

Risk Management Policy

Name of Policy	Risk Management Policy
Policy Number	RM01
Date of Drafting	22 March 2024
Policy Status	Approved
Approval Authority	Biathlon Australia Board
Date(s) of Approval by:	31 March 2024
Date Effective	1 April 2024
Contact Person	Mark Bradford
Date for Next Review	Annually, and as necessary

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Vision

The Strategic Vision of Biathlon Australia is to **Build a Better Biathlon for All**.

Preamble

Biathlon Australia (BA) acknowledges that there are risks inherent in all facets of our governance, program delivery and business operations. BA is therefore committed to managing these risks. BA takes the safety, well-being and satisfaction of its members, volunteers and participants seriously. While BA is not averse to taking organisational risks and pursuing beneficial opportunities, we will do so thoughtfully and in an informed manner, including deploying risk mitigation strategies wherever possible.

Purposes

This document has been adopted by the Board of Biathlon Australia (BA) to outline the risks identified and strategies adopted to mitigate against such risks.

The aim of this policy is to provide a guiding statement on how risk management is to be performed by BA.

In general, risk management is viewed as a comprehensive approach to improving organisational performance. This policy has several more specific purposes:

- Reinforce an understanding of risk management as having a broad focus, beyond merely preventing financial losses;
- Draw attention to the key areas of risk facing our organisation;
- Assign responsibility for implementing and monitoring measures to address these key risk areas;
- Perform an educational function for Board Members, coaches, volunteers, and members; &
- Over the longer term, contribute to enhancing a 'risk management culture' within BA.

Benefits

Ultimately, successful risk management has the following benefits for BA:

- Prevents or limits injury or losses to members, participants, and volunteers;
- Helps to protect BA and its members against litigation;
- Ensures that BA is compliant with current laws, regulations and standards;
- Improves the programs and services that BA provides to its members, participants, and sponsors;

- Promotes improved business management and human resource management practices;
- Enhances BA's brand and image in the community;
- Overall, enhances BA's ability to achieve strategic objectives and preserve its reputation.

Definitions

The following definitions are adapted from the Australia/New Zealand Risk Management standard – AS/NZS ISO 31000:2009 Risk Management: Principles and guidelines.

- **Risk** – the effect of uncertainty on achieving desired outcomes;
- **Risk Management** – a process of continuous review of policies and systems to minimise the impact chance has on achieving the desired outcomes; and
- **Risk Management Program** – the formal commitments BA makes to monitor and evaluate its risk management strategies.

Scope and Authority

The Directors of BA are responsible for the implementation, maintenance and communication of this policy.

This policy applies to all activities undertaken by BA.

Policy

- All activities and events undertaken by BA will be analysed from a risk management perspective, with a view to protecting BA and its members against possible risks;
- Systematic and explicit steps will be taken to identify, measure and control both predictable and unforeseen risks facing BA;
- Risk control strategies will be reasonable and will reflect the given “standard of care” in any circumstance (where standard of care is determined by written/ published standards, industry practices, established case law precedent, and common sense);
- BA acknowledges that risk management is a broad activity and a shared responsibility. All Directors, coaches and volunteers have an ongoing responsibility to take appropriate measures within their scope of authority and responsibility to identify, assess, manage and communicate risks; and
- The Directors of BA are responsible for developing and implementing a Risk Management Program Matrix, attached hereto as Annex “A” that identifies accountabilities and gives effect to this policy within BA's operations.

The Risk Management Process

Managing risks involves three steps:

- 1) identify potential risks using an informed, environmental scan approach,
- 2) assessing the significance of a risk by considering its possibility and consequences, and
- 3) developing and implementing measures to address those risks deemed significant by reducing possibility, consequences, or both.

Risks arise from a number of categories of BA's operations. In the sport domain, facilities, equipment, people and programs all give rise to potential risks. Risks are defined as both threats and potential barriers to opportunities.

BA has determined that the following categories will be used when identifying risks:

- **Operational/program** risks – the risk of poor program delivery, in attention to the risks inherent in events and activities, and misuse or neglect of members, volunteers and other resources;
- **Compliance** risks – risk of fines or other penalties for failure to adhere to laws, regulations, standards and reporting requirements;
- **Financial** risks – risk of fraud, financial mismanagement or poor financial decision-making;
- **External** risks – risk of losing the support of funding agencies or other partners, or failing to respond to economic, demographic or other trends;
- **Governance** risk – risk of ineffective leadership, decision-making or organisational oversight;
- **Communication** risks – risk of ineffective internal and external communications; risks that information technologies will not provide dependable service and accurate, secure information that is available when needed; risk that social media communication channels will be used by members to the disadvantage and/or detriment of the organisation
- **Reputation** risks – risk of losing goodwill, status in the community, confidence of sponsors, and ability to generate funds and recruit volunteers; and
- **Strategic** risks – risk of failing to keep the organisation vibrant and relevant.

