



Western Australian Sports Federation Risk Management Plan

2009

Version	Date	Amendments	Review Date
01	9 February 2009 B09.09	New document approved by the Board	February 2010

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Risk Management Framework

Risk management involves the culture, structures and processes that are directed towards identifying and realising potential opportunities whilst managing adverse effects. The process of risk management is defined as the systematic application of policies, procedures and practices to the task of identifying, evaluating, treating and monitoring risk.

The key components of WASF's Risk Management Framework include:

- (a) Risk Management Policy - outlines the risk management culture of WASF and the commitment and expectations of the Board for the management of risk;
- (b) Risk Management Plan - designed to guide the implementation of the Risk Management Policy;
- (c) Risk Register - a risk reporting tool to centrally store all strategic and operational risk information; and
- (d) Risk monitoring and reviews - the ongoing assessment of the effectiveness of risk treatment measures, and periodic reviews of the risk management framework, including an annual review as part of the strategic planning process.

WASF's Risk Management Policy provides the framework for the development of this Risk Management Plan. Implementation of the Risk Management Policy, through this Plan will ensure Management can demonstrate that risks are being identified and managed in a way that is appropriate for the business environment and WASF's goals and objectives.

Objectives

The Board's objectives in adopting a Risk Management Framework are to:

- (a) allow the Board to proactively manage risks in a systematic and structured way and continually refine its approach to risk management;
- (b) embed the risk management process to ensure it is an integral part of WASF's planning at a strategic and operational level;
- (c) ensure that actual and potential risks are identified, understood and appropriately managed within available resources;
- (d) help create a risk aware culture for the Board and staff from a strategic, operational and project perspective;
- (e) clearly identify responsibilities and accountability for financial, operational and risk management issues; and
- (f) protect WASF's image as a professional, responsible and ethical organisation.

Overview

WASF has adopted a risk management framework designed to identify and assess the impact of any current or future risks that may have a material effect on the performance of WASF.

Risk Management Framework

WASF's process of risk management and internal control includes:

- (a) undertaking an annual strategic planning process to establish WASF's strategies and objectives for the year ahead and strategic direction for the next three years;
- (b) reviewing in detail the success or otherwise of the previous strategic plan as part of the annual strategic planning process;
- (c) monitoring the outcomes of the strategies implemented against WASF's objectives;
- (d) undertaking internal and external environmental reviews to identify actual and potential risks that may materially impact the ability of WASF to carry out its strategies and achieve its objectives;
- (e) monitoring the environment regularly to assess the status of identified risks and any trends that may have significantly changed the nature or potential impact of those risks;
- (f) designing and implementing appropriate risk management policies and internal controls; and
- (g) assessing the effectiveness of the risk management system and internal control mechanisms.

Development of Risk Register

As part of the risk management system, Management will develop a Risk Register to record the findings of the internal and external environmental reviews undertaken, and actual and potential risks identified. As part of the risk register process, Management will develop appropriate mitigation strategies (as approved by the Board) and assign action plans to individuals within WASF to implement those strategies.

Role of the Board

The role of the Board in WASF's risk management framework is to approve and monitor the effectiveness of the risk management framework and assess whether the organisation has in place adequate risk management and control mechanisms.

The responsibility for undertaking risk reviews and designing and implementing appropriate risk management systems is delegated to Management. The CEO is ultimately responsible for the ongoing management of risk in the business and is required to advise the Board on matters of strategic and operational significance in relation to the identification and management of risk.

1. Key Definitions

Definitions for the purpose of this Plan are:

