

# BASKETBALL MANAWATŪ

## RISK MANAGEMENT POLICY



### POLICY & PHILOSOPHY

Risk is inherent in all activities however Basketball Manawatū believes that the adoption of a formal approach to risk management will improve decision making, performance and accountability.

We are fully committed to its overall strategic objectives of:

- supporting members, participants and stakeholders
- increasing participation in sport
- providing sufficient and quality coaching
- developing players to their fullest potential
- ensuring financial stability and generating revenue
- achieving excellence in managing competitions and events.

As risk cannot be eliminated, the goal of the risk management process is to manage the risks involved in Basketball Manawatū's activities to minimise negative outcomes. Basketball Manawatū will endeavour to minimise the risk to our Association, players, coaches, managers, staff, volunteers, families/whanau, and the general public.

### DEFINITIONS

Risk assessment – is the process used to determine risk management priorities by evaluation and comparing the level of risk against pre-determined acceptable levels.

Risk management – is the systematic application of management policies, procedures and practices to the tasks of identifying, analysing, assessing, treating and monitoring risk.

Risk - is the probability/chance that a situation will arise that will impact upon objectives or presents a danger to our Association, players, coaches, managers, staff, volunteers, families/whanau, and the general public. Risk is measured in terms of consequences and likelihood. It includes, but is not limited to: -

- Financial hazards
- Image & Reputational hazards
- Legal hazards
- Business Capability
- People

### RESPONSIBILITIES

It is the responsibility of the Board, with the assistance of staff, to carry out risk management analyses, and to take appropriate measures to ensure that:

- effective risk management procedures are in place and reviewed regularly;
- recommendations arising out of the risk management process are evaluated and, if necessary, implemented; and
- employees and volunteers are aware of all applicable risks and familiar with the organisation's risk management procedures.

## Identifying Risks

It is the responsibility of the Board to ensure that:

- risk management analysis is carried out across all Basketball Manawatū's activities and risk assessments are prepared for every risk identified;
- risk assessments are reviewed regularly by staff and Board to ensure no risks are overlooked or have ceased to be relevant;
- each risk assessment is reviewed at least once a year to ensure procedures are in place to avert the risk or to mitigate its impact; and
- copies of risk assessments are kept in a Risk Management Register.

It is the responsibility of all employees and volunteers to ensure that:

- they are familiar with the organisation's risk management procedures;
- they observe those risk management procedures; and
- they inform the Board if they become aware of any risk not covered by existing procedures.

## PROCEDURES

We will achieve our strategic objectives by:

- providing outstanding leadership to members
- managing all our resources efficiently
- using our funds efficiently
- communicating effectively with our community and stakeholders
- making good decisions.

The Board fully endorses this risk management policy.

## Managing Risk

Basketball Manawatū General Manager and other staff will carry out risk assessment exercises; this should involve:

- identifying the risks and the likelihood of that risk eventuating;
- identifying treatments to avert those risks;
- identifying practices to mitigate the effects of those risks; and
- recording those risks and their treatments in the form of assessments.

## Risk Management Assessments

Basketball Manawatū will ensure that

- all aspects of our activities have relevant risk management assessments;
- each risk assessment is reviewed by other staff of Basketball Manawatū at least once a year to ensure that no risks have been overlooked and to ensure that procedures are in place to avert the risk or to mitigate its impact; and
- a current copy of each risk assessment is held in the Basketball Manawatū's Risk Management Register.



## Risk management outcomes

We are committed to:

- developing a 'risk-aware' culture in which our people are encouraged to identify risks and respond to them quickly and effectively
- ensuring our key stakeholders recognise that we manage risks responsibly
- developing consistent risk management practices.

## Risk tolerance

We operate as a not-for-profit body representing basketball in the Manawatu community.

Our stance is risk averse.

## Risk management process

We will apply good risk management practices that are consistent with the current Standards New Zealand's Guidelines for Risk Management in Sport and Recreation.

