



RISK MANAGEMENT POLICY

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1. Executive Summary

Bowls North West Inc (BNW) is the peak body for the sport of lawn bowls in north west Tasmania. The organisation was formed in 2016 following the full unification of the North West Tasmanian Men's and Ladies Bowls Associations.

BNW is managed by a Board elected by membership Clubs. It is the Board's responsibility to set policies for the management of the sport on the north west coast of Tasmania.

1.1 Why have a Risk Management Policy?

The Board has developed this document in order to identify the policies, procedures, processes and controls that comprise their risk management systems. These systems address the material risks (financial and non-financial) that may be faced by BNW now and in the future.

It is BNW's opinion that a system of effective risk management and control is critical to the safety and soundness of the operations of the organisation.

The purpose for preparing this Risk Management Policy is to:

- Identify the key risks facing BNW and provide an understanding of each risk individually.
- Quantify the risk in terms of its impact and probability of occurring.
- Assess the adequacy of risk mitigation strategies and controls that are in place.
- Develop a framework for strategic risk management that interfaces with the business planning process.
- Provide assurance to the Board and other authorities that significant risks are being identified and managed.
- Combining this risk assessment process with the internal and external audit work performed.
- Implementing a risk monitoring and control process to ensure that actions outstanding are monitored, the risk probability and impact remain up-to-date, any risks that no longer apply are removed and new risks are identified.

1.2 Risks defined

A risk is defined in this plan as something that may happen and, if it does, will have an adverse impact on BNW meeting its role as the peak body for bowls on the north west coast of Tasmania and its objectives generally. To this end, risks are measured in terms of their probability and impact

1.3 This plan is structured in line with accepted practices but **may be altered as required.**

1.4 How BNW Inc. manages risk

BNW has developed policies, charters, agreements and procedures in order to manage risk inherent in the sport and recreation industry. BNW places a high importance on risk reduction by either reducing the impact or probability of the risk event occurring.

Risk is something that is considered on a daily basis by the BNW Board, CEO, committees and administration. The necessary supporting documents such as policies, procedures, guidelines and best practice papers are utilised by BNW in order to assess the risk and implement procedures to reduce the risk. BNW further ensure that its relationship with service providers remains open and honest to ensure that risk reduction procedures are implemented efficiently and timely.

1.5 Review

This Risk Management Policy should be reviewed on an ongoing basis at least annually by the BNW Finance Committee and referred to the Board for adoption.

2. Risk Management Overview

BNW is of the belief that good governance is imperative to ensure that the association completely complies with its obligations as a not-for profit sporting organisation whilst meeting its objectives.

Risk awareness and risk management form part of a sound corporate governance plan. BNW considers that to be effective, risk awareness and the management of risk must be driven by the Board, and form part of the Board's strategic planning process.

The Risk Management Policy encompasses information from various plans and policies developed by BNW including:

- Strategic plan
- Code of Conduct
- Delegations of Authority
- Corporate Governance Policy

3. Risk Management Plan

The Board of BNW have the responsibility to instil a strong risk control culture throughout BNW to ensure that material risks and potential problems that emerge can be identified, managed and promptly resolved in the normal course of business operations.

By defining and addressing risks, this plan aims to enhance the Board's ability to meet its risk objective. BNW will also aim to ensure that its administration is empowered with appropriate decision-making skills to ensure that they are comfortable in making decisions that include an element of risk. It is important that the BNW administrators understand the risk framework BNW adheres to in order for them to make effective decisions with an understood level of risk on behalf of the association.

BNW aims to implement a Risk Management System encompassing:

- This Risk Management Policy which is to be reviewed by the Finance Committee and approved by the Board annually;
- Sound risk management policies and procedures are in place to identify, manage, monitor and report on the key risks of the association;
- A strategic plan is in place and monitored;
- Regular reporting from committees.

The Board considers that an effective risk management system identifies, manages, monitors and continually assesses the material risks that could adversely affect the operations of the association.

3.1 Control Assessment

Control activities are the policies and procedures carried out on behalf of the Board to ensure that the Board directives are carried out.