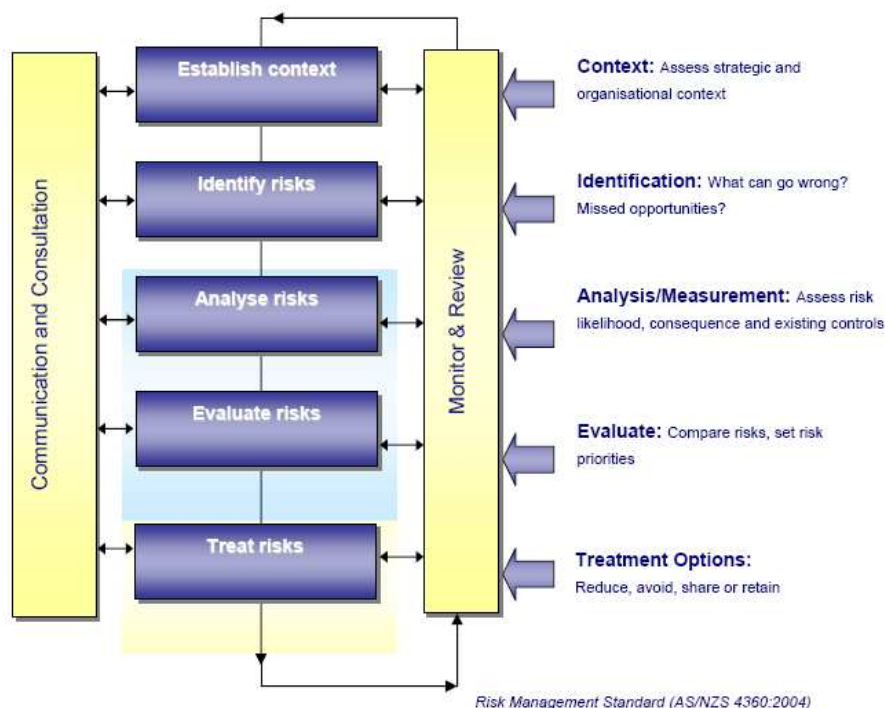
Consequence:	The outcome or impact of an event, expressed qualitatively or quantitatively
Controls:	An existing policy, procedure, practice or process that minimises risk
Inherent Risk Rating:	The combined likelihood and consequence rating, before consideration of controls that may be in place
Likelihood:	A general description of probability or frequency
Residual Risk Rating:	The level of risk that remains after consideration of controls that may be in place
Risk Analysis:	The process of determining the likelihood and consequence of a risk occurring in the context of existing risk control measures, with a view to determining the level of risk
Risk Assessment:	The overall process of risk analysis and evaluation
Risk Avoidance:	An informed decision not to become involved in a risk situation
Risk Framework:	The Policy and Plan used to embed the risk management process into strategic and operational activities
Risk Identification:	The process of determining what, where, when, why and how something adverse could happen
Risk Management Plan:	The product of documenting the steps and results of the risk management process
Risk Management Process:	The systematic application of management policies, procedures and practices to the tasks of identifying, analysing, evaluating, treating and monitoring risk
Risk Treatment:	Selection and implementation of appropriate options for dealing with risk
Risk:	Possible outcomes that could materially impact on the achievement of specified objectives. It is measured in terms of consequences and likelihood

2. Risk Management Process

WASF’s risk management process will involve the following steps:

- (a) **Communicate and consult**
Communication and consultation with relevant internal and external stakeholders will occur as appropriate at each stage of the risk management process and for the process as a whole.
- (b) **Establish the context**
The goals, objectives, strategies, scope and parameters of the activity, or part of the organisation to which the risk management process is being applied, will be defined.
- (c) **Identify risks**
There will be an identification of what, why, where, when and how events can impact on the achievement of WASF’s objectives.
- (d) **Analyse risks**
The existing controls will be determined and the risks will be analysed in terms of consequence and likelihood in the context of those controls. Consequences and likelihood will be combined to produce an estimated level of risk.
- (e) **Evaluate risks**
The estimated levels of risk will be compared against pre-established criteria. This will enable risks to be ranked to identify management priorities.
- (f) **Treat Risks**
Specified action plans will be developed and implemented where required, and in accordance with available resources.
- (g) **Monitor and Review**
The effectiveness of the risk management process and risk treatment measures will be monitored and reviewed to take account of changing circumstances.

Figure 1 – Risk Management Process



3. Risk Identification

The various risks inherent in the operations of WASF include those that may affect:

- (a) its reputation, and that of its staff and/or stakeholders;
- (b) its relationships with members, government, corporate partners and other stakeholders;
- (c) its performance against strategic priorities;
- (d) the integrity of its decisions and processes;
- (e) the safety, security and health of staff and visitors; and
- (f) assets and financial resources.

As well as the strategic and operational risks inherent in its work, WASF also enters into contracts of a commercial nature which may create additional financial, commercial and property risks.

A Risk Identification Form will be completed for each identified risk (refer Appendix 1).

4. Risk Analysis & Evaluation

Analysis of risks will be based on a combination of the impact on the organisation (consequences) and the likelihood of those consequences occurring. This will be considered in context with the activity, the organisation, and any existing controls or other factors that may modify the consequences or likelihood.

