

JUDO FEDERATION OF AUSTRALIA (INC.)

RISK

MANAGEMENT

POLICY

1. DEFINITIONS

The following definitions are applicable to the interpretation of this policy.

Association: means the Judo Federation of Australia (Inc.)

Association event: means an event or performance of a function that is conducted, controlled or held under the auspice of the association but does not include general judo service delivery provided by a member organisation, judo service delivery at an individual club of a member organisation club or events conducted and controlled by an individual club of a member organisation or a member organisation.

Association representative: means a person who holds a recognised position of the Association whether on payment of a fee or otherwise.

Club: means a number of people who have correctly completed an application for affiliation of a club, paid the required membership fee and have been accepted as a club for the relevant association financial year by a member organisation.

Committee of Management (COM): means the Committee of Management of the Judo Federation Australia (Inc.).

Member Organisation: means an organisation that has correctly completed any required application for organisation membership for the relevant association financial year, paid the required membership fee and has been accepted as a member organisation by the association.

Recognised position of the Association: includes but is not limited to: -

- The Association executive
- The COM
- The public Officer
- All members of any Committee, Tribunal or Board formed under the powers of the Association constitution or by-laws.
- Accredited current Australian national level recognised referees
- Accredited current Australian national level recognised coaches
- Accredited current Australian national level recognised athletes
- Any person appointed by the COM to hold a position on behalf of the Association.

Risk: means the same as defined within the Australian/New Zealand Standard for Risk Management (AS/NZS 4360). *'The chance of something happening that will have an impact upon objectives. It is measured in terms of likelihood and consequences.'*

Risk acceptance: means the same as defined within the Australian/New Zealand Standard for Risk Management (AS/NZS 4360). *'An informed decision to become involved in a risk situation.'*

Risk management: means the same as defined within the Australian/New Zealand Standard for Risk Management (AS/NZS 4360). *'The culture, processes and structures*

that are directed towards the effective management of potential opportunities and adverse effects.'

Risk reduction: means the same as defined within the Australian/New Zealand Standard for Risk Management (AS/NZS 4360). *'A selective application of appropriate techniques and management principles to reduce either likelihood of an occurrence or its consequence or both.'*

Risk transfer: means the same as defined within the Australian/New Zealand Standard for Risk Management (AS/NZS 4360). *'Shifting responsibility or burden for loss to another party through legislation, contract, insurance or other means.'*

Staff: means a person or people who are directly employed under an employment award or contract by the Association to perform a function in relation to the operations of the association.

Volunteer: means an unpaid helper who is not a member of the association but who assists in the provision of a service by the association.

2. POLICY

The Judo Federation of Australia (Inc.) values the welfare of its member organisations, association representatives, volunteers, staff and contractors and seeks to protect and the preserve its reputation, property (both real and intellectual), equipment, information and assets.

The association recognizes that risk management is an integral function of our association and aims to use the world's best practice in risk management to support and enhance its activities, across all areas of its operation.

The COM of the association will take all reasonable steps to identify, assess and manage risks, in accordance with the Australian/New Zealand Standard AS 4360: Risk Management and other best practice strategies.

The COM of the association accepts that risk management involves a wide range of strategies that must be implemented across state boundaries and across all levels of judo service delivery. This includes the need to foster local management of risk, through the member organisations, at the base level of judo service delivery.

The association will:

- use a structured risk management program to minimize all reasonably foreseeable risks to operations, harm to people and damage to property and the environment.
- strive to continually improve its risk management practices.
- co-operate and consult with the Australian Judo community, governmental agencies and other stakeholders to manage risk.

- Make risk management information available to its member organisations, association representatives, staff and volunteers.
- advocate the adoption and implementation of risk management strategies by its member organisations.

3. RESPONSIBILITY

- 3.1 The responsibility for overall risk management process within the Association rests with the President of the Association.
- 3.2 The President is accountable to the COM for the implementation of the risk management process.
- 3.3 Member organisations are responsible for the management of risks within their areas of operation.
- 3.4 Event managers and/or committees are responsible for risk identification, assessment and control for their particular event.
- 3.5 Member organisations, association representatives, staff and volunteers are responsible for complying with any policies, procedures or directives made by the association.
- 3.6 Member organisations, association representatives, staff and volunteers are responsible for identifying risks in their judo activities and assisting in identifying, implementing and monitoring any control measures, where required.
- 3.7 Member organisations, association representatives, staff and volunteers are responsible for immediately reporting any risks they identify in their judo activities.
- 3.8 Contractors, sub contractors and their employees or agents are responsible for immediately reporting any risks they identify when contracted by the association or its agents.

