



ABN: 47 109 664 569



No 9 North Shore Drive,
Burpengary Q 4505

RISK MANAGEMENT PLAN

January 2009

A.G.D.A.
A.b.n. 47 109 664 569
Registered Business in the state of Queensland
Registration Number

A.G.D.A. 's Risk Management Plan revised. January 2009.

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1. INTRODUCTION

The sport of Gymnastics has changed rapidly in recent years, so to has the environment in which sport operates. There are now many opportunities for business and employment, as well as active participation. Along with increased opportunities comes an increased exposure to risk that must be understood and managed, at all levels.

Risk Management is both an individual and a corporate responsibility. A systematic approach to risk management will ensure all representatives involved understand the environment in which they operate and allow them to anticipate and manage issues that may impact upon desired objectives and goals.

A.G.D.A.'s risk management program encourages an integrated approach to managing risks. It is built around having a common language, approach and management process.

2. SCOPE

The scope of this Risk Management Plan covers A.G.D.A.s' management, day-to-day operations, conduct of interaction with children and young people, conduct of competitions/events/spectators, Gymsport programs and related membership services.

3. OBJECTIVES

A.G.D.A.'s Risk Management Program is designed to:-

- Ensure an integrated approach to risk management
- Minimise risks across all areas through proactive management
- Provide a set of consistent criteria, where likelihood and consequences of identified risks can be measured
- Define risk criteria for structuring risk identification
- Enhanced reporting and accountability
- Provide a structured risk management framework, for all involved to work within
- Support the provision of a sporting and working environment which is committed to the safety and wellbeing of children and young persons, stable and free of discrimination or harassment

4. RESPONSIBILITIES

All employees, volunteers and members are responsible for ensuring that risks to themselves, and more particularly to others, the club and the sport of Gymnastics, are minimised. The Owner/ Manager has the ultimate responsibility for successful risk management incorporating the day-to-day responsibility for the process. The specific responsibilities of all parties involved in A.G.D.A.'s Risk Management program are detailed below:-

Owner/Manager

- Ensure that the context of this policy are communicated to all levels, via distribution of the club's Risk Management Policy Statement
- Ensure Risk Management practices in-line with A.G.D.A.'s Risk Management plan are implemented at all levels
- Ensure that appropriate training is provided, so that risk is actively minimised
- Provide appropriate resources to ensure that risk is minimised throughout the Academy
- Ensure that risk management is an intrinsic part of their deliberations and that their decisions are in line with this policy

- Regularly monitor, review and analyse risk management activities to ensure progress and achievement of desired outcomes
- Report annually on the year's achievements and on any future risks which may threaten any aspect of the club's business
- Ensure that all sections of the Academy have the opportunity to engage in risk assessment and treatment processes, in-line with this plan
- Actively encourage reporting of risk, real or potential, and ensure that appropriate action is taken to minimise such risk
- Ensure that, when implementing risk management actions, other related policies are also adhered to
- Take day-to-day responsibility for risk management within the Academy's office & venue
- 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 members, staff and volunteers holding key positions
- Be alert to any new high-impact risks, or any other matters requiring attention outside the usual process

Staff & Volunteers

- Distribute information on risk management throughout their 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 minimise
- Ensure appropriate and up-to-date documentation of risk identification and treatment, for their particular work area

