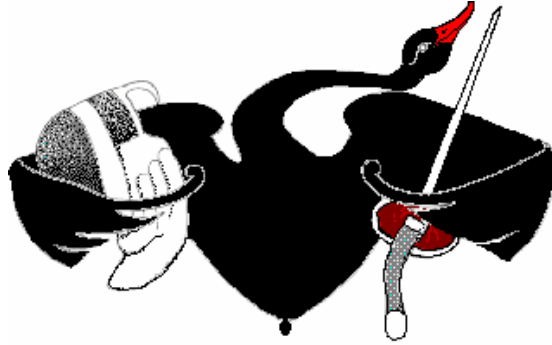


WESTERN AUSTRALIAN FENCING ASSOCIATION



**WAFA**

**RISK MANAGEMENT PLAN**

**2005**

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Wafa acknowledges and thanks QAFA for their assistance in developing this policy.

## **OBJECTIVES**

1. The objective of this document is to define a framework and basis for the effective management of risk across all activities carried out under the auspices of the Western Australian Fencing Association Inc. [ WAFA ].

## **TARGET AUDIENCE**

2. The target audience of the WAFA Risk Management Plan comprises the following persons: all WAFA office-bearers, officials, staff, volunteers & members which includes affiliated clubs, volunteers, coaches, referees [Presidents] and members of committees.
3. The RMP applies to all WAFA related activities, competitions and events. It must be interpreted with a view to obtaining the best outcome for WAFA & its members.

## **WHY HAVE A RISK MANAGEMENT PLAN**

4. "Risk" is the chance of things happening that could have an impact on WAFA, on the outcomes it achieves, or on the objectives of the various functions it undertakes. Risk Management, therefore, is an approach to decision-making that contributes to the effective achievement of objectives.
5. The concept of managed risk is also an integral part of the accountability requirements at all levels in WAFA. Risk management is a necessary component of good governance within the WAFA for the following reasons:
  - Accountability to our members and to ensure transparency in our decision making;
  - Exercise our duty of care to members and public;
  - Demonstration of responsible governance practice;
  - As a genuine tool for the management and mitigation of risks resulting in loss or damage to WAFA;
  - To inform stakeholders such as insurance companies.
6. All WAFA officers have a responsibility to ensure that the risks relating to their particular area of work are managed to ensure the best outcome is achieved. WAFA also has a responsibility to communicate risks that may impact on fencers and passive participants in WAFA activities. Fencers and passive participants advised of these risks have a responsibility to act in accordance with risk management practices, and to identify and bring to the attention of WAFA emerging or unidentified risks.

## **SCOPE OF RISK MANAGEMENT PLAN**

7. This Plan provides a basis for the management and minimization of risks occurring as a result of actions and events organized by WAFA or under the direct control of WAFA. Risks to be treated will be those that may result in some form of potential loss or damage to WAFA in the following way:
  - Injury or death at WAFA organized events;
  - Financial loss to WAFA, e.g. resulting from litigation, fines or penalties;
  - Material loss or damage to facilities and/or equipment, e.g. theft, fire, etc;
  - Reputation damage, e.g. selection appeals process

- Impact on administrative resources, e.g. computer virus
8. The scope of this plan is limited to those activities carried out by the WAFA under its statement of purposes as defined in its constitution, and associated plans, programs and policies.. For clarity, these activities include the following:
    - WAFA organized events;
    - WAFA overseas tours;
    - Development programs undertaken by WAFA employed coaches (Nat Coach, Regional Coaches, AFF roles etc);
    - Administration of WAFA.
  9. Further clarity on the activities of the WAFA is presented in its Development Plan and Business Plans for any given period.

## **METHOD OF MANAGEMENT**

10. Risk Management consists of a systematic process of assessing and then dealing with risk. This is presented schematically in Figure 1. The process entails consideration of the context, followed by identification, analysis, evaluation and treatment of risks. It is an iterative process that also involves monitoring and review, and can at time encompass a dialogue with stakeholders along the way (e.g. consultation with parents regarding management of an overseas junior tour).
11. Risk treatment strategies may include the following options:
  - Accept the risk: this is appropriate where the remaining risk levels are insufficient to justify potential treatment options or where it is not possible or uneconomic to treat the residual risk.
  - Avoid the risk: where the level of risk is unacceptable and means of control are either not viable or not worthwhile, the risk could be circumvented, e.g. by not proceeding with an activity that could generate the risk. It should be noted that inappropriate risk avoidance could significantly hinder the effective operation of the WAFA.
  - Reduce the probability of the risk occurring (e.g. implementing procedures or guidelines).
  - Impact mitigation: Action to reduce the consequences of risk through efforts to ameliorate and deal with the impacts (e.g. communication strategies)
  - Transfer (allocate) the risk: Responsibility for treating risk can be allocated to parties best able to manage it. An example may be utilizing insurances for activities, or sub-contracting responsibilities to specialist parties. However, in some circumstances, risk transfer may raise difficult issues, in particular accountability for risk.

