	Lack of adherence to industry standards and carrying out of safety audits will totally compromise the safety of sporting events. Lack of participant screening for suitable level of fitness and skills could result in loss of life.	Loss of major revenue, financial exposure to claim(s) or expenses incurred will have a catastrophic impact on Sport Inclusion Australia's solvency. Sport Inclusion Australia has no chance of trading out of insolvency.	Lack of compliance will result in Sport Inclusion Australia unable to remain incorporated; Sport Inclusion Australia Board decisions breach constitution; Activities of Board will be subject to legal action; Sport Inclusion Australia is unaware of its financial state.	Occurrence(s) will have catastrophic impact on the outstanding image and reputation of our sporting area; Federal government to hold public enquiry into management. Sport Inclusion Australia Board will resign over incident.
Major	Occurrence has a serious impact on office operations. Increased workload on staff but can be rectified with extensive effort.	Occurrence results in large registration decline with athletes transferring to other service providers or totally leaving sport.	Lack of development pathways and opportunities for international and national based competition will result in athletes having limited or no national opportunities, which will severely impact on international success.	Lack of adherence to industry standards and carrying out of safety audits will somewhat compromise the safety of sporting events. Lack of participant screening for suitable level of fitness and skills could result in major injury to participants.	Loss of major revenue, financial exposure to claim(s) or expenses incurred will have a major impact on Sport Inclusion Australia's solvency. Sport Inclusion Australia will have to cease major sporting events or funding initiatives to trade out of insolvency.	Lack of compliance in a number of important areas may compromise incorporation; Sport Inclusion Australia Board decisions breach prominent aspects of the constitution; Numerous activities of Board may be subject to legal action; Sport Inclusion Australia Board has little awareness of its financial operation.	Occurrence(s) will have major impact on the outstanding image and reputation of our sporting area; several sponsors will not want to be associated with the area; Federal government may investigate management. Some members of Sport Inclusion Australia Board will be forced to resign over incident.
Moderate	Occurrence has significant impact on office operations, but can be rectified with considerable effort.	Occurrence causes a decline in the number of new athlete registrations received. Athletes transfer to other service providers where applicable or totally leave sport.	Lack of development pathways and opportunities for international and national based competition will result in athletes having limited national opportunities, which will impact on international success.	Lack of adherence to industry standards and carrying out of safety audits will compromise the safety of sporting events. Lack of participant screening for suitable level of fitness and skills could result in moderate injuries to participants (broken bones).	Loss of major revenue, financial exposure to claim(s) or expenses incurred will have a significant impact on Sport Inclusion Australia's solvency. Sport Inclusion Australia will have to reduce several major sporting events or funding initiatives to trade out of insolvency.	Lack of compliance in some areas may result in review of incorporation; Sport Inclusion Australia Board decisions breach aspects of the constitution; Numerous activities of Board may be subject to challenge by Member Organisations; Sport Inclusion Australia Board has general awareness of financial state.	Occurrence(s) will have impact for at least 12 months on the outstanding image and reputation of our sporting area; major sponsors will cease sponsorship until incident has been addressed; Federal government may investigate. Some members of Sport Inclusion Australia Board will be severely reprimanded over incident.
Minor	Occurrence has minimal impact on office procedures. Issue can be addressed with minor effort.	Occurrence results in some decline in number of athlete registrations received. Athletes transfer to other service providers where applicable or totally leave sport.	Lack of development pathways and opportunities for international and national based competition will result in current national events deteriorating, which will impact on international success.	Lack of adherence to industry standards and carrying out of safety audits will compromise the safety of sporting events. Lack of participant screening for suitable level of fitness and skills could result in minor injuries to participants (torn muscles).	Loss of major revenue, financial exposure to claim(s) or expenses incurred will impact on Sport Inclusion Australia's solvency. Sport Inclusion Australia will have to reduce major sporting events or funding initiatives to trade out of insolvency.	Lack of compliance may result in review or questions from ASC; Sport Inclusion Australia Board decisions breach minor aspects of constitution; Activities of Board may be subject to challenge by Member Organisations; Financial records require review and updating.	Occurrence(s) will have some impact for at least 6 months on the outstanding image and reputation of our sporting area; some major sponsors will need reassuring incident has been addressed; Federal government requires report. Incident control measures require review.
Negligible	Occurrence has no impact on office operations and can be addressed through normal procedures.	Occurrence will have minimal or no impact on registration.	Lack of development pathways and opportunities for international and national based competition will result in current national events deteriorating, which could affect international success.	Lack of adherence to industry standards and carrying out of safety audits will have a minor impact on the safety of sporting events. Lack of participant screening for suitable level of fitness and skills is not important to participation	Loss of major revenue, financial exposure to claim(s) or expenses incurred will have little impact on Sport Inclusion Australia's solvency. Sport Inclusion Australia will have to make minor changes to major sporting events or funding initiatives.	Minor non-compliance will not result in review or questions from ASC; Activities of Board may be subject to challenge by Member Organisations; Financial records require minor updating.	Occurrence(s) will have negligible impact on the outstanding image and reputation of our sporting area; major sponsors and Federal government agency are aware of incident but unconcerned. Minor changes to control measures required.