5. Consequence Ratings

A risk consequence is defined as the outcome or impact of an event expressed qualitatively or quantitatively. The following table provides broad descriptions used to support risk consequence ratings:

Table 1 – Consequence Ratings

Level	Financial Impact	Injuries/Death	Reputation and Image	Activities/Operations	Rating
Insignificant	Less than \$1000	No injuries	Unsubstantiated, low impact, low profile or no news item	Less than 1 hour	1
Minor	\$1000 - \$9,999	First aid treatment	Substantiated, low impact, low news profile	1 hour to 1 day	2
Moderate	\$10,000 - \$49,999	Medical treatment required	Substantiated, public embarrassment, moderate impact, moderate news profile	1 day to 1 week	3
Major	\$50,000 – \$149,999	Death or extensive injury	Substantiated, public embarrassment, high impact, high news profile, third party actions	1 week to 1 month	4
Catastrophic	\$150,000+	Multiple deaths or severe permanent disablements	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions	More than 1 month	5

6. Likelihood Ratings

The following table provides broad descriptions used to support risk likelihood ratings:

Table 2 – Likelihood Ratings

Level	Description	Frequency	Rating
Rare	The event may occur only in exceptional circumstances	Less than once in 15 years	1
Unlikely	The event could occur at some time	At least once in 10 years	2
Moderate	The event should occur at some time	At least once in 3 years	3
Likely	The event will probably occur in most circumstances	At least once per year	4
Almost Certain	The event is expected to occur in most circumstances	More than once per year	5

7. Mitigating Practices and Controls

Mitigating practices and controls include the existing policies, procedures, practices and processes which aim to provide reasonable assurance over the management of WASF’s activities. Following evaluation, these practices and controls may reduce the likelihood or consequence of a risk. Where mitigating practices and controls exist, but are not being followed or monitored, adequate control does not exist.

8. Level of Risk

The level of risk that remains after consideration of all existing mitigating practices and controls is the agreed risk rating and determines the level of management action and treatment required.

The diagram below indicates how the combination of risk likelihood and risk consequence ratings are used to establish the level of risk and subsequent management actions and treatment required.

Figure 2 –Risk Assessment Matrix

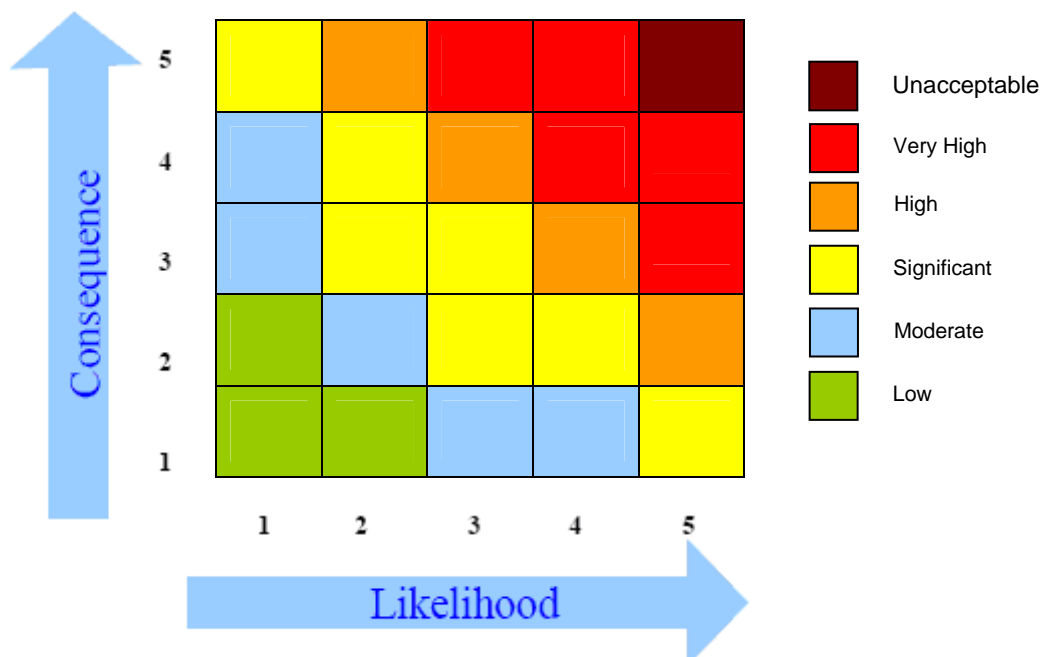


Table 3 – Management Action and Treatment

Low	Acceptable –systems and processes managing the risks are adequate. Consider excess or redundant controls.
Moderate	Periodic Monitoring – options to improve controls should be considered, risk consequence should be monitored to ensure it does not increase over time.
Significant	Continuous Review – continued monitoring to ensure controls remain adequate
High	Active Management/Periodic Review – requires active management and periodic review
Very High	Active Management –treatment options require immediate implementation, active review and management on an ongoing basis
Unacceptable	Unacceptable - An informed decision should be made not to become involved in the risk situation

9. Risk Treatment

Risk treatment is the process of identifying the range of options for dealing with a given risk, evaluating those options, selecting the preferred treatment and preparing and implementing risk treatment plans. A Risk Treatment Plan (refer Appendix 1) will be prepared and provided to the Board for all risks with a high, very high or unacceptable risk rating.