## **METHOD OF ANALYSIS**

12. A risk is an event (i.e. what could happen) that should be distinguished from identified sources of risk (i.e. how each risk could arise) and impacts (i.e. why it is a risk). Identified risks are measured in terms of probability and impact. The combination of probability and impact utilizing the chart in Appendix 1 provides for evaluation of a risk rating. The risk rating becomes the basis for prioritizing the management of risks.

13. Wafa is adopting a matrixes approach to risk management as defined in Appendix 2. Risks are addressed under the following key categories:

- Venue Risks
- Boutng Risks
- Fencer Risks
- Team Touring & Camp Risks
- Drugs in Sport
- Administrative Risks
- Asset related Risks

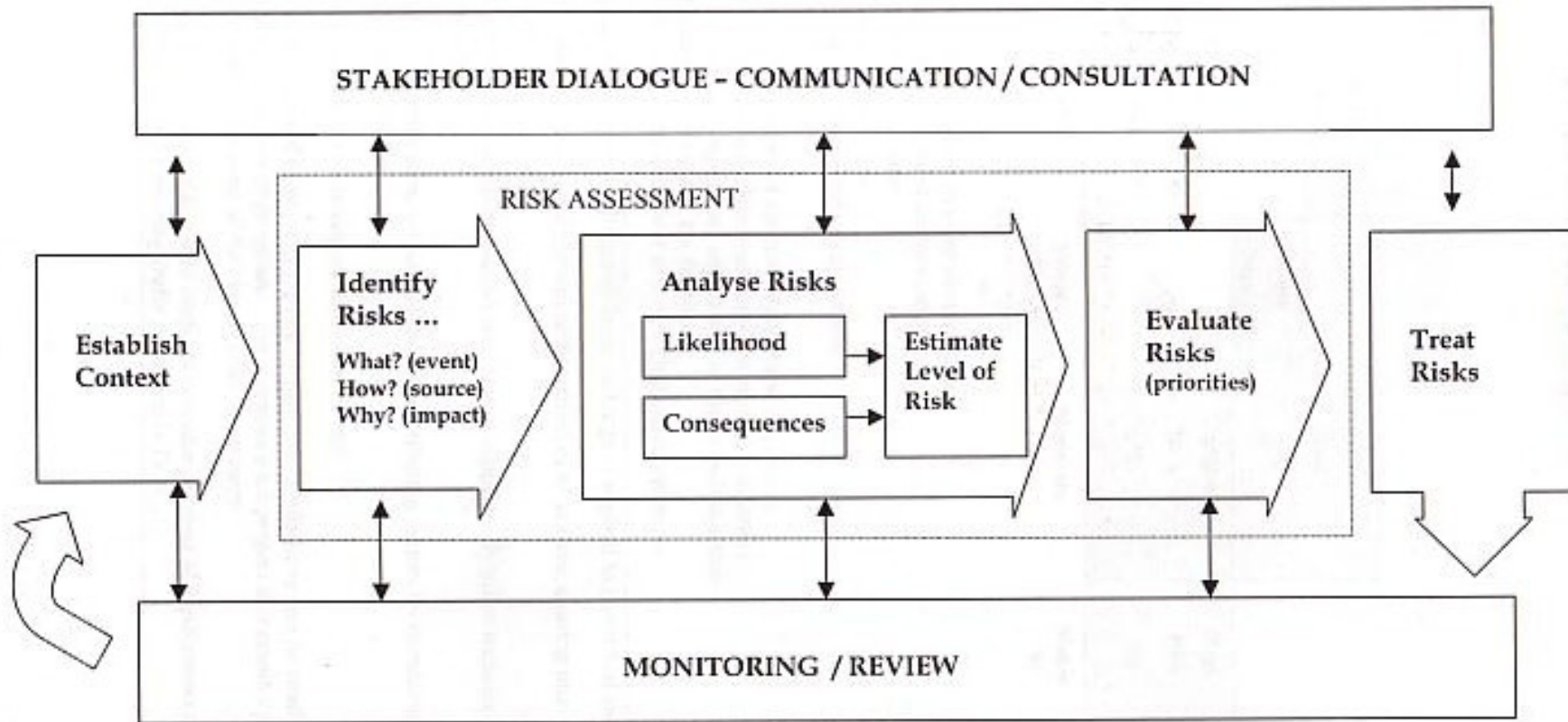
14. Appendix 1 represents the current log of primary risks applicable to Wafa. Appendix 1 is a “living” document and will be subject to revision throughout the risk management cycle and at specific monitoring and review points as defined below.