BNW carries out the following control activities:

- Reviews conducted by the Board;
- Reviews conducted on behalf of the Board;
- Establishment of operational limits;
- Verification and reconciliations;
- Segregation of duties; and
- A system of approvals and authorisations.

3.2 Information and Communication

Pertinent information is identified, captured and communicated in a form and time frame that will enable the responsibilities of the Board to be met. The association's administration system is capable of producing financial, operational and membership

data. The administration system is secure and supported by adequate contingency arrangements.

Effective communication from the BNW Board to its members and service providers is paramount to ensure all parties fully understand and adhere to policies and procedures affecting their role and responsibilities and that information reaches the appropriate personnel.

3.3 Process for Monitoring Risks

The overall effectiveness of the risk management system is monitored on an annual basis by the Finance Committee and then the resulting plan is referred to the Board for adoption.

4 BNW Inc. Objectives

- Create a single uniform entity through and by which Bowls can be conducted, promoted and administered on the north west coast of Tasmania.
- Conduct, encourage, promote, advance, standardise and administer all forms of the Sport of Bowls on the north west coast of Tasmania.
- Assist in the conduct, encouragement, promotion and administration of the sport of Bowls through and by various Member Clubs or other organisations for the mutual and collective benefit of the Members and the sport of Bowls;
- Act in good faith and loyalty to ensure the maintenance and enhancement of the Association and the sport of Bowls, its standards, quality and reputation for the collective and mutual benefit of the Members and the sport of Bowls.
- At all times operate with and promote mutual trust and confidence between the Association and the Members in pursuit of these objects
- At all times to act on behalf of, in the interests of, and in conjunction with, the Members and the sport of Bowls.
- Promote the economic and sporting success, strength and stability of the Association and each Member Club and to act interdependently with each Member Club in pursuit of these objects;
- Affiliate and otherwise liaise with Bowls Australia Inc. (BA) or its successors, Bowls Tasmania Inc. (BT) and any other such organisation in the pursuit of these objects and the sport of Bowls;
- Promote compliance with the rules and regulations as amended from time to time of BA or its successors (and as are relevant or applicable for each of men's and women's Bowls);
- Ensure that a high standard of the sport of Bowls is maintained on the north west coast of Tasmania;
- Develop a sense of sportsmanship and a high degree of proficiency in competitors and participants in the sport of Bowls;
- Enable competitors to achieve a high level of physical and mental fitness through the teaching and practice of the sport of Bowls.

- Apply the property and capacity of the Association towards the fulfilment and achievement of these objects;
- Use and protect the Intellectual Property of the Association;
- Collect and distribute and publish information in connection with the sport of Bowls and local and statewide Bowls tournaments and competitions;
- Promote and control local and statewide tournaments, competitions and championships;
- Strive for governmental, commercial and public recognition of the Association, the Member Clubs and the sport of Bowls;
- Promulgate and endeavour to secure uniformity in such rules as may be necessary or appropriate for the management and control of the sport of Bowls and related activities on the north west coast of Tasmania;
- Further develop the association as an organised institution and, with these purposes in view, to foster, regulate, organise and manage local and statewide competitions, displays and other activities and to award trophies as appropriate;
- Review and/or determine any matters relating to the sport of Bowls which may arise or be referred to it by any Member Club;
- Recognise any penalty imposed by any Member Club;
- Through or in association with the Member Clubs or other entities or of itself, promote the health and safety of players, coaches, umpires and officials registered with any Member Clubs or other recognised Bowls organisation or other entity;
- Through or in association with the Member Clubs or other entities or of itself, encourage players, coaches, umpires and officials registered with any Member Club or other Bowls organisation to realise their potential and athletic abilities by extending to them the opportunity of education and further participation in the sport of Bowls;
- Pursue through itself or others such commercial arrangements, including sponsorship and marketing opportunities, as are appropriate to further the objects of the Association and the sport of Bowls;
- Formulate or adopt and implement appropriate policies, including in relation to sexual harassment, equal opportunity, equity, drugs in sport, health, safety, junior and senior programs, infectious diseases and such other matters as arise from time to time as issues to be addressed in the sport of Bowls;
- Represent the interests of its members and the sport of Bowls generally in any appropriate forum;
- Have regard to the public interest in its operation;
- Do all that is reasonably necessary to enable these objects to be achieved and to enable the Member Clubs to receive the benefits which these objects are intended to achieve;
- Encourage and promote performance-enhancing drug free competition; and
- Undertake and or do all things or activities which are necessary, incidental or conducive to the advancement of these objects.

