POLICY	**RISK MANAGEMENT POLICY & Risk Register**
DATE IMPLEMENTED	AUGUST 2016
REVIEW DATE	Jan 2024
LAST AMENDED/REVIEWED	Jan 2021

Purpose

The aim of this policy is to ensure that Triathlon Northern Territory (TNT) takes appropriate consideration of risks and opportunities when making decisions in respect of its activities.

The management of risk is good business practice, creates value and is integral to sound corporate governance. Effective risk management can lead to better decision making and planning, as well as better identification of opportunities and threats.

This policy provides direction for managing risk consistent with the Australian Standard on Risk Management (AS/NZS ISO 31000:2009).

Scope

This policy applies to all TNT Board members and those engaged under an employment contract or other temporary appointment.

It is to be applied to all TNT undertakings including strategic planning, financial management, policy development, administration and other decision making.

Policy

ISO 31000 defines risk as the effect of uncertainty on objectives.

With this in mind and by endorsing this policy, TNT commits to managing risk to reduce the uncertainty of achieving its objectives, to a level that is as low as reasonably possible.

TNT's objectives are to ensure the existence of quality participation opportunities, servicing of members, and pathways within the sport of triathlon. This is achieved by focusing efforts on activities in the key strategic areas of organisational excellence, participation, membership, events, high performance and branding. As such, it is appropriate that this policy be linked to the TNT Strategic Plan.

The Policy will be reviewed every 3 year or more often as required to reflect the views or policies of Triathlon Australia and/or the Northern Territory Government, or to otherwise make improvements to its ongoing effectiveness and relevance. The Risk Register will be reviewed on an annual basis to ensure it is supporting the organisation to achieve its strategic and operational goals.

Accountability for the identified risks will be established and noted as part of the annual review of the Risk Register.

This Policy and Risk Register will be available on the TNT website.

 Implementation

In line with AS/NZS ISO 31000:2009, risk management will follow the process in Figure 1.
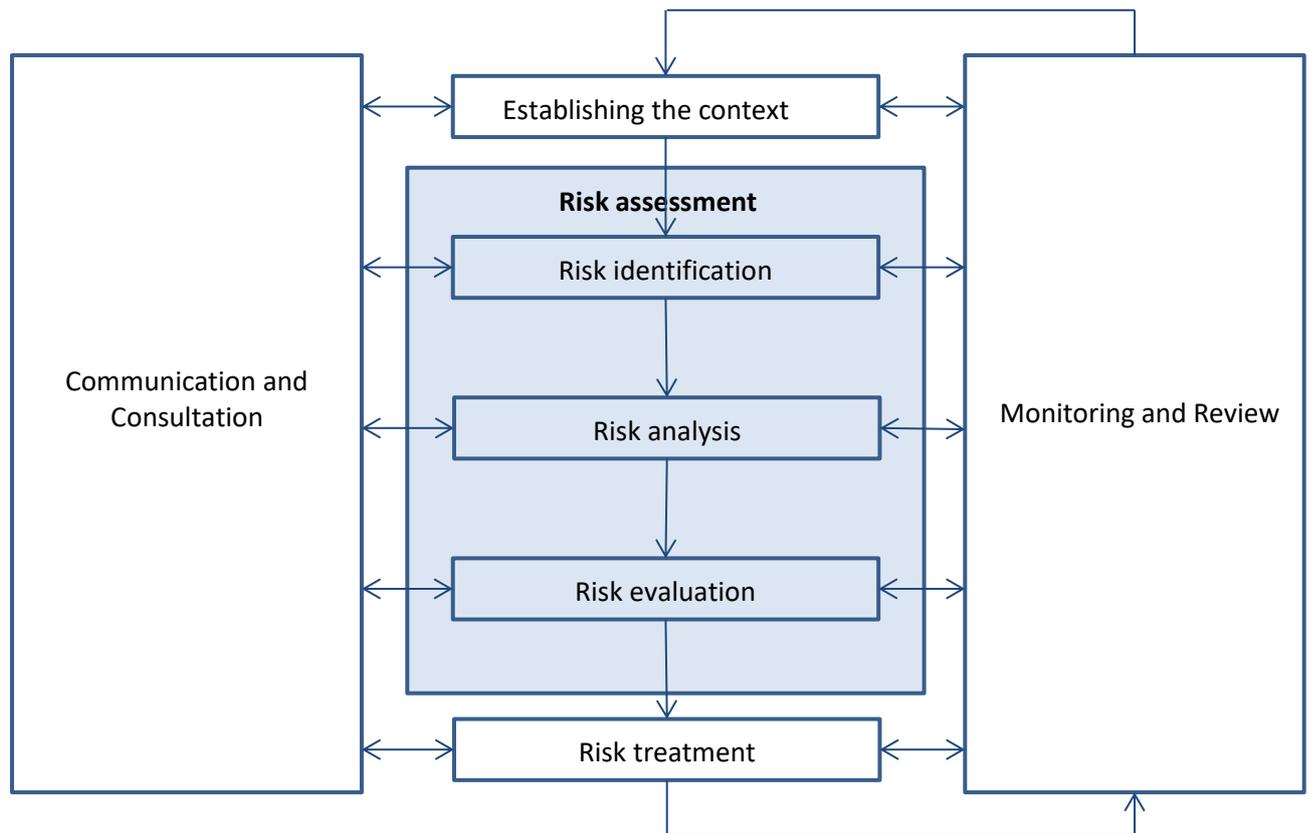