All risks faced by BA can be addressed by one or more of the following four general strategies:

- **Retain** the risk – no action is taken because the possibility and consequence of the risk is low. It may also be that the risk is inherent in the sporting activity itself and thus can be accepted in its present form.
- **Reduce** the risk – steps are taken to reduce the possibility of the risk, and/or its potential consequences, through efforts such as improved planning, policies, organisation, delivery, supervision, monitoring or education.

- **Transfer** the risk – accept the level of risk but transfer some or all of it to others through the use of insurance, waiver of liability agreements or other business contracts.
- **Avoid** the risk – eliminate the risk by avoiding the activity giving rise to the risk – in other words, simply decide NOT to do something, or to eliminate some activity or initiative.

The above general strategies translate into a variety of risk control measures, which may include (but are not limited to):

- Policy development;
- Communication and education;
- Ensuring a core set of organisational values have been identified, defined and communicated throughout the sport;
- Instruction or special training;
- Application of mandatory qualifications or certifications;
- Use of robust and legally sound contracts (e.g. agreements for athletes, coaches, employees, contractors and sponsors);
- Supervision and monitoring;
- Establishing and communicating procedures to handle concerns, complaints and disputes;
- Purchasing appropriate insurance coverage and reviewing regularly;
- Preparing emergency systems and procedures and protocols for crisis management; and
- Use of warnings, signage, participation agreements and waiver of liability agreements.

Insurance

Insurance is one of the principal risk management measures that BA employs:

- *BA Insurance Program* – BA maintains an insurance policy on behalf of the directors, officers, and members of BA. The coverage in force is a Third Party Sport Liability Policy that includes Directors and Officers Errors and Omissions. Upon annual renewal of this policy, consultation with the insurance provider occurs to determine if there are any emerging gaps, issues or concerns to be addressed through insurance renewal. Additionally, all members are insured for competition and travel via membership with NRAA and by ensuring all athletes and coaches have taken out their own independent insurance for travel as applicable.
- *Management of Insurance* – merely identifying possible risks does not mean that an event or activity is automatically covered by BA's insurance policy. Therefore, a proactive and focused effort is made to ensure that all BA events and activities are evaluated to determine their importance to the organisation, their associated risks and whether these risks are insurable. Wherever possible, steps will be taken to ensure that there is insurance coverage for all essential activities that pose significant risks.
- *Insurance Responsibility* –BA's Directors are responsible for the administration of BA's

insurance program. Matters of concern regarding insurance are provided on a needs basis with periodic updates provided to keep the full BA Board abreast of arising issues, and agree on course of action and advise to insurers.

Reporting and Communication

To ensure that risk management remains a high priority within BA, and to promote an organisational culture that embraces a risk management perspective, the following reporting requirement is in effect:

The BA Risk Management Program is on the BA Board Meeting agenda on a needs basis, but has also been delegated to the *Finance, Audit, Governance and Risk Committee* to be reviewed on a minimum quarterly frequency that are then reported through to the Board, so that Directors can provide and consider updates on risk management as required.

BA recognizes that communication is an essential part of risk management. This Policy, and BA's commitment to risk management, is communicated frequently to BA coaches, athletes, committees, members and other stakeholders. BA will encourage members to communicate to BA any risk issues and concerns.

Annexure A - Risk Management Policy Program Matrix

The following risk management matrix has been developed to assist BA as it strives to ensure it manages all risks related to programs/operations, compliance, finances, image, reputation, external, governance, communications, and strategic.

When identifying risks, BA Officers, coaches and volunteers may determine that the best risk management strategy is to develop a risk registry that captures the organisation's commitment to managing each risk in a documented, methodical, logical, and proactive manner. These individual risk registries will serve as a corporate memory of the organisation's actions and commitments to managing known risks according to BA's risk management policy.

Risk Category	Significance	Risk Control Measures	Responsibility	Reporting/Communication
Operational/Program Risks Risk related to key programs in the areas of coaching and athlete development; human resources management risk; capacity requirements to meet member and program expectations; BA sanctioned events; succession planning for officers, coaches and key volunteers in this area.	Medium/High	Administer the Insurance and Workplace Safety Programs Develop Race Hosting and Technical Policies Service Agreements Coaches and officials training and certification programs in conjunction with overseas NFs and IBU official training programs. Use of online training programs Athlete and Coach Agreements Member Protection Policy including: <ul style="list-style-type: none"> • Athlete and Coach Codes of conduct • Dispute resolution policy • Integrity Policies and Officer BA Board meets on a regular periodic scheduled basis (or on needs basis for some matters) to ensure that all BA programs are operating as they should. Matters discussed cover operational risks that are addressed to either eliminate risks or mitigate these.	BA Board Members	BA is committed to proactive communication of BA expectations related to operational and programs risks. Ensuring that its members are receiving the information they require to adhere to BA standards is a critical aspect of managing this risk area. All policies, procedures and processes are available on the BA website. Changes are communicated in a timely manner. BA Board Meetings regularly confirm that the BA Insurance and Workplace Safety Programs are operating appropriately. Minutes of all BA Board meetings are kept for record keeping and accountability purposes and complete actions to ensure all BA programs are operating as they should.
Compliance Risks Risk related to existing laws and regulations for employment, operating solvently, workplace safety, tax and charitable status, anti-doping standards, contractual standards, Sport standards for funding; Working with Children responsibilities; non-adherence to sport integrity policies and Child Safety Practices	High	Adherence to applicable laws, regulations and standards Athlete and Coach agreements Service Agreement with other bodies Anti-doping Policies / Training Integrity Policies / Training Training Adherence Annual reporting and compliance Working with Children Policies Working with Children Registers Member Protection Policy	BA Board Members	BA is committed to being proactive in communicating new changes to meet compliance requirements in a planned manner. The objective is to ensure that athletes, coaches and volunteers, have adequate time to adhere to any new regulations. This means that BA must plan its communication and training activities proactively. Adoption of NIS and Integrity Policies Ensure members are aware of policies and