Everyone

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

5. RISK MANAGEMENT PROCESS

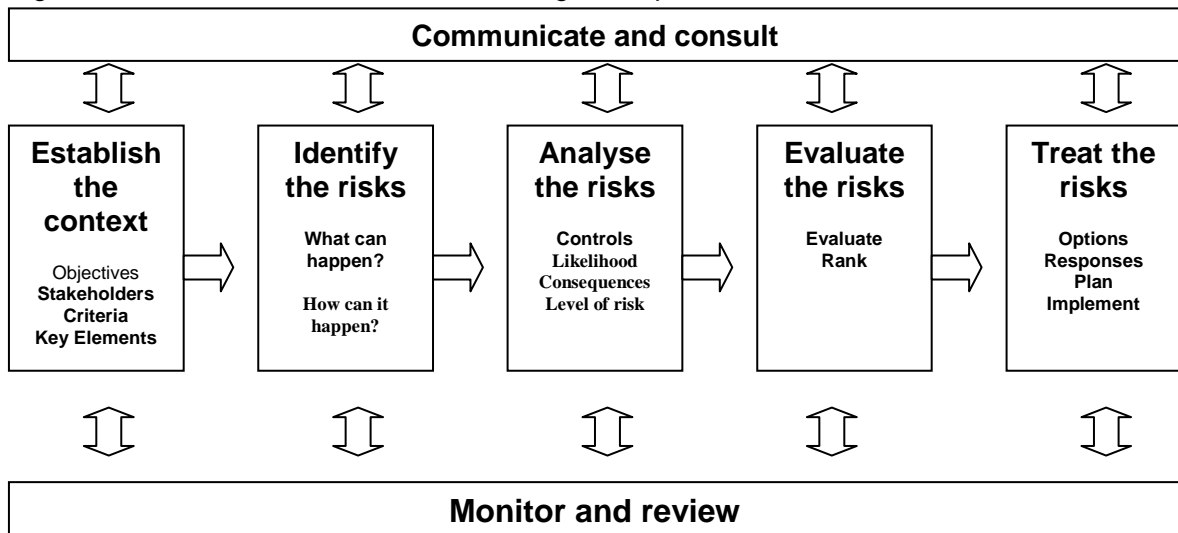
Introduction

In-line with Australian standards, A.G.D.A.'s approach to risk management includes five key steps:-

- 5.1 Establish the context
- 5.2 Identifying risks
- 5.3 Analysing risks
- 5.4 Evaluating risks; and
- 5.5 Treating risks

The risk management process includes communicating and consulting with stakeholders, and the continuous monitoring and review of risks. The process adopted by A.G.D.A.'s is depicted below.

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



5.1 Context

Based on a detailed review of A.G.D.A.'s strategic, organisational and risk management context (*refer Appendix 1* for summary notes), it has been identified that the Academy :-

- Is a registered business with Small – Medium membership numbers, 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 a registered business
- Employs a number of part time staff each of whom must possess a current Positive Blue Card.
- 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

Based on the above, all risks identified will be assessed against the following four key categories:-

- Safety (Persons & Property)
- Financial – direct and in-direct (eg: Membership Losses)
- Image and Reputation (including Sporting Success)
- Compliance (including Legal)

In addition, based on the type and position of A.G.D.A.'s operations, it is agreed that the Manager will take on control responsibility for the Academy's Risk Management Program.

5.2 Identifying Risks

A.G.D.A.'s risk identification process will involve a mix of knowledge, experience and lateral thinking. Each area of operation will be reviewed in detail to determine:-

- What can happen?
- How can it happen?

To constitute a risk, three key elements will be present:-

- A source
- Something at risk
- An effect

Identification Methods

While a range of identification methods including systems analysis, personal reports, audit recommendations, experience and record review will be integral to A.G.D.A.'s operations, two key resources will be utilised:-

- Risk Register
- Risk Data Sheets

Risk Register

A list of risks identified across management and operational areas has been formulated. This register will be continually reviewed in-line with this Risk Management Plan, by the Manager.

Risk Data Sheets (Appendix 2)

New risks may be identified by anyone, at any time and may be at any level. This approach allows a bottom up and top down assessment to be carried out; thus ensuring a comprehensive coverage of risks. New risks are documented on a Risk Data Sheet and provided to the Manager for consideration and entering into the Risk Register, where appropriate. The Risk Data Sheet has been kept simple to ensure it does not inhibit any member completing this task.

5.3 Analysing Risks

All risks identified will be analysed in regards to the likelihood of them occurring and the consequences if they do, to determine how severe and/or the impact that the risk may have on the objectives of A.G.D.A. In the main, this analysis will utilise a qualitative approach, however from time to time a quantitative approach may be possible based on data available and/or professional advice sought.

To assist the analysis process, a five point descriptive rating scale will be utilised. Through use of this rating scale, a clear picture of the risk degrees associated with each risk can be identified. This allows the Academy to prioritise their resources to manage the most critical risks.

