

## A. Context of Policy

As the National Sports Organisation for badminton, Badminton Australia (BA) has a leadership role in ensuring systematic risk management practices are implemented nationally. These risk management practices aim to ensure safe working and sporting environments for all involved in the sport. This Policy demonstrates BA's commitment to implementing and reviewing risk management systems, procedures and processes within all BA's operational areas and across the sport.

*"Risk management is recognized as an integral part of good management practice. To be most effective, risk management should become part of an organization's culture. It should be integrated into the organization's philosophy, practices and business plans rather than be viewed or practiced as a separate program. When this is achieved, risk management becomes the business of everyone in the organisation".*

*(Australian/New Zealand Risk Management Standard – AS/NZ 4360:1999 – pp iii)*

## B. Policy Aims

The aims of BA's Risk Management Policy are to:

- Reaffirm the commitment to providing safe working and sporting environments;
- Describe processes which underpin the implementation and review of risk management practices;
- Provide leadership and a best practice model for State Associations and their member clubs and associations for the development of their policies and procedures, ensuring risk management systems are part of the day to day operations and administration of the sport nationally.

## C. Policy Statement

Badminton Australia recognizes it's legal and moral responsibility in managing risks in all of its activities. BA is committed to providing a safe working and sporting environment which is free from discrimination and harassment. BA is also committed to minimizing financial and legal risks through the implementation of responsible risk management practices and regularly reviewing these to meet the changing demands of the sport and the business of sports management.

Badminton Australia recognizes that risk management:

- is more than preventing physical harm and providing safe working environments;
- encompasses due diligence processes which are fundamental to duty of care;
- includes systems and procedures to minimize financial, legal, social and market risks;
- involves the implementation of systems and processes which aim to minimize losses and maximize quality outcomes;
- requires training of people to implement the systems and the allocation of appropriate resources;
- requires regular reviews to ensure systems are relevant and appropriate to the changing needs of the business of managing the sport;
- is central to good management practices.

## D. Definitions

### Risk

*"The chance of something happening that will have an impact upon objectives. It is measured in terms of consequences and likelihood".*

*(Australian/New Zealand Risk Management Standard – AS/NZ 4360:1999 – pp 3)*

### Risk Management

*"The culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects".*

*(Australian/New Zealand Risk Management Standard – AS/NZ 4360:1999 – pp 4)*

*"Risk management is an iterative process consisting of well-defined steps which, taken in sequence, support better decision-making by contributing a greater insight into risks and their impacts. The risk management process can be applied to any situation where an undesired or unexpected outcome could be significant or where opportunities are identified. Decision makers need to know about possible outcomes and take steps to control their impact".*

*(Australian/New Zealand Risk Management Standard – AS/NZ 4360:1999 – pp iii)*

## E. Policy Application

This Policy applies first and foremost to the Board and Staff of Badminton Australia. It also applies to Committee Members, to all Coaches and badminton players in the High Performance Program, to Team Managers, Event Managers and Tournament Directors and all of BA's volunteers who work on and interact with BA's events and activities.

The Policy is also intended to be a model for BA's Members – the State Associations (and their members/associations and clubs) – for the development of risk management policies and procedures and the implementation and review of systematic practices to minimize risks.

## F. Policy Coverage

The Policy covers the day to day operations of Badminton Australia, the High Performance Program including coaching and player support activities, the travel to/from and participation in tournaments committee work including coaching and court officials and the management of BA badminton tournaments and events including any BA organized sport development activities.

## G. Responsibility for Management of Risks

Everyone within their work area is responsible for their own safety and the safety of others. The identification of risks in specific work contexts, the consequences and the treatments of these is part of the process of implementing risk management systems – and this involves everyone within the organization.

Although the Board is ultimately responsible for the successful implementation of the risk management processes, the day to day management and review of the risk management systems and processes is the responsibility of the National Executive Director.

## **i) The Badminton Australia Board will:**

- ensure the policy is distributed and it is implemented at all levels of the organisation;
- approve and provide relevant resources for the implementation and maintenance / review of the risk management systems;
- ensure appropriate training is provided;
- include risk management as an agenda item at Board meetings;
- ensure decisions are made in light of this policy, take into account key principles of risk management;
- report annually at the AGM on outcomes of risk management practices and signal future risks (real and potential) for BA.

## **ii) The National Executive Director will:**

- be responsible for the day to day risk management of the BA office and general operations of the business;
- consult widely on the implementation of the risk management plan;
- ensure all staff are involved in the development and review of the risk management plan including the assessment of risks and identification of treatments;
- ensure the BA policies including the Member Protection Policy are part of the development of the plan;
- encourage the reporting of risks (potential and real), and action treatments for these;
- document accurately identified risks and treatments and ensure the register of these is kept up to date;
- provide advice and support to Member Associations on policy development, and the implementation of risk management systems and procedures;
- support State Associations in the development of policies and risk management plans;
- provide induction training as required on risk management for all BA staff / volunteers and offer similar training support to State Associations;
- inform the Board of any significant new risks or negative impacts as they arise – outside of the regular reporting processes.

## **iii) BA Administrative Staff and volunteers will:**

- actively participate in training and the implementation and review of risk management systems;
- distribute information on risk management as required;
- ensure risk management strategies are applied in their work context and areas of responsibility.

## **H. Processes**

The development of the Risk Management Plan is the priority and this follows the processes outlined in the Australian/New Zealand Risk Management Standard – AS/NZ 4360:1999. Broadly the main steps in this process are:

- 1) Establishing the context;
- 2) Identifying the risks;

- 3) Analyzing and evaluating the risks;
- 4) Treating the risks
- 5) Communicating and consulting with stakeholders about the risks;
- 6) Monitoring and reviewing risks;
- 7) Adjusting the plan where appropriate.

The processes are auctioned over the major (functional) areas of the organization including:

- 1) Administration and Management
- 2) Finance
- 3) Office/ venue / facilities / equipment
- 4) Tournaments (Australian Internationals) – planning and delivery
- 5) Coaching – High Performance and other
- 6) Teams Traveling to and participating in tournaments
- 7) Event management – launches, fund raises

Involvement of all key stakeholders in the development of the plan is necessary in order for the plan to be effective. The plan needs to be widely communicated with treatment options for identified risks integrated in standard operating procedures and processes in the contexts identified.

## I. Monitoring and Review

The Register of Risks will be a standard item at bi-monthly Board meetings. This will also be an agenda item for any Committee and management group responsible for managing the key identified risks.

The Executive Director together with the staff, are responsible for the regular review of the Register of Risks. The Executive Director will meet regularly with those responsible for managing particular risks and review systems in place to treat and minimize risks.

Annual reviews will take place a calendar month before the Annual Meeting and the management of risks across functional areas will be reported on in the Annual Report.

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## References:

- Australian/New Zealand Risk Management Standard – AS/NZ 4360:1999.
- Risk Management – Department of Sport and Recreation, Western Australia.
- Risk Management Policy – Gymnastic Australia, 2002.
- Risk Management Resource for Recreation & Sport Organisations, Office of Sport & Recreation, SA, 2002.
- Ten Commandments of Sport Risk Management.
- What should a Risk Management Policy Look Like – VicSport, 2003.