



# Risk Management Plan

## Objectives

The intent of the risk management plan of the Adamstown Rosebud Junior Football Club is to provide a practical framework for effective identification and mitigation of operational, reputational and financial risks to the Club achieving its objectives. These objectives are to:

- (a) enable members to participate in all facets of the game of football for and on behalf of the Club
- (b) encourage, develop, teach and facilitate the playing of football by its members that is safe and fair
- (c) promote, take part in and exercise control of games of football for its members
- (d) enter into any affiliation or alliance with any other person or organisation having compatible objectives with those of the Club, and
- (e) provide a social environment for members and others to enjoy and benefit from the playing of football by its members.

These objectives are articulated in the Club's Constitution and comprise those high level organisational goals that the Club is striving to achieve.

The Club's risk management plan (the plan) provides the practical link between the Club's risk management policy, which provides strategic direction and overarching guidance, and the Club's risk register, which is a dynamic record of risks identified and mitigation strategies undertaken.

## Risk categories

Key risks identified for ARJFC can be categorised as operational, reputational or financial Strategic risks in each of these categories relate to consequences of the Club not achieving its strategic objectives. In this way the Club's risk management framework is integrated with its constitution. 'Business As Usual' (BAU) risks in each of these categories are present in the club's administrative and legislative environment and refer to the consequences of failures or shortcomings in systems or processes affecting the Club's day to day activities.

## Operational risk

Operational risk at a strategic level includes physical harm or injuries, insufficient club membership numbers, inadequate player and coaching support.

The risk of physical harm or injury presents a key concern to the Club. The Club is committed to providing as safe an environment as is reasonably possible for all members, players, coaches, officials, spectators and volunteers. It is recognised that as a contact sport, football involves an inherent degree of risk of physical harm or injury. The Member's Agreement explicitly identifies this risk, and in signing the agreement all members of the Club accept this risk. The Club takes the safety and wellbeing of all involved seriously and actively implements mitigation strategies and adopts reasonable precautions to address foreseeable risks, especially those within the spectrum of physical harm and injury.

'Business As Usual' (BAU) risks categorised as operational include Information Technology (IT) failure, and damage to club property and equipment.

## Reputational risk

The Club's reputation within the local community and the football fraternity is paramount to its success, and to maintaining its culture as an inclusive and ethical club.



Reputational risk related to the Club's strategic objectives includes a loss of profile within the community due to ineffective promotion or communication of the Club's activities and achievements. Reputational risk at a BAU level includes adverse publicity and damage to the Club's reputation due to any perceived or actual incidents of discrimination, harassment, abuse, fraud or corruption.

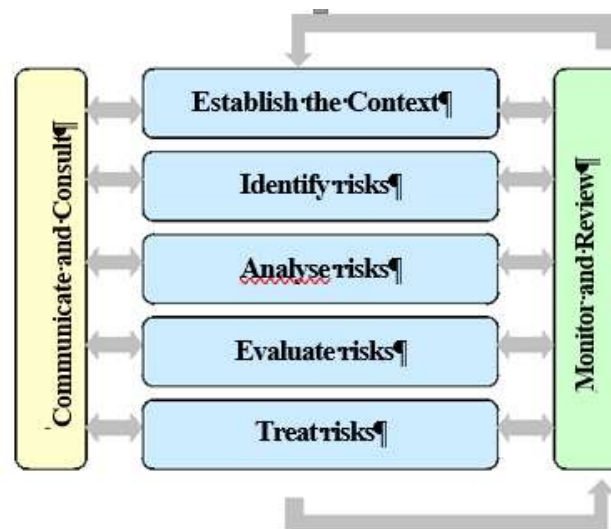
## Financial risk

Financial risk relates to insufficient income from fees, sponsorships and fundraising to support the Club's activities and to ensure the Club's financial viability.

## Risk assessment

The Executive Committee of the Adamstown Rosebud Junior Football Club follows the steps outlined in Figure 1 in assessing risk and maintaining the risk register for the Club. These steps are based on the Australian/New Zealand Standard -- Risk Management AS/NZ ISO 31000:2009.

**Figure 1: The Risk Management Process (AS/NZS/ISO 31000:2009)**



### Stage 1: Establish the context

Stage 1 involves establishing the context in which the rest of the process will take place. The objectives, strategies and scope of the activity, or part of the Club to which the risk management process is being applied, is established.

### Stage 2: Identify risks and risk owners

Stage 2 seeks to identify the risks that need to be managed. The aim is to generate a list of risks that might have an impact on the achievement of outcomes. These risks might prevent, degrade or delay the Club achieving its objectives.

Descriptions of identified risks consider source and impact, what the risk is, whom it impacts upon and what the impact is. The stage also requires identification of the 'owner' of each risk, which for the Club involves assigning responsibility for managing or overseeing the management of each risk to an office-bearer position on the Committee.



### Stage 3: Analyse risks

Analysing the risks represents stage 3 of the risk assessment process and involves determining the **inherent risk rating** and **residual risk rating**, based on reasonable estimates of the potential severity of the consequences of a risk, and its likelihood to occur.

#### Inherent Risk Rating

To determine the inherent risk rating, the *consequence* of the risk should it occur, and the *likelihood* of the risk occurring are rated using the guidance provided in Tables 1 and 2 below. In determining the inherent risk rating, it is important that the consequence and likelihood of each risk is rated **without** considering any controls or mitigation strategies. This produces a rating that indicates worst-case exposure for the Club, in the event that there are no controls or mitigation strategies in place or that these fail to take effect during an event.