4. Risk Identification

Identifying risks points out the potential limitations on BNW achieving its stated objectives. The risk categories experienced by BNW are:

- Financial Risk
- Competing Activities Risk
- Governance Risk
- Management/Operational Risk
- Technology Risk

The following sections discuss the management of the abovementioned risks in detail.

4.1 Financial Risk

Risks	Action taken (mitigation of risk)
Financial budgeting and management	BNW has established a Finance Committee which monitors the ongoing and adherence to financial policies of the association. The Committee prepares the budget documents for Board approval.
Reduced sponsorship income	BNW seeks to maintain and enhance relationships with existing sponsors and actively pursues additional corporate partners.
Reduced membership	BNW seeks to source alternative income streams to complement income from membership.
Fraud	BNW has implemented effective financial controls via detailed policies, supervision and review procedures.

4.2 Competing Activities Risk

Risks	Action taken (mitigation of risk)
Loss of current bowlers to other sports/leisure pursuits	BNW assists its member Clubs in maintaining current membership levels through providing feedback on issues impacting on the sport.
Change of lifestyle	BNW actively encourages members to introduce programs better suited to the changing needs of the general public, specifically working partners and juniors.

4.3 Governance Risk

Risks	Action taken (mitigation of risk)
Failure to implement and review governance policies	BNW has established a Finance Committee to review the operations of BNW. The committee will report and make recommendations at each Board meeting
Failure of Board to comply with good governance principles as set out in policy documents.	Individual Board members have a fiduciary duty to ensure the Board, as a whole, complies with its policies.

4.4 Management/Operational Risk

Risks	Action taken (mitigation of risk)
Strategic Plan	A rolling five-year strategic plan has been formulated. Different sections are reviewed at each Board meeting. Monthly reports from Board members pertain to the plan.
Loss of key personnel	Continued in-service training ensures staff are capable of covering all necessary tasks for the smooth operation of the association, both short and long term.
Inadequate or failed internal controls	BNW, through the Board, regularly reviews all operational policies of the administration ensuring adequate internal controls are maintained and policies followed. The Finance Committee makes recommendations to the Board for adoption and implementation.
Data management	Computer back-ups are made nightly with previous night's tape taken off-site for security.
Occupational Health and Safety	BNW is to develop an Occupational Health & Safety Policy to ensure BNW complies with government regulations.
Public relations/promotions	BNW appoints a Board Director to promote the sport and the association through various outlets. To ensure a consistent message is achieved, only the President of the Board has the authority to speak on behalf of the association without prior approval.
Sponsorship retention	Procedures have been developed to ensure maximum exposure for sponsors at all events and that sponsors attending events are recognised and professionally hosted. Regular contact with sponsors is maintained to ensure agreements are fulfilled.

Inadequate strategic planning	BNW has developed procedures to ensure the Board, and committees of BNW, contribute to and are aware of the Board's strategic plan. Input from the administration of BNW is also sought.
Inadequate staff training	Six monthly staff self-appraisals and reviews are conducted along with skill audits to ensure all staff are adequately trained.
Inadequate communication with membership	BNW circulates regular memos and mail-outs to member clubs. BNW maintains its own website and Facebook page.

4.5 Technology Risk

Risks	Action taken (mitigation of risk)
Failure to upgrade systems	BNW has contracted an information technology expert to ensure computer systems are maintained and upgraded where necessary.
Inadequate use of technology	BNW continues to investigate innovative uses of current and future technology to ensure that it keeps pace with community standards and expectations.

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