Within the Risk Register, each identified risk is assigned a level under 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 detailed below:-

Likelihood Rating Scale

Level	Rating	Likelihood Description	Frequency
1	Rare	<ul style="list-style-type: none">• Very unlikely but not impossible	<ul style="list-style-type: none">• Less than once in 15 years
2	Unlikely	<ul style="list-style-type: none">• Plausible, could occur at sometime	<ul style="list-style-type: none">• At least once in 10 years
3	Possible/Moderate	<ul style="list-style-type: none">• Reasonable likelihood to occur at sometime	<ul style="list-style-type: none">• At least once in 5 years
4	Likely	<ul style="list-style-type: none">• High probability of occurring in most circumstances	<ul style="list-style-type: none">• At least once per year
5	Almost Certain	<ul style="list-style-type: none">• Will probably occur in most circumstances	<ul style="list-style-type: none">• More than once per year

Consequence Rating Scale

Level	Rating	Impact				
		Safety		Financial	Image & Reputation	Compliance (effect on Operations)
		Persons	Property			
1	Negligible (Rectified by normal processes)	No injury	No damage	Less than \$1000	Low Impact	Less than 1 hour
2	Minor (Easily remedied with some effort)	First Aid Treatment required	Internal Repair	\$1000 - \$10,000	Low Impact	1hr – 1 day
3	Moderate (considerable effort to rectify)	Medical treatment required	External Repair	\$10,000 - \$50,000	Moderate Impact	1 day – 1 week
4	Major (Requires intervention of top level management)	Death or extensive injuries	Extensive External Repairs	\$50,000 - \$150,000	High Impact	1 week – 1 month
5	Catastrophic (threatens survival of GA)	Multiple deaths or severe permanent disablements	Un-repairable / Replace	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 – 3	Acceptable
4 – 5	Monitor
6 – 9	Management Control Required
10 – 14	Urgent Management Attention
15 – 25	Unacceptable

5.4 Evaluating Risks

The risk evaluation step involves deciding whether the identified risk rating is acceptable or not, taking into account:-

- 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. Ratings are adjusted by the Manager, for any risks that have been accorded too high, or too low, with a record of the adjustment being retained for tracking purposes.

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

5.5 Treating Risks

Risk treatment will determine the actions to be carried out in response to the identified risks with a risk rating of 6 or higher. 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 - where the risk level is not greater than that accepted by the Manager

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” (*refer [Appendix 3](#)*) will be utilised to record these. Treatment options will then be evaluated in terms of feasibility, costs, benefits and club priorities resulting in the most appropriate treatment action being recommended.

The following steps will be utilised 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 Academy if the risk occurred, the reduced level of risk if the actions were implemented and the financial impact
- Select the best action for the Academy
- 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 Academy

Treatment strategies will be recorded into A.G.D.A.’s Club 10 Quality Improvement Checklist - Action plan. Responsibility for implementation will be assigned by the Manager, to the relevant staff and/or volunteer. Implementation will involve integration into existing procedures including budgeting, event management, administration procedures and communication systems.

6. MONITORING AND REVIEW

Procedures

Regular monitoring and review of risks is an important part of A.G.D.A.’s Risk Management Program. This ensures new risks are detected, added to the Risk Register, managed and that action plans are implemented and progressed effectively. A.G.D.A.’s monitoring and review strategies include:-

- Risk Management will be a standard agenda item for staff meetings.
: Under this item, the Risk Register will be reviewed along with any new or updated supporting “Summary Risk Reports” prepared by the Manager (Note: a standard reporting format will be utilised – *refer [Appendix 4](#)*)
- 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 Manager in June each year.

Risk Closure

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

7. COMMUNICATION AND CONSULTATION

Communication and consultation play an integral part in A.G.D.A.'s Risk Management program. This ensures that the nature and significance of risks between affected parties are effectively communicated. A.G.D.A.'s established communication strategies will be utilised by the Manager to ensure quick and effective communication to relevant stakeholders is possible. This includes the use of A.G.D.A.'s :-

- Weekly Newsletter
- Internal club bulletin board
- A.G.D.A.'s Web site
- Staff meetings (held at the commencement of each Term)
- Parent meetings

8. LINKS TO STRATEGIC PLAN / CLUB 10 QUALITY IMPROVEMENT PROGRAM

A.G.D.A.'s Risk Register will incorporate a Reference Number for all identified risks. This number will be incorporated in all other club documentation where the risk, associated actions and/or strategies are linked.

RISK MANAGEMENT PLAN

9. APPENDICES

A.G.D.A.s' CONTEXT ESTABLISHMENT

Appendix 1.