4. TRAINING

- 4.1 All association representatives shall be provided with information on how to access the Association Risk Management policy.
- 4.2 All member associations shall be given information on risk management as part of their affiliation with the association.
- 4.3 Risk management shall be a part of association National Coaching Accreditation Scheme training and any member association level coaching accreditation programme.
- 4.4 It shall be the responsibility of the COM to ensure the provision of risk management information and / or training as required.

5. RISK MANAGEMENT IMPLEMENTATION

5.1 A systematic risk management process shall be implemented based on the requirements of Australian/New Zealand Standard *AS 4360: Risk Management*.

5.2 The COM will facilitate the development of a common risk management approach across all areas of operations by:

- Implementing a risk management programme in relation to all association events.
- Ensuring the provision of risk management information and / or training as required.
- Sharing information with broad applicability across all areas; and
- advocating the adoption and implementation of risk management by member associations.

6. MONITORING AND REVIEW

The COM will monitor and review the implementation and adoption of the risk management programme.

7. RISK MANAGEMENT PROGRAMME

The association risk management programme shall consist of the following actions:

Identify the risk – Assess the risk – Treat and Control the risk – Monitor and review

7.1 Identify the risk

- Consider what, where, how, why and when could a risk occur.
- Utilise prior experience and records
- Analyse systems and member association, association representative, staff and volunteer reports
- Brainstorming risk

7.2 Assess the risk

- Assess what is the likelihood of a risk occurring utilising the association 'Risk Likelihood Table' (Appendix 1).
- Assess what is the consequence if an event or situation occurs utilising the association 'Risk Consequence Table' (Appendix 1)
 - To provide further clarification of this step a 'Detailed Risk Consequence Table' is attached at Appendix 1. This provides the risk consequence rating and demonstrates likely consequences relevant to the association (or a member organisation).
- Assess what is the level of risk by comparing the likelihood of a risk occurring against the consequence should that risk occur utilising the association 'Risk Level Table' (Appendix 1).

7.3 Treat and control the risk

Take steps in line with the association 'Treatment and Control Table' (Appendix 2) to:

- Reduce the likelihood of the risk occurring

- Reduce the consequences should the risk occur
- Transfer the risk
- Accept the risk
- Avoid the risk

7.4 Monitor and review

Examples of how this function can be carried out are through:

- Performing risk reviews.
- Performance reporting (internal and external).
- Audits and other reports upon association events.
- The implementation and adoption of risk management programmes.

8. Risk Management Template

To assist in implementing the Risk Management Programme as outlined in Part 7 of this By-law a Risk Management Assessment Template is provided at Appendix 3.

All considerations and stages of the Risk Management Programme should be documented and maintained as a record of the actions taken. This would include but is not limited to a 'Risk Management Plan Draft Example as provided in Appendix 4.

9. Risk Register

A register of all identified risks in relation to association events, the connected considerations and actions taken to treat and control the risk will be maintained by the COM and should be maintained by all member organisations for identified risks in their area of responsibility.

Risk Management – Appendix 1

Step 1 – Calculate Likelihood

RATING	LIKELIHOOD (The probability that a problem may occur)
Almost certain	Will probably occur or could occur several times a year
Likely	High probability, likely to arise once a year
Possible	Reasonable likelihood that it may arise over a five year period
Unlikely	Plausible, could occur over a five – ten year period
Rare	Very unlikely but not impossible, unlikely over a ten year period