Risk Register

Key Element	Area	Id No.	Description of Risks	Existing Controls	Consequences	Likelihood	Criteria	Agreed Priority
Governance	Personnel	1.01	<ul style="list-style-type: none"> ▪ Prolonged illness of personnel leads to accumulation of work, which minimises the efficiency of our organisation 	<ul style="list-style-type: none"> ▪ Employees able to take time off as required to aid health and motivation 	Negligible	Possible/Unlikely	Safety Office Operations	Low
	Occupational Health & Safety	1.02	<ul style="list-style-type: none"> ▪ Injury caused to personnel while working, e.g. motor accident or fall at work 	<ul style="list-style-type: none"> ▪ Regular service checks of car used for work events ▪ Regular removal of boxes and obstacles at work 	Major	Unlikely/Rare	Safety	Medium
	Office	1.03	<ul style="list-style-type: none"> ▪ Building in which office is situated is sold leading to rent rise or notice to leave premises 	<ul style="list-style-type: none"> ▪ Lease signed securing three-year agreement ▪ Good relationship with landlord 	Minor	Likely	Financial Viability	Medium
	Policies	1.04	<ul style="list-style-type: none"> ▪ Failure to comply with approved policies (Member Protection, Junior Sport, Anti-Doping, Selection, Risk Management etc.) could lead to being sued by athlete, family, NSO or withdrawal of government funding 	<ul style="list-style-type: none"> ▪ All activities abide by approved policies ▪ Regular update of policies 	Catastrophic	Unlikely/ Rare	Compliance Financial Viability	High
	Strategies	1.05	<ul style="list-style-type: none"> ▪ Loss of support from NSOs leads to breakdown of participation opportunities and development 	<ul style="list-style-type: none"> ▪ Frequent communication between Sport Inclusion Australia and NSO's 	Major	Possible	Sporting Success	High
		1.06	<ul style="list-style-type: none"> ▪ Breakdown of Communication Strategy – promotion of athletes with an intellectual disability 	<ul style="list-style-type: none"> ▪ Regular athlete updates included in Sport Inclusion Australia Newsletter 	Moderate	Possible	Membership/ Image & Reputation	Medium

Human Resources & Behaviour	Personnel	2.01	<ul style="list-style-type: none"> No employee skill development resulting in employees with abilities not meeting required standard 	<ul style="list-style-type: none"> Employees encouraged to undertake training Support of employees undertaking training 	Negligible	Unlikely	Image & Reputation Management	Low
	Funding (salaries)	2.02	<ul style="list-style-type: none"> Partial or full loss of funding leads to inability to pay staff salaries 	<ul style="list-style-type: none"> Ongoing support of direct marketing campaign Financial investments provide small buffer 	Major	Possible	Financial Viability	High
	Personnel Experience and Competence/ Reliability	2.03	<ul style="list-style-type: none"> Employee leaves Sport Inclusion Australia which leads to loss of experience and creates more pressure on remaining staff members 	<ul style="list-style-type: none"> Flexible working arrangements in place 	Moderate	Possible	Management	Medium
Financial & Marketing Activities	Budgets	3.01	<ul style="list-style-type: none"> Spend over estimated budget leads to financial difficulty 	<ul style="list-style-type: none"> Research expense budget items before creating budget 	Minor	Possible	Financial Viability Compliance	Medium
	Government Funding	3.02	<ul style="list-style-type: none"> Loss of ASC funding would result in the cessation of Sport Inclusion Australia's Secretariat in the long term 	<ul style="list-style-type: none"> Complete Funding and Service Level Agreement 	Catastrophic	Possible	Financial Viability Compliance	High
	Donations	3.03	<ul style="list-style-type: none"> Donations cease resulting in increased financial pressure to remain functioning 	<ul style="list-style-type: none"> Direct marketing campaign established 	Moderate	Possible	Financial Viability	Medium
	Budget Allocations	3.04	<ul style="list-style-type: none"> Cost of insurance premiums rise significantly requiring readjustment to budget 	<ul style="list-style-type: none"> Investigate National insurance coverage 	Moderate	Possible	Financial Viability	Medium
		3.05	<ul style="list-style-type: none"> Omission of expenditure activity on budget 	<ul style="list-style-type: none"> Budgets checked by Board or Event Organising Committee 	Moderate	Possible	Financial Viability	Medium