Context Questions	The Academy's Responses
Strategic Context	
What are we here for (Mission)?	Not just teaching sport – creating a lifestyle
What are we trying to achieve (Objectives)?	Ultimately to own a fully equipped venue as per Page 4 members handbook
When and how will we achieve our objectives (goals)?	
Organisational Context	
Provides you with an understanding of the Academy, its capabilities, customers and stakeholders and how you will know if the Academy is successful or not.	
Strengths What are we good at? Providing a high standard service with qualified staff. Fully equipped state of the art gymnastic venue. Identification of a niche market. Supportive following. Good location. Gov seeking avenues to address the health issue of obesity in children. Established credibility. None other in the locality of this kind.	Weaknesses What are we weak at and therefore need to do better? Increasing training opportunities for all staff Retaining staff members. Increasing and retaining membership Risk management issues.
Opportunities What are the main opportunities available to us that we should grab while we can? Seeking and applying for grants. Approaching numerous schools, childcare centres in local area to promote gymsport and dance activities. Current push by health authorities to avoid obesity issues.	Threats What are the main threats to our existence? Increased overheads with larger venue. Decrease in membership Liability threats. Fall in the economy Failing to monitor risk management issues.

Context Questions	The Academy's Responses
Organisational Context (Continued)	
What are our core values?	Responsive to needs/Caring natures/Positive attitudes/Respect for the individual/Good teamwork.
Whom do we serve (customers)?	Sporting community aged 2yrs upwards
Who has a vested interest in how we perform as an organisation (our stakeholders)?	Gymnastics Australia/Queensland Gymnastics/ Caboolture Shire council/Sporting community & Academy's members /local community.
What key activities do we carry out as part of our work?	Provision of gymsport and dance activities in a safe fun and challenging environment.
What are the key outcomes for the Academy, against which we could clearly determine whether we are performing well or not?	Retaining membership Success in competitive field Satisfied members and parents/guardians Participant/Members achieving KPI's
What is the environment within which we operate (social trends, economic, community values, broad based participation, national directions etc.)?	Geographically ideally located. Present inflation rates steady. Opportunities for grants increasing. Opportunities to develop a strong competitive steam. Established credibility. Opportunities to expand into other fields (yoga, different styles of dance etc.)

Risk Management Context

Context Questions	The Academy's Responses
Risk Management Context	
Legal Status of club? :Incorporated, registered business / company	Registered business
Workforce? : All volunteer, some part paid, all paid	Paid staff and volunteer
Structure? : Basic committees, properly constituted committees, board of directors	Owner/Manager.
Management expertise? : Volunteer only, some professional/training encouraged, expertise sought/paid for	Some professional training and experience
Planning? Short, Medium or Long Term	Short/Med/Long term
Membership / Size of Club? Small - <200 Medium - <500 Large - >500	Small working towards medium
Technical expertise? : Unaccredited, accredited	Staff members accredited in the field coached.
Range of activities : Narrow, Expanding, Broad	Expanding
Assets : Small range : Medium level : Extensive and may include venue	Small range – medium level
Affiliation : One body only : More than one parent body	Affiliated with Gymnastics Australia and Gymnastics Queensland

Based on the above, I believe our club is a

Simple

Medium

Complex

B u s i n e s s



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APPENDIX 2: A.G.D.A.s' Risk Data Sheet

Type of Risk Identified? (please tick and describe)			
Safety (injury or damage to persons or property)	Financial (direct or indirect financial loss)	Image and Reputation	Compliance (breaching of legal or other obligations)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Description (What and How did it happen?)			
What were the Causes that contributed? (please list)			
Date of Occurrence	Time of Occurrence	Location of Occurrence	Time & Date Reported
Potential for Recurrence? (Please tick)			
Rare	Occasional	Often	Unknown
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supporting Comments:			
What actions can be taken to eliminate or remove risk?			
Person Completing Form			Date

Name & Signature

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APPENDIX 3..... A.G.D.A.s Risk Treatment Worksheet

Type of Risk Identified (please record impact criteria from Risk Register)			
Safety (injury or damage to persons or property)	Financial (direct or indirect financial loss)	Image and Reputation	Compliance (breaching of legal or other obligations)
□	□	□	□
DESCRIPTION			
Reference No (From Risk Register)	Likelihood Rating	Consequence Rating	Risk Rating
CURRENT CONTROLS (please list)			
Possible Treatment Actions		Consideration Points (benefits, costs, resources)	
COMMENTS & RECOMMENDATION			
Name and signature of COMPILED BY			DATE



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APPENDIX 4: A.G.D.A.s' Summary Risk Report

Summary Risk Report Number		Period	Submission Date	Completed By
Risk (Registry Ref. No.)	Description	Responsibility	Status Update (eg: significant changes to-date)	