Figure 1 – Risk management process

1. Establish the Context

As stated earlier, TNT will manage risk in line the key areas of its strategic and operational objectives and the Triathlon Australia Strategic Plan. This will ensure that all internal and external risks are understood prior to final decision making, including legal and regulatory requirements, stakeholder perceptions and relationships, financial accountability, and succession planning.

The criteria used to define risk are illustrated in Figure 2. The criteria will be evaluated over time to reflect continual improvement as the process matures.

Critical Risk		<u>Active Management</u> – Board action and management planning required
High Risk		<u>Active Management</u> – Executive action required around significant risk. Board made aware.
Moderate Risk		<u>Periodic Monitoring</u> – Management responsibility specified
Low Risk		<u>Acceptable</u> – Managed by routine operations. Systems and processes managing the risks are adequate.

Figure 2 – Risk Assessment Matrix

2. <u>Identify the Risks</u>

Sources of risk are identified based on those events that might create, enhance, prevent, degrade, accelerate or delay the achievement of TNT objectives. The risks are linked to the key strategies in the Triathlon Australia Strategic Plan and are comparable with those identified by other State triathlon associations.

3. <u>Analyse the Risks</u>

Risk analysis involves consideration of the causes and sources of risk, their positive and negative consequences and the likelihood that those consequences can occur. From here decisions can be made on whether the identified risks need to be treated, and on the most appropriate risk treatment strategies and methods.

4. <u>Evaluate the Risks</u>

Risk evaluation involves comparing the level of risk found during the analysis process with the risk criteria at Figure 2.

Decisions will take account of the wider context of the risk and will include consideration of the tolerance of the level of risk acceptable to TNT and Triathlon Australia. Decisions will be made in accordance with legal, regulatory and other requirements.

5. <u>Treat the Risks</u>

Risk treatment involves selecting one or more options for modifying risks and implementing those options. The treatment of the risk is further analysed to determine whether the risk level originally assessed is now as low as reasonably possible. If this is not the case then a new risk treatment will be applied and assessed.

The risk management process will be recorded in the Risk Register (see attached). The register will be updated annually or as deemed necessary.

Likelihood is assessed on the chance an event will occur during a single year (Figure 3).