		3.06	<ul style="list-style-type: none"> Athlete does not fulfil their payments towards international/national competitions - increased financial pressure on Sport Inclusion Australia 	<ul style="list-style-type: none"> Contact made with all athletes about payment prior to departing Provision for athletes to arrange payment schedules to reduce debt over time 	Minor	Likely	Financial Viability	Medium
Reporting/ Accountability Requirements	Reports to Members	4.01	<ul style="list-style-type: none"> Information not passed onto Sport Inclusion Australia Members – loss of faith in services provided, loss of faith in Sport Inclusion Australia operations 	<ul style="list-style-type: none"> Quarterly Newsletter sent to all registered members Website updated regularly 	Minor	Likely	Membership	Medium
	Financial/ Budget Reports	4.02	<ul style="list-style-type: none"> Failure to have Sport Inclusion Australia Finance Director authorise payments over \$10,000 	<ul style="list-style-type: none"> All transfers require two signatures, passwords and key tokens Regular communication with Finance Director Finance Director presents financial reports at Board meetings 	Minor	Possible	Compliance Financial Viability	Medium
	Reports to Member Organisations	4.03	<ul style="list-style-type: none"> Information not passed onto Member Organisations leading to poor working relationship and ineffective National network 	<ul style="list-style-type: none"> CEO report to Board is copied to Executive Officer of Member Organisations 	Minor	Possible	Compliance	Medium
	Auditing	4.04	<ul style="list-style-type: none"> Financial statements not audited by Certified Practicing Accountant 	<ul style="list-style-type: none"> Auditor appointed at each Sport Inclusion Australia Annual General Meeting 	Moderate	Rare	Compliance	Low
	Other Reports	4.05	<ul style="list-style-type: none"> Fail to submit Service and Funding Level Agreement to ASC 	<ul style="list-style-type: none"> Receive request/reminder from ASC Sports Consultant 	Major	Rare	Compliance	Medium

Operational Activities & Controls	Major Event Management	5.01	<ul style="list-style-type: none"> Member, athlete, coach, team management or other persons associated with Sport Inclusion Australia indicate intention of making a complaint 	<ul style="list-style-type: none"> Member Protection Policy established and implemented Promote complaints and grievances procedures outlined in Member Protection Policy 	Moderate	Possible	Financial viability; Image & Reputation	Medium
		5.02	<ul style="list-style-type: none"> Athlete starts legal proceedings regarding non-selection of National teams 	<ul style="list-style-type: none"> Selection policy in place Selection policy for each team reviewed annually and promoted extensively 	Minor	Unlikely	Image & Reputation; Compliance	Low
		5.03	<ul style="list-style-type: none"> Coaching staff or team management starts legal proceedings regarding non-selection in National team 	<ul style="list-style-type: none"> All communication recorded Seek legal advice Advise all relevant persons not to discuss the issue 	Major	Unlikely	Image & Reputation; Financial viability; Compliance	Medium
		5.04	<ul style="list-style-type: none"> Event cancelled due to major decrease in the number of participants 	<ul style="list-style-type: none"> Promotion of event to Member Organisations and past participants 	Moderate	Unlikely	Sporting Success	Medium
		5.05	<ul style="list-style-type: none"> Athlete sustains injury while competing at an event supported by Sport Inclusion Australia and sues Board due to negligence 	<ul style="list-style-type: none"> National team athletes complete legal forms Agreement/Indemnity 	Moderate	Possible	Safety	Medium
		5.06	<ul style="list-style-type: none"> Entry into International event not accepted due to late payment of entry fee 	<ul style="list-style-type: none"> Timelines established for payment for management and athletes 	Moderate	Possible	Image & Reputation; Sporting Success	Medium
		5.07	<ul style="list-style-type: none"> Inas eligibility not completed prior to competing in event 	<ul style="list-style-type: none"> Athlete eligibility reviewed prior to entry submission Athletes with outstanding requirements are followed up 	Minor	Possible	Compliance	Medium