Risk Category	Significance	Risk Control Measures	Responsibility	Reporting/Communication
				Integrity Officer
Financial and Reputation Risk Risks related to management of good financial practices; operating solvently minimizing unethical practices; greater flexibility to direct funds; sponsorship retention; loss of IBU recognition & funding; management of endowment and sport funding funds; long-term financial sustainability.	High	Regular Financial Updates and Variance reporting Annual Reporting / Audit Appoint a Finance, Audit, Governance and Committee Develop Conflict of Interest policy Athlete and Coach agreements Service Agreement with other bodies Anti-doping Policy Member Protection Policy Working with Children Coach and Volunteer screening Sponsorship Policy Training on Grant / Funding / Acquittal Insurance	BA Board Members	Communicating expectations and standards is a critical aspect of managing financial risk. Regular review of Financials at BA Board meetings, to confirm operating solvently and good financial practices Sponsorship Management discussed and actively reviewed at BA Board meetings Obtain Agreement between Board Members on core activities, selection processes etc., to ensure practices are ethical. Regular updates from BA WWCC Officer on status of WWCC check processes and kid safe operations.

Risk Category	Significance	Risk Control Measures	Responsibility	Reporting/Communication
External Risks Risks that are not in direct BA's control – State Government funding frameworks, IBU relations, ASC, AOC and OWIA relations, SSA and NSW Snowsports relationships, athlete and coach involvement, weather, race calendar, etc.	Medium	Continually monitor external environment for risks and adapt as required Ensure Acquittal processes are managed Audit Relationships are maintained	BA Board Members	By analysing these risks in a thoughtful and proactive manner, BA is able to communicate more effectively with external partners to help avoid, reduce or eliminate external risks for BA.
Governance Risks Risks related to decision-making and oversight; organisational structure and performance; management of conflict among members, coaches and volunteers; succession planning for Board and committees; charitable status, non-adherence to sport integrity policies	Medium	Use of Policies Develop a Board Governance Policy Further develop Board Member Job Descriptions and Terms of Reference for all Sub-Committees Integrity Policies / Training and Officer Grievance, dispute resolution and appeal policies Services Agreement with other bodies Member Protection Policy Nominating practices	BA Board Members	Many of these risks can be avoided by having policies in place and ensuring that people have access to the information they need to make better decisions. Using BA's values in a more proactive manner can help ensure that decisions reflect BA's culture. Training and Communication of Policies and Practices including use of BA's Integrity Officer
Communication Risks Risks related to internal and external communications; information management systems; crisis and issues management; media relations; risks related to managing reputation; image management; missed opportunities to promote and meet success outcomes; intellectual property; social media management; confidentiality.	Medium	Ensure adequate resources are dedicated to communication risks Develop a communications plan and matrix identifying responsibilities (including development of social media policy and components) Controls in place to check information on Web, publications, newsletters etc. are checked first by a BA Director prior to release Develop a policies to protect privacy, confidentiality and security of data and information (including back-up of data) Develop a PR Crisis management plan in the event of adverse communications or publicity	BA Board Members	Having up-to-date policies in place can help to reduce these risks – ensuring that policies are not outdated is a critical aspect of managing IT related risks. Anticipating communication risks will allow BA to prepare for contingencies and plan to address issues. Planning ahead of time what BA will do in the event of a crisis and ensuring that its key coaches and volunteers are aware of what to do when a crisis happens is a critical aspect of managing communications-related risks.

Risk Category	Significance	Risk Control Measures	Responsibility	Reporting/Communication
Strategic Risks Internal risks within BA control taking into account strengths, weaknesses, opportunities, aspirations and results; remaining vital and relevant; accommodating current trends; planning for the future; retention and transfer of knowledge; Board, coach and key volunteer succession.	Medium	Strong commitment to strategic planning process Place priority on identification, recruitment and retention and succession planning for Board members, coaches and key volunteers	BA Board Members	BA will continue to assess the environment when making decisions. Using environmental scan analysis enriches the decision-making process and further assists BA in managing risks in an informed manner.