## Roles and responsibilities

### Board

- Approving our governance policies
- Approving our risk management policy statement
- Approving our risk tolerance capacity
- Ensuring strategic risks are identified, assessed, monitored and reported

### General Manager (who will act as the association's Risk Manager)

- Effectively managing our strategic, operational and project risks (accountable to the Board)

### Staff

- Identifying operational risks
- Managing & monitoring activities within the team's control and reporting to the General Manager
- Reporting monthly on the progress of risk management action plans for which they are responsible

### Volunteer Members

- Following our policies, codes, procedures and rules

## POLICY REVIEW

Basketball Manawatu will monitor and review this policy annually.

## RELEVANT ASSOCIATED DOCUMENTS

Basketball Manawatu Health & Safety Policy

Basketball Manawatu Health & Safety Booklet (2019)

# APPENDIX 1

## RISK MANAGEMENT GUIDELINES

Risk is the chance that an event will occur that will impact upon objectives. Risk is measured in terms of Likelihood and Consequences. **Risk = likelihood x consequences**

Underlying Risk	the risk that exists <b>before</b> actions or controls are put in place to reduce the consequences or likelihood
Residual Risk	the risk that exists <b>after</b> actions or controls are put in place to reduce the consequences or likelihood

### RISK IDENTIFICATION & ANALYSIS

#### Key Function Areas

Strategic - Associated with high level goals, objectives and strategies of the association.

Management/Operational - Associated with normal functions of the association e.g.: financial activities, decision making, marketing, administration, staff management, health and safety.

Project/Event - Associated with a specific event or project.

#### Evaluating Consequences

The criteria that Basketball Manawatu will use to evaluate consequences are the impact on:

- the financial position of the association – revenue, expenses, losses;
- the health and safety of people – employees, volunteers, participants, spectators;
- the capability of the association to deliver its business objectives; and
- the image and reputation of the association.

The following is a guideline for assess the level of impact:

Level	Description	Financial	People	Capability	Image
1	Insignificant	<\$500	No injuries	One missed or delayed programme	Individual criticism
2	Minor	\$500 - \$1k	First Aid	Several missed or delayed programmes	Single poor event or programme
3	Moderate	\$1k - \$5k	Medical treatment	Short term loss of some functions	Bad local press. Concerns from stakeholders
4	Major	\$5k - \$10k	Serious Injury	Loss of most functions for month or more	Ongoing bad press. Loss of some stakeholder support
5	Catastrophic	\$10k +	Death	Unable to continue	Stakeholder loss of confidence in the association

#### Evaluating Likelihood

Likelihood is the probability of the particular event occurring. The following is a guideline to assess the level of likelihood for a particular risk:

Level	Description	Detail Description
A	Almost Certain	Is expected to occur in most circumstances
B	Likely	Will probably occur in most circumstances
C	Possible	Might occur at some time
D	Unlikely	Could occur at some time
E	Rare	May only occur in exceptional circumstances

### Level of Risk

Based on the assessed consequences and likelihood the level of risk to the association can be assessed. This then determines the priority to be places on treating or mitigating the risk.

	Consequences				
	Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood	1	2	3	4	5
A (Almost Certain)	H	H	E	E	E
B (Likely)	M	H	H	E	E
C (Possible)	L	M	H	E	E
D (Unlikely)	L	L	M	H	E
E (Rare)	L	L	M	H	E

*E = Extreme Risk    H = High Risk    M = Moderate Risk    L = Low Risk*

### **RISK TREATMENT**

This is the term used to describe the actions to deal with an identified risk. It involves considering the options for treatment and selecting one or a combination of actions to eliminate or reduce the likelihood or consequences of a risk. Risk treatments should be proportionate to the significance of the risk and the cost of treatment appropriate to the potential benefit.