Step 2 – Calculate Consequence

CONSEQUENCE	CRITERIA					
	Membership	Sporting Success	Safety	Financial Viability	Compliance	Image and reputation
Catastrophic	Occurrence will cause membership to decline drastically with members transferring to a competitor sport.	Lack of appropriate accreditation criteria or opportunities for training and education will result in our members not having any international success for next 8 years.	Lack of compliance with industry standards or conducting of safety audits will completely compromise safety in conducting sporting events; Lack of screening of participants for appropriate level of fitness and skills may result in loss of life.	Loss of revenue source, financial exposure to claims(s) or expenses incurred will have a catastrophic impact on AJF solvency; AJF has no chance of trading out of liquidation.	Lack of compliance will mean AJF cannot remain incorporated; AJF Board decisions breach constitution; Activities of Board will be subject to legal action; AJF has no idea of financial state.	Occurrence(s) will have catastrophic consequences on the image and reputation of Judo; Sponsors will not want to be associated with the sport; Federal Government to hold public enquiry into management of the sport; Board will resign over incident.
Major	Occurrence will cause membership to decline significantly with members transferring to a competitor sport.	Lack of appropriate accreditation criteria or opportunities for training and education will result in our members not having any international success for next 6 years.	Lack of compliance with industry standards or conducting of safety audits will seriously compromise safety in conducting sporting events; Lack of screening of participants for appropriate level of fitness and skills may result serious injury to participants.	Loss of revenue source, financial exposure to claims(s) or expenses incurred will have a major impact on AJF solvency; AJF will have to cease major sporting activities or funding to trade out of liquidation.	Lack of compliance in a number of significant areas may compromise incorporation of AJF; AJF Board decisions breach significant elements of the constitution; A number of Board activities may be subject to legal action; AJF has little idea of its financial state.	Occurrence(s) will have major consequences on the image and reputation of Judo; A number of sponsors will not want to be associated with the sport; Federal Government Agency may investigate management of the sport; Some Board members will be forced to resign over incident.
Moderate	Occurrence will cause a large decline in membership with members transferring to a competitor sport.	Lack of appropriate accreditation criteria or opportunities for training and education will result in our members not having any international success for next 4 years.	Lack of compliance with industry standards or conducting of safety audits will seriously compromise safety in conducting sporting events; Lack of screening of participants for appropriate level of fitness and skills may result moderate injury (broken bones etc) to participants.	Loss of revenue source, financial exposure to claims(s) or expenses incurred will have a serious impact on AJF solvency; AJF will have to significantly reduce major sporting activities or funding to trade out of liquidation.	Lack of compliance in some areas may result in a review of AJF incorporation; AJF Board decisions breach some elements of the constitution but not seriously; A number of Board activities may be subject to challenge by member states; AJF has only a broad idea of its financial state.	Occurrence(s) will have an impact for at least 12 months on the image and reputation of Judo; Major sponsors may cease their support for a period until confident that incident has been properly addressed; Federal Government Agency may investigate the incident; Some Board members will be severely reprimanded over incident.
Minor	Occurrence will cause some decline in membership with members transferring to a competitor sport.	Lack of appropriate accreditation criteria or opportunities for training and education will result in our members not having any international success for next 2 years.	Lack of compliance with industry standards or conducting of safety audits will compromise safety in a number of less important areas in conducting sporting events; Lack of screening of participants for appropriate level of fitness and skills may result minor injuries (torn muscles etc) injury to participants.	Loss of revenue source, financial exposure to claims(s) or expenses incurred will have some impact on AJF solvency; AJF will have to reduce a number of major sporting activities or funding initiatives.	Lack of compliance may cause questions to be asked by Federal Government Agency; AJF Board decisions breach minor elements of the constitution; A small number of Board activities may be subject to challenge by member states; Financial records require review and updating.	Occurrence(s) will have an impact for at least 6 months on the image and reputation of Judo; Some major sponsors will want to be reassured that incident has been properly addressed; Federal Government Agency requires report on the incident; Incident control measures require review.
Negligible	Occurrence will have little or no membership.	Lack of appropriate accreditation criteria or opportunities for training and education will result in our members not having any international success for next 12 months.	Lack of compliance with industry standards or conducting of safety audits will have a minor impact on safety in conducting sporting events; Lack of screening of participants for appropriate level of fitness and skills not important to sport participation.	Loss of revenue source, financial exposure to claims(s) or expenses incurred will have little impact on AJF solvency; AJF may have to make minor adjustments to major sporting activities or funding initiatives.	Minor non compliances will not cause questions to be asked by Federal Government Agency; Minor breaches of the constitution by AJF Board decisions may be subject to challenge by member states; Financial records require minor updating.	Occurrence(s) will have little impact on the image and reputation of Judo; Major sponsors and Federal Government Agency aware of incident but not concerned; Some minor adjustments to control measures required.