Treatment will involve deciding what measures need to be put in place to minimise the threat posed by the identified risks. Treatment options include:

- (a) **Avoid** - measures aimed at avoiding the risk;
- (b) **Reduce** - measures to reduce the threat posed by the risk, either by reducing the likelihood of the risk and/or its consequences;
- (c) **Transfer** - transferring the threat by shifting the risk to another party (eg. via contracts or insurance);
- (d) **Accept** – making an informed decision to accept the consequences and likelihood of a particular risk, but monitoring the risk and ensuring that WASF has the financial and other capacities to cover associated losses and disruptions.

Determining that a risk is acceptable does not imply that the risk is insignificant. A risk may be considered to be accepted because:

- (a) the threat posed is assessed to be so low (eg. because the likelihood of occurrence is rare) that specific treatment is not necessary;
- (b) the risk is such that WASF has no available treatment;
- (c) the cost of treating the risk is so high compared to the benefit from successful treatment; or
- (d) the opportunities presented outweigh the threats to such an extent that the risk is justified.

Selecting the most appropriate risk treatment option will be made by considering the following issues:

- (a) the cost of managing the risk balanced against the benefits obtained;
- (b) the extent of risk reduction or mitigation gained;
- (c) the extent to which there is an ethical or legal duty to implement a risk treatment option which may override any cost/benefit analysis; and
- (d) the impact of the risk on WASF's image and reputation. This may warrant implementing costly actions.

10. Risk Register

WASF will maintain an electronic Risk Register that records the description, risk assessment, existing controls, proposed actions, and revised risk rating.

The Risk Register will be reviewed and updated bi-annually. The process will help inform the annual CEO performance appraisal and strategic/operational planning process.

11. Accountability and Responsibility

11.1 Board

The Board is responsible for:

- (a) approving and monitoring the effectiveness of the risk management framework and assessing whether the organisation has in place adequate risk management and internal control mechanisms;
- (b) the annual review of the company's financial capacity to absorb risks and approval of appropriate exposure limits; and
- (c) reviewing management reports on performance of systems used to identify and control risks.

11.2 Remuneration and Audit Committee

The Remuneration and Audit Committee is accountable for the oversight of the processes for the identification and assessment of risks, reviewing the outcomes of risk management processes and for advising the Board as required.

11.3 CEO

The CEO is responsible for the implementation of the risk management framework and ultimately responsible for the management of risks in the business. The CEO will ensure that:

- (a) appropriate systems and procedures are in place for the identification, monitoring, reporting and control of all material risks, including the development of risk treatment plans;
- (b) a risk register is developed and maintained, using a risk assessment matrix for the prioritisation of risks for treatment;
- (c) the Board is advised on matters of strategic and operational significance in relation to the identification and management of risk;
- (d) regular reports are presented to the Board and/or Remuneration and Audit Committee on performance in relation to identification and control of risks; and
- (e) staff understand their responsibilities with respect to risk management.

11.4 Employees

WASF employees are responsible for:

- (a) identifying potential risks and for the effective management of risk within their operational areas. As such they will have access to information regarding WASF's risk management framework and the identified risks in their area of responsibility as detailed in the Risk Register; and
- (b) reporting through management any incidents that may result in unacceptable levels of risk, or non-compliance with established procedures for measuring and reporting risks.

Appendix 1

RISK IDENTIFICATION FORM

Reference No.:		Area of Impact:	Financial/Injuries or Death/Reputation/Operations
Risk Description:			

RISK ASSESSMENT

Consequences:

Current Controls/Mitigating Practices:

Consequence Rating:

Likelihood Rating:

RISK RATING: Unacceptable/Very High/High/Significant/Moderate/Low

NB: Risk Treatment Plan to be submitted to Board if risk rating is high, very high or unacceptable

Comments on adequacy of existing controls:

RISK TREATMENT OPTION/S: Eg. Accept, Avoid, Transfer, Reduce

RISK TREATMENT PLAN

Description of Activity	Completion Date	Status/Comments

Level of risk after implementation of actions:

Consequence Rating		Likelihood Rating:		Residual Risk Rating:	
Board Resolution:					