## **RISK MONITORING & REPORTING**

15. Risk Monitoring is the basis by which risk planning is updated and effectively managed. The following mechanisms will be adopted by Wafa for the effective monitoring and management of risk:

- Tracking of all accidents and incidents as they arise. This will be achieved through the use of the Accident / Incident Reporting form in Appendix 3.
- Tracking of new or emerging risks as they are identified by or brought to the attention of Wafa officers. A risk reporting form is presented in Appendix 4.
- Risk review at Wafa Executive meetings
- Annual Risk Management Review, held prior to each Wafa Annual General Meeting. The annual risk management review will ensure that the mechanisms defined above have been properly incorporated into the Risk Management plan. This will involve the following activities:
  - Assessment of currency of identified risks;
  - Consideration of sporting and industry trends;
  - Consideration of insurance coverage; and
  - Consultation with stakeholders.

**FIGURE 1 – THE RISK MANAGEMENT CYCLE**



**Notes:**

Based on the Management Advisory Board *Guidelines for Managing Risk in the APS* and the Australian New Zealand Standard on Risk Management (AS/NZS 4360:1999). Refer also *Guidelines for Managing Risk in the Australian and New Zealand Public Sector (SAA/NZS HB 143: 1999)*.

**APPENDIX 1 – RISK EVALUATION CHART**

**P = Probability:**

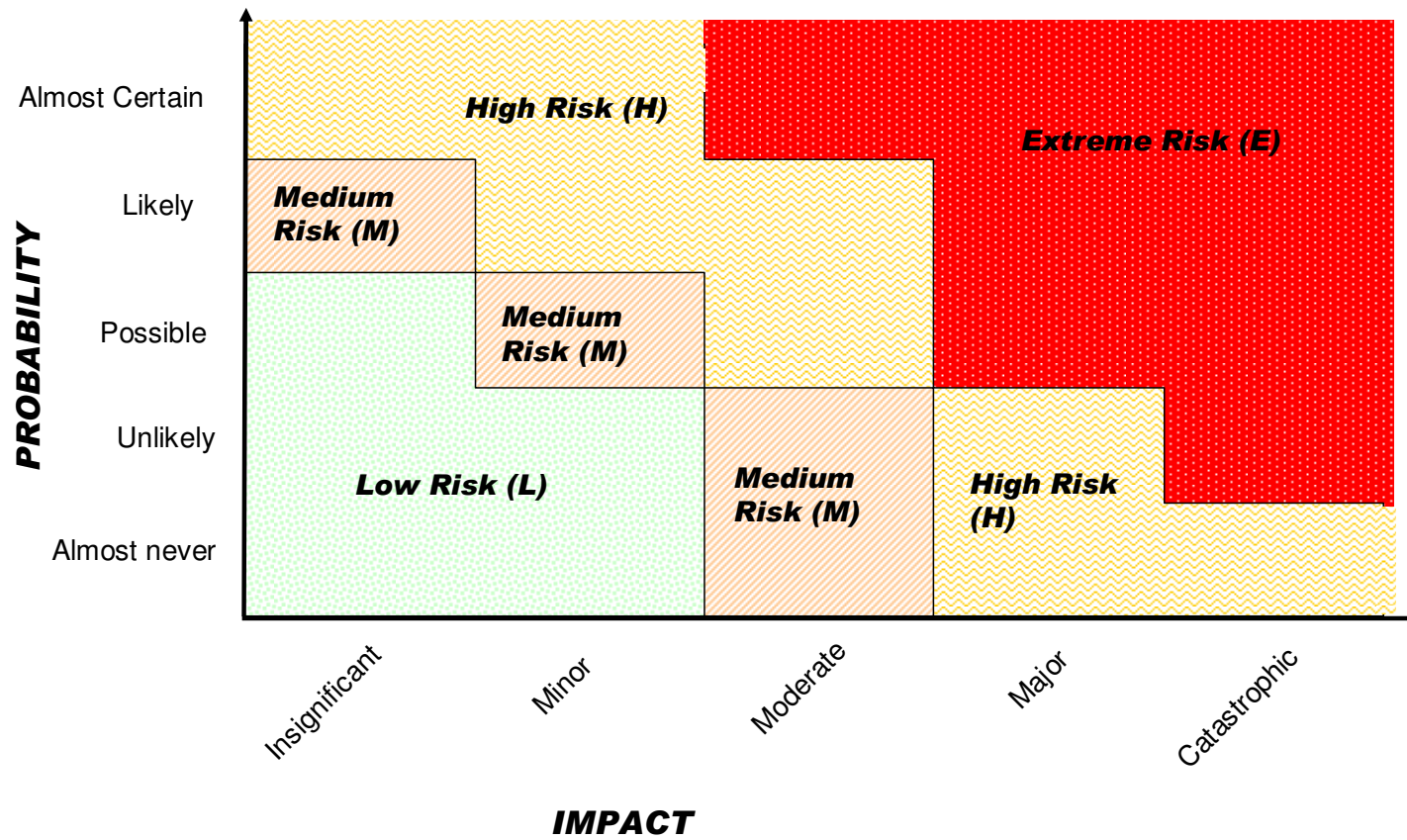
1 = Almost never; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain

