



BOARD MANUAL

Section 1 and 2: Background Information and Risk Overview

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1. Background information

1.1 Who is Deaf Sports Australia (DSA)

Deaf Sports Australia (DSA) is the peak body for deaf sport in Australia. DSA (formerly the Australian Deaf Sports Federation) was established in 1954 and is affiliated with the International Committee of Sports for the Deaf.

1.2 What does DSA do?

Vision of DSA

To facilitate and support the participation of deaf Australians in all levels of sport.

Mission of DSA

Building and Strengthening Opportunities for All.

Objectives of DSA

- To be the peak body for deaf and hard of hearing sport in Australia;
- To host, facilitate and manage deaf and hard of hearing specific sporting events where appropriate;
- To foster, promote and encourage deaf and hard of hearing people's participation and skill development in all forms of sport in partnership with our members;
- To continually advocate, educate, inform and support the mainstream sporting structure to make it deaf and hard of hearing friendly and capable of including deaf people within the structure;
- To foster relationships with government, deaf and mainstream sporting bodies to support the access requirements and participation of deaf people in sport at all levels; and
- To ensure DSA has a sustainable governance and management approach to support its vision and mission over time.
- To be a role model organization for fostering leadership and mentoring in deaf and hard of hearing sport.

1.3 Contact information

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2. Risk Overview

*Risk Management Checklist can be found in DSA database

2.1 Risk Management Program of Policies

Deaf Sports Australia (DSA) has encompassing policy coverage, covering many aspects of the running of the business. These policies need to be continually reviewed & where necessary amended, altered or deleted to reflect the current business conditions that are prevailing within the business and / or are being directed by external parties.

The purpose of the DSA Risk Management Program is to achieve the following:

- Establish a culture of “no surprises” and avoid losses greater than expected
- Provide a common framework, language, and systems to foster a consistent approach to risk
- Develop and disseminate tools to allow Board members, employees, participants, coaches, officials, and voluntary workers to foresee, evaluate and measure risks in a manner which facilitates improved decision making
- Implement policy designed to allow for maximum flexibility while keeping within the desired risk tolerance

To achieve this purpose, it must be ensured that:

- DSA risks are identified and their evolution through time is understood
- The key methods and models of managing risks are prudent and appropriate
- Effective risk measurement methodologies and tools are in place and utilized
- Policies and procedures are implemented to facilitate the control of risks and more efficient risk mitigation
- Resources are available to manage risk exposures

This program outlines the processes involved in DSA risks management program and includes details of the common risk categories and risk criteria identified that need to be appropriately managed

Monitoring and Review

The Board will monitor and review the implementation of the risk management program

Responsibility

The Manager is accountable to the Board for the implementation of the risk management process and ultimately responsible for the management of risks in the organisation. Notwithstanding the above staff, board members, officials, need to take responsibility for risk management

What is Risk?

Risk is defined as the chance of something that will happen and that will have an impact upon DSA objectives. It is measured in terms of consequences and likelihood.

What is Risk Management?

Risk management is the process of thinking systematically about all the possible risks, problems or disasters before they happen and setting up procedures that will avoid the risk or minimize its impact or cope with its impact. It also about making a realistic evaluation of the true level of risk. The following points need to be noted:

- An effective system of risk management and control is critical to the operational integrity and financial soundness of the organisation.
- The aim of the risk management system is to assist the organisation to identify potential hazards to its operations and develop remedial actions that will eliminate, reduce, and transfer or control (to an acceptable level) the risk associated with those hazards.
- To make effective decisions, management must be able to evaluate the possible outcomes of these undesirable events and take steps to control their impact. The risk management process can be used to qualify known risks or to identify new hazards that could have a significant impact on the business.

- Risk management must be an integral part of the DSA practices. It must be part of the strategic plan and must become the responsibility of everyone in the business.
- For further information regarding risk please refer to www.ourcommunity.com.au/communityresources/insurance

Identifying Risk

Common Risk Criteria

Analysing risks using common risk criteria and risk categories shall be utilised to stimulate creative thought and ensure all the important issues are put before those responsible for identifying risk.

Below are common risk criteria and categories that relate to objectives throughout all levels of our sport. These provide structure to the risk identification, analysis and treatment processes.

These criteria are: -

Criteria	Risk Categories	Notes
Membership	<ul style="list-style-type: none"> Recruitment Retention 	Strategic direction, public awareness and interest, market share
Sporting Success	<ul style="list-style-type: none"> Player Development Coach Development Umpire Development Competition Structure Sport Distribution / Infrastructure 	Competitive results, level of participation, better sporting outcomes
Safety	<ul style="list-style-type: none"> Facilities Equipment Player Preparation Injury Management Playing Rules/Conditions Goods Sold Security/Crowd Control Crisis Management 	Safety for participants, coaches, officials, administrators, volunteers and spectators

Financial Viability	<ul style="list-style-type: none"> o Income Streams o Sponsorship o TV Rights o Investment o Participation Levies o Admission o Product Sales o Grants · Expense Control · Systems · Asset Management · Personnel · Management · Planning and Strategy · Fidelity · Audit 	Revenue, sponsorship (private and Government), expenditure, budget certainty, planning and strategy
Compliance	<ul style="list-style-type: none"> · Common Law · Legislation · Contracts · Govt./Sport Authorities · Governance · Tribunals · Selection Policy · Standards 	Compliance with the law, regulations, standards of behavior, duty of care, rules and constitution.
Image and Reputation	<ul style="list-style-type: none"> · Game Marketing · Media Management · Sponsor Management · Player Behavior · Coaches/Officials Behavior · Parent/Spectator Behavior · Social Responsibility 	Public image and reputation with stakeholders, regulators, sponsors, media, general public

Analysing Risk

Identified risks will be analysed to determine the level of risk and thus provide guidance for treatment priority. Below is a sample table that is used to determine the Level of Risk.

QUALITATIVE MEASURES OF LIKELIHOOD

LEVEL	DESCRIPTOR	DESCRIPTION
A	Almost certain	The event is expected to occur in most circumstances
B	Likely	The event will probably occur in most circumstances

C	Possible	The event might occur at some time
D	Unlikely	The event could occur at some time
E	Rare	The event may occur only in exceptional circumstances

QUALITATIVE MEASURES OF CONSEQUENCE OR IMPACT

LEVEL	DESCRIPTOR	EXAMPLE DETAIL DESCRIPTION
1	Insignificant	No injuries, low financial loss, no real effect on operations
2	Minor	First aid treatment, medium financial loss, minimal effect on operations
3	Moderate	Medical treatment required, high financial loss, significant effect on
4	Major	Extensive injuries, loss of production capability, major financial loss,
5	Catastrophic	Death, huge financial loss, catastrophic effect on operations

QUALITATIVE RISK ANALYSIS MATRIX - LEVEL OF RISK

LIKELIHOOD	CONSEQUENCES				
	INSIGNIFICANT 1	MINOR 2	MODERATE 3	MAJOR 4	CATASTROPHIC 5
A (ALMOST CERTAIN)	H	H	E	E	E
B (LIKELY)	M	H	H	E	E
C (MODERATE)	L	M	H	E	E
D (UNLIKELY)	L	L	M	H	E
E (RARE)	L	L	M	H	H

LEGEND:

E = Extreme risk; immediate action required

H = High risk; senior management attention needed

M = Moderate risk; management responsibility must be specified

L = Low risk; manage by routine procedures

Risk Management Checklist

Available from Deaf Sports Australia office