		CONSEQUENCE		
		Low *Little to no impact*	Medium *Medium term -ve impact*	High *Irreversible or long term -ve impact*
LIKELIHOOD	High *>75% chance event will occur*	4	7	9
	Medium *25%>75% chance event will occur*	2	5	8
	Low *<25% chance event will occur*	1	3	6

Figure 3 – Likelihood/Consequence Matrix

Strategic Area	Risk Description	Risk Analysis			Risk Treatment		
		Likelihood	Consequence	Risk Rating	Treatment / Procedures	Post Treatment Risk	Person Responsible
ORGANISATIONAL EXCELLENCE	Failure to meet legal obligations	L	M	3	• Ensure TNT operates in compliance with all legal obligations • Ensure all those required hold a valid NT Ochre Card • Ensure the Constitution is up to date and compliant with any changes to the *Associations Act* • Ensure staff have appropriate contracts in place	1	EO & Board
	Lack of skilled and experienced Board members	M	M	5	• Ensure effective succession plan for Board members • Undertake skill set analysis to ensure appropriate skill set to the Board	5	Board
	Unexpected loss of Executive Officer or Athlete Development Manager	M	M	5	• Effective selection processes in place • Ensure up to date job description • Ensure other Board members have sufficient accesses to undertake key interim activities necessary • Maintain good communication between Executive Officer and other Board members • TA support and involvement with TNT	3	Board

Strategic Area	Risk Description	Risk Analysis			Risk Treatment		
		Likelihood	Consequence	Risk Rating	Treatment / Procedures	Post Treatment Risk	Person Responsible
	Ineffective stakeholder relationships (NTG, Sponsors, DCC, TA)	M	M	5	• Ensure clear understanding of relationship requirements between TNT and stakeholder • Ensure TNT delivers on agreed commitments • Pro-actively manage relationships with stakeholders	1	EO & Board
	Failure to invest into the future development of the sport	L	H	6	• Annual budget developed to align with strategic plan • Writing submissions to NT Government with TA endorsement	3	TA, EO & Board
	Misappropriation of TNT funds	L	M	3	• Maintain ongoing monthly reconciliation of records • Ensure annual audit process continues • Two signatories on any payment • TA support and involvement with TNT	1	TA, EO & Board
PARTICIPATION	Failure to attract new participants to the sport	L	L	1	• Develop junior and adult skills development programs • Develop communication and marketing strategies to engage participants • Provide access to facilities and opportunities • Provide opportunities for coach and officials education	1	EO

Strategic Area	Risk Description	Risk Analysis			Risk Treatment		
		Likelihood	Consequence	Risk Rating	Treatment / Procedures	Post Treatment Risk	Person Responsible
MEMBERSHIP	Reduction in membership numbers	L	L	1	• Maintain and continue to grow benefits provided to members • Provide effective support to clubs to assist with attracting and retaining members • Represent the interests of members to government and other relevant organisations • Seek sponsorship	1	EO
EVENTS	No opportunity for athletes to compete in high quality events	L	L	1	• Sanction events to ensure safe and fair races • Deliver a safe, enjoyable race experience that maintains good relationships with the local community and local authorities • Identify and establish new suitable race venues • Ensure event opportunities for specifically targeted demographics	1	EO
	Ineffective pathways available for NT athletes	L	L	1	• Ensure domestic competition in place that supports development into ITU racing • Provide opportunities and budget allocation for coach development	1	EO

RISK MANAGEMENT PLAN REGISTER

Strategic Area	Risk Description	Risk Analysis			Risk Treatment		
		Likelihood	Consequence	Risk Rating	Treatment / Procedures	Post Treatment Risk	Person Responsible
HIGH PERFORMANCE	Lack of resources to grow and support talented junior athletes	L	L	1	• Maintain and provide budgetary allocation for junior development program • Maintain relationships and partnerships with key stakeholders	1	EO
BRAND	Loss of sponsor	L	L	1	• Good relationships in place • Sponsorship partnership agreements in place • Ensure expectations of both parties are communicated and well understood • Regular communication	1	EO

8