**Table 1 – Consequence of risk occurring**

		Consequence
5	Extreme	<ul style="list-style-type: none"> <li>Failure to meet Club's core objectives and responsibilities</li> <li>Club's viability threatened /Severe reputational sensitivity</li> </ul>
4	Major	<ul style="list-style-type: none"> <li>Major threat to the delivery of core objectives and responsibilities</li> <li>Major reputational sensitivity</li> </ul>
3	Moderate	<ul style="list-style-type: none"> <li>Moderate impact on some objectives and responsibilities</li> <li>Moderate reputational sensitivity</li> </ul>
2	Minor	<ul style="list-style-type: none"> <li>Minor impact on some objectives and responsibilities</li> <li>Minor reputational sensitivity</li> </ul>
1	Insignificant	<ul style="list-style-type: none"> <li>Minimal impact on Club's activities</li> <li>Minimal reputational sensitivity</li> <li>The consequences can be dealt with internally</li> </ul>

**Table 2 – Likelihood of risk occurring**

		Likelihood
5	Almost certain	The event is expected to occur in most circumstances (e.g. monthly to several times a year)
4	Likely	The event will probably occur in most circumstances (e.g. at least once per year)
3	Possible	<ul style="list-style-type: none"> <li>The event might occur at some time (e.g. within next two years)</li> </ul>
2	Unlikely	<ul style="list-style-type: none"> <li>The event could occur at some time (e.g. every two to five years)</li> </ul>
1	Rare	<ul style="list-style-type: none"> <li>The event may occur only in exceptional circumstances (e.g. every five to ten years)</li> </ul>



Based on the consequence and likelihood of inherent risks, a risk rating is determined using the matrix in Table 3. The risk rating may be *Very High, High, Moderate, Low or Very Low*.

**Table 3 -- Matrix for Rating Risks**

LIKELIHOOD		CONSEQUENCE				
		Insignificant	Minor	Moderate	Major	Extreme
		1	2	3	4	5
Almost Certain	5	Low	Moderate	High	Very High	Very High
Likely	4	Low	Moderate	High	High	Very High
Possible	3	Low	Low	Moderate	High	High
Unlikely	2	Very Low	Low	Low	Moderate	High
Rare	1	Very Low	Very Low	Low	Moderate	High

**Key**

Very High	Immediate action required
High	Committee attention needed
Moderate	Committee responsibility must be specified
Low	Manage by routine procedures
Very Low	Monitor change/variances in the likelihood and consequences

**Residual risk rating**

To determine the residual risk rating, any current or possible future controls and strategies to mitigate the risk are considered. The *consequence* and *likelihood* of the risk are rated **in the context** of existing



and possible future controls and mitigation strategies, using the guidance provided in Tables 1 and 2. Based on the consequence and likelihood of residual risks, a risk rating is determined for each using the matrix in Table 3. The risk rating may be *Very High, High, Moderate, Low or Very Low*.

#### Stage 4: Evaluate and treat risks

Based on the risk ratings generated through analysis of the inherent and residual risks, the Committee determines what actions are practical, necessary and appropriate to ensure the Club's risk profile is manageable. The Committee makes decisions about mitigation strategies and risk treatment priorities, based on this process of risk assessment.

#### Stage 5: Monitor and Review – Risk Register

The Committee formally monitors and reviews risks through evaluation of the Club's risk register.

The risk register provides a dynamic record of both strategic and BAU risks for the Club, as well as a framework for identifying controls and mitigation strategies and for monitoring the effectiveness of their implementation. It is a 'live' document, being formally reviewed, evaluated and updated by the Committee on at least a quarterly basis, or more frequently as required. Risks can change in response to factors including new legislative requirements, emerging technology, changes in community expectations and information on the effectiveness of previous mitigation strategies.

The Committee documents incidents and analyses trends to inform future mitigation strategies. The Committee reports to members on risk management at the Club's Annual General Meeting (AGM).

#### Related documents

- Adamstown Rosebud Junior Football Club Risk Management Policy and Procedures
- Adamstown Rosebud Junior Football Club Risk Register
- Adamstown Rosebud Junior Football Club Constitution
- Football Federation Australia Codes of Conduct

#### Definitions

- *Risk*: the effect of uncertainty on the Club's objectives
- *Risk analysis*: process to determine the nature and level (threat) of a risk
- *Risk treatment*: process to modify risk treatment can also create new risks or modify existing risks. Note: risk treatment that deals with negative consequences are sometimes referred to as risk mitigation strategies, risk elimination strategies, risk reduction strategies, risk prevention strategies and/or risk control
- *Risk owner*: the person or entity accountable for and with authority to manage a risk (i.e. is responsible for managing the identified risk including implementing and monitoring the effectiveness of mitigation strategies, and reporting as needed on the status of the risk to the Committee)
- *Likelihood*: chance of an event happening
- *Consequence*: degree of severity of an event, should it happen
- *Impact*: the amount of loss or gain from the consequence of a risk
- *Inherent risk*: a subjective measure of the level (threat) of a risk without considering the effectiveness of controls
- *Residual risk*: a subjective measure of the risk **after** action has been taken to manage it



## Related legislation

- Work Health and Safety Act 2011

## Revision history

Version	Date issued	Notes	By
1.0	31/8/2019	New document created to establish a practical framework for the Adamstown Rosebud Junior Football Club Risk Management Policy.	The Committee, ARJFC

## Review date

- August 2020

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