		5.08	<ul style="list-style-type: none"> Coach appointed to Australian team lacks certified accreditation 	<ul style="list-style-type: none"> NSOs to advertise and appoint/approve all National team staff 	Minor	Unlikely	Sporting Success; Compliance; Safety	Low
Venues/ Competitions Facilities		5.09	<ul style="list-style-type: none"> Injury to family, friends, supporters, spectators due to fault with venue/facility 	<ul style="list-style-type: none"> Athlete Agreement and Indemnity Parent Policy 	Moderate	Possible/ Unlikely	Safety	Medium
		5.10	<ul style="list-style-type: none"> Damage to a facility by Sport Inclusion Australia athletes/officials 	<ul style="list-style-type: none"> Staff Agreement and Indemnity 	Minor	Unlikely	Image & Reputation	Low
Travel		5.11	<ul style="list-style-type: none"> Acts of Terrorism – influences on international travel & events 	<ul style="list-style-type: none"> Personal travel insurance recommended for all athletes/staff – take a copy Research travel warnings 	Catastrophic	Rare	Safety	High
		5.12	<ul style="list-style-type: none"> Flights booked late which increases airfare expenses Additional costs increase financial burden on Sport Inclusion Australia 	<ul style="list-style-type: none"> Quotes requested as early as possible 	Moderate	Possible	Financial Viability	Medium
		5.13	<ul style="list-style-type: none"> Missed flights – athlete unable to compete, impact on sporting success 	<ul style="list-style-type: none"> Athletes receive instructions for arrival and departure Management to check all arrival and departure times for each stopover/transfer Travel agent to have knowledge regarding athlete support 	Moderate	Possible	Sporting Success	Medium
		5.14	<ul style="list-style-type: none"> Individual or Team Management loses passport 	<ul style="list-style-type: none"> Administration holds copy of all individual passports 	Minor	Possible	Safety Compliance	Medium

		5.15	<ul style="list-style-type: none"> Plane, bus, train crash 	<ul style="list-style-type: none"> Nil 	Catastrophic	Rare	Safety	High
	Accommodation	5.16	<ul style="list-style-type: none"> Sport Inclusion Australia forced to pay for repairs to facility or accommodation due to damage inflicted by athlete 	<ul style="list-style-type: none"> Athletes required to sign Agreement/ Indemnity 	Minor	Unlikely	Financial Viability Compliance	Low
		5.17	<ul style="list-style-type: none"> Not enough accommodation booked for teams 	<ul style="list-style-type: none"> Entries and accommodation requests verified 	Minor	Unlikely	Image & Reputation	Low
		5.18	<ul style="list-style-type: none"> Overseas accommodation below standard, which impacts on athlete performance and could increase expenses 	<ul style="list-style-type: none"> Team management to seek permission before re-locating Procedures for team management established 	Moderate	Unlikely	Sporting Success; Financial Viability	Medium
Technology & Technical Issues	Equipment Maintenance	6.01	<ul style="list-style-type: none"> Equipment fails leading to loss of data, files (electronic and paper) 	<ul style="list-style-type: none"> Operate from central drive, which is backed up weekly to a stand alone server 	Moderate	Likely	Management	Medium
		6.02	<ul style="list-style-type: none"> Telecommunication breakdown (email/phone) 	<ul style="list-style-type: none"> Contact details for service repairs on file 	Minor	Almost Certain	Management	Medium
		6.03	<ul style="list-style-type: none"> Internet server down 	<ul style="list-style-type: none"> Contact details for service repairs on file 	Minor	Almost Certain	Management	Medium
	Currency of Technology	6.04	<ul style="list-style-type: none"> Virus scanning software fails to detect virus 	<ul style="list-style-type: none"> Regularly update antivirus programs and conduct regular antivirus scans 	Minor	Likely	Management	Medium
Security	Office	7.01	<ul style="list-style-type: none"> Doors not locked or left open leads to theft and loss of valuable items 	<ul style="list-style-type: none"> Dead lock on office door 	Minor	Unlikely	Safety	Low
	Equipment	7.02	<ul style="list-style-type: none"> Laptops are lost, stolen or damaged 	<ul style="list-style-type: none"> Laptops are taken home each night and covered by insurance policy 	Moderate	Possible/ Unlikely	Office Operations	Medium