### Treatment Options

The four basic types of treatment are:

Accept	The likelihood and consequences are such that the risk is accepted as part of the activity. Usually further treatment is impractical or uneconomic. A recovery plan may be an appropriate contingency to recover from occurrence.
Avoid	The activity or project is not undertaken because the consequences or likelihood of the risk occurring are high and effective means of reducing the risk cannot be economically or practically implemented
Reduce	Introduction of measures to reduce the likelihood and/or consequences of the risk. Examples are design changes, introduction of controls through policies, practices and procedures, training, use of protective equipment.
Transfer	The consequences are transferred to another party usually by some agreement or contract. Insurance is the cost common risk transfer arrangement, but others include disclaimers, warning, and indemnities.

### Treatment Plan

Once treatment actions have been identified these should be incorporated in a risk management plan to define:

- What is to be done?
- Who is responsible?
- When is completion to be achieved?
- When a review should be affected?
- What resources are required?

### Implementation

Once a risk has been identified the attached template can be used to logically work through the analysis of the risk and the development of a treatment strategy.

All risks should be documented in the Risk Register and the identified treatment plans documented in a Risk Management Plan. Risk Management should be a regular item on planning and operational agendas.

# BASKETBALL MANAWATU

## RISK ANALYSIS

<b>The Risk</b> Describe the source and impact (give as much detail as possible including underlying risks)																
<b>Rank using tables</b> Likelihood: Consequences: Level of Risk:	<table border="0"> <tr> <td><b>A</b> Almost Certain</td> <td><b>B</b> Likely</td> <td><b>C</b> Possible</td> <td><b>D</b> Unlikely</td> <td><b>E</b> Rare</td> </tr> <tr> <td><b>1</b> Insignificant</td> <td><b>2</b> Minor</td> <td><b>3</b> Moderate</td> <td><b>4</b> Major</td> <td><b>5</b> Extreme</td> </tr> <tr> <td><b>E</b> Extreme</td> <td><b>H</b> High</td> <td><b>M</b> Moderate</td> <td><b>L</b> Low</td> <td></td> </tr> </table>	<b>A</b> Almost Certain	<b>B</b> Likely	<b>C</b> Possible	<b>D</b> Unlikely	<b>E</b> Rare	<b>1</b> Insignificant	<b>2</b> Minor	<b>3</b> Moderate	<b>4</b> Major	<b>5</b> Extreme	<b>E</b> Extreme	<b>H</b> High	<b>M</b> Moderate	<b>L</b> Low	
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<b>Treatment</b> Describe measures to be put in place to avoid, reduce or transfer risk or to recover from consequences																
<b>Residual Risk</b> Describe likely changes  <b>Rank using tables</b> Likelihood: Consequences: Level of Risk:	<table border="0"> <tr> <td><b>A</b> Almost Certain</td> <td><b>B</b> Likely</td> <td><b>C</b> Possible</td> <td><b>D</b> Unlikely</td> <td><b>E</b> Rare</td> </tr> <tr> <td><b>1</b> Insignificant</td> <td><b>2</b> Minor</td> <td><b>3</b> Moderate</td> <td><b>4</b> Major</td> <td><b>5</b> Extreme</td> </tr> <tr> <td><b>E</b> Extreme</td> <td><b>H</b> High</td> <td><b>M</b> Moderate</td> <td><b>L</b> Low</td> <td></td> </tr> </table>	<b>A</b> Almost Certain	<b>B</b> Likely	<b>C</b> Possible	<b>D</b> Unlikely	<b>E</b> Rare	<b>1</b> Insignificant	<b>2</b> Minor	<b>3</b> Moderate	<b>4</b> Major	<b>5</b> Extreme	<b>E</b> Extreme	<b>H</b> High	<b>M</b> Moderate	<b>L</b> Low	
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<b>Accept Residual Risk?</b>	Yes – Skip to Monitor Step No – Devise plan for further treatment															
<b>Treatment Plan</b> What else should be done to treat risks or recover from consequences? Include Actions, Responsibilities, Timeframes																
<b>Monitor</b> What steps to be followed to monitor that treatments are being followed?																
<b>Update</b>	Risk Register ..... (date) Risk Management Plan ..... (date)															
<b>Review</b>	Frequency: Next Review Date:															