Step 3 Match likelihood against consequence to get a risk score

Risk Priorities Scale

LIKELIHOOD	CONSEQUENCE				
	Negligible	Minor	Moderate	Major	Catastrophic
Almost certain	Medium	Medium	High	High	Extreme
Likely	Low	Medium	Medium	High	Extreme
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Medium	High

Appendix 2

Risk Control Actions

RISK LEVEL	ACTIONS
<p>Extreme or High</p>	<p>Actions must be put in place to reduce these risks as soon as possible. A documented risk action plan is required for each identified risk where:</p> <ul style="list-style-type: none"> • Objectives are set • Responsibilities (who is going to do what) are decided • Resources are allocated (and continuously monitored) • Timelines are defined and reviewed points are determined • Review and monitoring activities are confirmed. <p>The risk register needs to be updated to include the identified risks. CEO needs to report activity to Board on regular basis.</p>
<p>Medium</p>	<p>All medium risks should be assessed and where resources are available, a suitable cost effective action should be implemented. In some cases, the JFA may decide to accept some of these risks on the basis of cost versus benefit.</p> <p>Where action is to be undertaken, a documented risk action plan is required for each identified risk where:</p> <ul style="list-style-type: none"> • Objectives are set • Responsibilities (who is going to do what) are decided • Resources are allocated (and continuously monitored) • Timelines are defined and reviewed points are determined • Review and monitoring activities are confirmed. <p>The risk register needs to be updated to include the identified risks. CEO needs to report activity to Board on regular basis.</p>
<p>Low</p>	<p>Managers need to take into account the identified risks and ensure existing controls, plans or processes cover them. Where required, minor changes to existing controls, plans or processes may need to be made or, the JFA may decide that action is not warranted.</p> <p>The risk register needs to be updated to include the identified risks. CEO needs to report activity to Board on regular basis.</p>

**Judo Federation of Australia (Inc.)
Risk Management – Appendix 3**

RISK MANAGEMENT ASSESSMENT TEMPLATE

ACTION	NOTES
<p>PROJECT: Describe the activity / function / strategy. Eg: Financial management processes.</p>	
<p>THE RISK: What can happen? How can it happen? Eg: Inadequate financial management processes can lead to insolvency.</p>	
<p>CONTROLS: What controls will be used in this activity? Excellent / Adequate / Inadequate Eg: Monthly financial statements.</p>	
<p>LIKELIHOOD: What is the likelihood of this event occurring? To rate; see 'Risk Likelihood Table' at appendix 1.</p>	
<p>CONSEQUENCES: What would be the consequences if the event occurred? To rate; see 'Risk Consequence Table' at appendix 1 and 'Detailed Risk Consequence Table' at appendix 3.</p>	
<p>LEVEL OF RISK: What is the level of risk? To rate; see 'Risk Level Table' at appendix 1.</p>	
<p>TREATMENT AND CONTROL Tasks to reduce your risk. See 'Treatment and Control Table' at appendix 2. Eg: Audit of books, monthly financial reports</p> <ul style="list-style-type: none"> • Objectives are set • Responsibilities (who is going to do what) are decided • Resources are allocated (and continuously monitored) • Timelines are defined and reviewed points are determined • Review and monitoring activities are confirmed. 	
<p>SIGNATURE: The identified risk, its assessed level, treatment and control strategies should be endorsed and accepted.</p>	

Judo Federation of Australia (Inc.) – Risk Management Plan – Appendix 4

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RISK MANAGEMENT PLAN 200_ to 200_

EXAMPLE

RISK	LEVEL	CONTROL AND TREATMENT	TIME	RESPONSIBLE
Significant injury at a training session.	Significant	1) Qualified coach instructing all sessions 2) Coaches will attend coaching information and training sessions 3) First aid trained member at all sessions 4) Emergency plan for significant injury adopted and in place <ul style="list-style-type: none"> • First aid kit at premises • Telephone at premises • Emergency numbers immediately available • Route to nearest emergency service available • Access for emergency personnel available 5) Equipment is serviceable and safe 6) Training is targeted to the abilities of the students 7) Students are advised of danger in any technique prior to practicing it.	Within 1 year As available Within 1 year Within 2 weeks Within 1 month Immediately	Coaching Comm Individual coaches Head coach COM/coaches Coaches
Minor injury at a training session	Medium	1) Qualified coach instructing all sessions 2) Coaches will attend coaching information and training sessions 2) First aid trained member at session 3) Emergency plan for significant injury adopted and in place <ul style="list-style-type: none"> • First aid kit at premises • Telephone at premises • Emergency numbers immediately available • Route to nearest emergency service available • Access for emergency personnel available 4) Basics of Rest / Ice / Compression / Elevation able to be utilised at premises. 5) Equipment is serviceable and safe 6) Training is targeted to the abilities of the students 7) Injury will be assessed to ensure member is able to continue prior to them doing so.	Within 1 year As available Within 1 year Within 2 weeks Immediately Within 1 month Immediately Immediately	Coach Comm Individual coaches Coach Comm COM Head coach Coaches Coaches First aider / coach

Signed _____ Position _____
 _____ Dated _____

Signed _____ Position _____
 _____ Dated _____