	Major Event	7.03	<ul style="list-style-type: none"> Athlete/Staff items stolen from accommodation facilities at Competition village during National/ International competition 	<ul style="list-style-type: none"> Athletes advised to have personal travel insurance Team management holds valuable items in a safe Team management holds hard copies of all important documentation i.e. photocopy of passport, medical, travel insurance etc. 	Minor	Likely	Image & Reputation	Medium
		7.04	<ul style="list-style-type: none"> Team Management items stolen from Team Office – impacts on effectiveness of Team Administration 	<ul style="list-style-type: none"> Existing Insurance Policy covers Sport Inclusion Australia Staff and items 	Moderate	Possible	Image & Reputation, Office Operations	Medium
	Officials & Competition Security	7.05	<ul style="list-style-type: none"> Official is injured by athlete while carrying out work duties 	<ul style="list-style-type: none"> Athlete Agreement/ Indemnity Insurance coverage of staff 	Moderate	Rare	Image & Reputation Safety Compliance	Low
Processes & Procedures	Currency of Documentation	8.01	<ul style="list-style-type: none"> Inas Eligibility not completed – Athlete unable to compete 	<ul style="list-style-type: none"> Eligibility status reviewed prior to submission of entry Review and update eligibility of athletes 	Moderate	Possible	Sporting Success, Compliance	Medium
		8.02	<ul style="list-style-type: none"> Abusive phone calls from athlete parents due to lack of knowledge about eligibility progress 	<ul style="list-style-type: none"> Procedure regarding processes to be followed Identify mediator 	Minor	Almost Certain	Membership	Medium
		8.03	<ul style="list-style-type: none"> Failure to inform athletes who are ineligible to compete 	<ul style="list-style-type: none"> Information forwarded to athletes and families on eligibility status 	Moderate	Possible	Membership	Medium
	Management of Correspondence	8.04	<ul style="list-style-type: none"> Correspondence not updated, leads to no record of correspondence items that are missing/misplaced 	<ul style="list-style-type: none"> Correspondence in and out recorded by hand and inputted into computer 	Minor	Likely	Compliance	Medium

		8.05	<ul style="list-style-type: none"> Computer crashes – lose current electronic version 	<ul style="list-style-type: none"> Hard drive backed up weekly. Copy of correspondence emailed to Sport Inclusion Australia Board prior to meetings 	Minor	Likely	Management/ Compliance	Medium
	Delegations & Authorisations	8.06	<ul style="list-style-type: none"> Decision/policies not ratified by Sport Inclusion Australia Board at meetings 	<ul style="list-style-type: none"> All decisions on policies and procedures to be ratified by Sport Inclusion Australia Board and clearly minuted 	Minor	Possible	Compliance	Medium
	Delineation of Responsibilities	8.07	<ul style="list-style-type: none"> Job descriptions not circulated amongst employees leads to unauthorised employees performing tasks 	<ul style="list-style-type: none"> Ensure job descriptions are kept updated and available for employees 	Moderate	Possible	Compliance Safety	Medium
Communication	Member Organisations	9.01	<ul style="list-style-type: none"> Information flow ceases leading to loss of promotion; entries and vital information is not shared 	<ul style="list-style-type: none"> Event and information updates sent to all Member Organisations 	Minor	Unlikely	Membership	Low
	Affiliated Bodies	9.02	<ul style="list-style-type: none"> Key information is not passed onto contacts with NSO – minimises effectiveness of communication and development pathways 	<ul style="list-style-type: none"> Regular contact is maintained with NSO's and major event reports sent to relevant NSO's 	Minor	Possible	Sporting Success, Image & Reputation	Medium
	Sponsorship/ Grant Arrangements	9.03	<ul style="list-style-type: none"> Failure to adhere to Australian Sports Commissions Funding and Service Level Agreement could lead to loss of grant 	<ul style="list-style-type: none"> All aspects of Funding and Service Level Agreement are considered 	Major	Unlikely	Compliance/ Financial Viability	Medium
	AGM & Conferences	9.04	<ul style="list-style-type: none"> Fail to invite all relevant persons 	<ul style="list-style-type: none"> Guest list checked by CEO prior to sending invitations 	Minor	Unlikely	Compliance	Low
		9.05	<ul style="list-style-type: none"> Fail to include all relevant information in Annual Report 	<ul style="list-style-type: none"> Draft report verified by CEO 	Minor	Rare	Compliance	Low

Individual Activities	Corporate Requirements/ activities/ support	10.01	<ul style="list-style-type: none"> Corporate and community support decline 	<ul style="list-style-type: none"> Appropriate acknowledgement of contributions in reports and on website 	Minor	Rare	Compliance Financial Viability	Low
	Planning Activities	10.02	<ul style="list-style-type: none"> Members of organisation unsatisfied with services being provided and make formal complaints 	<ul style="list-style-type: none"> Annual review of Operational and Strategic plan 	Minor	Rare	Compliance Sporting Success	Low
	Personnel Training	10.03	<ul style="list-style-type: none"> Failure to invest in training courses impedes further skill development 	<ul style="list-style-type: none"> Receive information regarding available training courses Staff encouraged to undertake additional training 	Negligible	Unlikely	Management	Low
Commercial & Legal Relationship	Public Insurance	10.04	<ul style="list-style-type: none"> Insurance policy lapses 	<ul style="list-style-type: none"> Invoice for insurance forwarded by Insurance Company prior to policy lapsing 	Major	Rare	Compliance & Financial Viability	Medium
	Personnel Insurance	10.05	<ul style="list-style-type: none"> Insurance policy fails to cover personnel in all situations 	<ul style="list-style-type: none"> Annual review of Insurance policy 	Moderate/ Major	Rare	Compliance & Financial Viability	Low/ Medium
	Warranties	10.06	<ul style="list-style-type: none"> Office equipment fails under warranty 	<ul style="list-style-type: none"> Ensure a register of warranties on equipment is kept current 	Minor	Possible	Compliance Financial Viability	Medium
	Indemnities	10.07	<ul style="list-style-type: none"> Failure of athletes to sign Indemnity, which leaves Sport Inclusion Australia susceptible to /at risk of/ vulnerable to/ prone to legal action 	<ul style="list-style-type: none"> Compulsory that all athlete's sign indemnity form before competing in event 	Moderate	Possible	Compliance	Medium
	Professional & Product Liability	10.08	<ul style="list-style-type: none"> Failure to adequately cover Sport Inclusion Australia and personnel for professional and product liability 	<ul style="list-style-type: none"> Ensure insurance coverage is appropriate, effective and current 	Moderate	Possible	Compliance	Medium

Natural Events	Fire	11.01	<ul style="list-style-type: none"> ▪ Leaving a heater on could result in a fire at office, which leads to loss of all records, data, equipment and facilities 	<ul style="list-style-type: none"> ▪ Insurance policy incorporates cover ▪ Laptops out of office have some recorded data 	Moderate	Rare	Safety	Low
	Flood	11.02	<ul style="list-style-type: none"> ▪ Water damage to office, equipment and files due to heavy rain 	<ul style="list-style-type: none"> ▪ Insurance policy incorporates cover ▪ Quality equipment is placed out of harm's way 	Minor	Rare	Safety	Low
Education & Training		12.01	<ul style="list-style-type: none"> ▪ Philosophy and policies are not imparted to NSO's athletes and families. Needs of athletes are not effectively represented. 	<ul style="list-style-type: none"> ▪ Advocate on behalf of athletes with an intellectual disability at: <ul style="list-style-type: none"> ◇ Forums ◇ Meetings ◇ Publications ◇ Media 	Minor	Possible	Membership Sporting Success Safety Financial Viability Compliance	Medium

Appendix 1

Risk treatment worksheet

Risk description:		
Element:	Risk Identification Number:	Action Sheet: Risk Register Number:
Likelihood:	Consequence:	Agreed risk level:
Current Controls:		
Possible additional actions (treatment options):	Discussion (benefits, costs, resources, recommendations):	
Comments and recommendations:		
Complied by:		Date:

NB: Use for annual review of risk register.

Appendix 2

Risk action plan worksheet

Risk Description:			
NSO Business Area:	Risk Identification Number:		Action Sheet: Risk Register Number:
Likelihood:	Consequence:	Agreed Priority Level:	
Current Controls:			
Additional treatment actions recommended:			
Responsibility Allocation:			
Resources Required (human; monetary; material):			
Timing (key milestones, closure):			
Reporting (to whom, when, in what form):			
References (to other documents or plans as appropriate):			
Complied by:	Date:	Reviewed by:	Date:

NB: Use for annual review of risk register.