**I = Impact:**

1 = Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic

**R = Risk Rating:**

E = Extreme, H = High, M = Medium, L = Low



**APPENDIX 2 - RISK MONITORING MATRIX**

<b>Risk</b>	<b>Scope</b>	<b>Potential Loss</b>	<b>P</b>	<b>I</b>	<b>R</b>	<b>Management</b>	<b>Responsibility</b>
<b>Venue risks</b>							
❖ Inadequate space between pistes	Bystanders hit by blade during nearby bout	Injury to referee, spectators, possible loss of eye	2	4	H	Define minimum standards Cordon off field of play at state national and international events	Tournament Management Committee
❖ Trip hazards	Cables, personal fencing equipment creates trip hazards	Trip related injury: bruises, sprains	3	2	L	Tape cables to floor Provide areas for fencer equipment Educate fencers to keep gear tidy	
❖ Fire	Standard building fire related risks	Loss of building, multiple injury, possible death	1	5	M	Follow Building fire procedures and guidelines Ensure fire exits always clear of equipment & obstacles	Building management
❖ Security risks	Unauthorized entry to public venue	Theft	3	3	M	Warning	
❖ Faulty wiring							
❖ Exposed electrical cables	Electrocution	Injury Death	1	4	L	DT Set-up	
❖ Seating, stairs and access	Structural safety, clear access	Injury or multiple injury	1	4	L	DT Set-up Remove visible obstructions	Building management; attendees
<b>Bouting risks</b>							
❖ Inappropriate equipment used by fencer	Equipment failure	Injury	3	3	M	Publish and supervise appropriate equipment for competition level	Tournament Management Committee
❖ Weapon breakages	Splinter from blade pierces protection Blade pierces protection	Major injury	3	4	H	Apply FIE regulations at National and International tournaments Equipment checks prior to all National and international tournaments	Tournament Management Committee
❖ Mask penetration	Blade pierces mask	Blindness, permanent disability or death	2	5	H	Apply FIE regulations at National and International tournaments Equipment checks prior to all National and international tournaments to include mask.	Tournament Management Committee
❖ Suit penetration	See weapon breakages risk	Major injury	3	4	H	Apply FIE regulations at National and International tournaments re specification. Equipment checks by Presidents on strip at tournaments re compliance	Tournament Management Committee



Risk	Scope	Potential Loss	P	I	R	Management	Responsibility
❖ Corp a corp	Fencer jostling	Minor injury, sprains	4	1	L	Apply bouting rules	Presidents and Competitors
<b>Fencer risks</b>							
❖ Old age	Over-exertion	Increased frequency of minor injury, major illness, death	2	4	M	Competitor self assessment. President's ongoing fitness to bout assessment	Tournament Management Committee
❖ Pregnancy	Damage to mother or unborn child	death	2	5	E	Wafa to consult with AFF to identify risk management approach and publicise	Wafa Executive
❖ Young age (immaturity)	Fencing without masks or adequate protection, inadequate supervision. Age miss-match.	Minor or major injury	3	3	H	Wafa to provide information and support to affiliated coaches to assist in management of young children during fencing programs	Wafa Executive, Coaches
❖ Incompetence	Incompetent fencing	Injury to opponent	2	2	L	President bout supervision	
<b>Team touring &amp; camp risks</b>							
❖ Transit related risks	Team travel and individuals on official Wafa business	Injury, illness, loss of life	1	5	H	Coordinate travel through reputable travel organization Travel insurance policy invoked covering all teams, support personnel for personal, property and sickness related risk and evacuation.	Wafa Executive, Wafa nominated Travel Agent
❖ Loss of goods	Team member risk	Monetary loss				Group travel arrangement; insurance	Travel Agent Tour manager
❖ Personal security	❖ Environmental ❖ Fencing related					Supervision of juniors by manager. Limited information kits to tourists.	Wafa Executive, Tour Manager
❖ Junior Harassment	❖ Team travel ❖ Camp participation	Injury to individual Reputation & monetary loss to Wafa	2	5	E	Supervision of juniors by manager. Manager Guidelines produced Member Protection Policy in place and enforced	Wafa Executive, Tour Manager, Camp Leaders
❖ Sexual Harassment	❖ Team travel ❖ Camp participation	Injury to individual Reputation & monetary loss to Wafa	2	5	E	Supervision of juniors by manager. Manager Guidelines produced Member Protection Policy in place and enforced	Wafa Executive, Tour Manager, Camp Leaders

Risk	Scope	Potential Loss	P	I	R	Management	Responsibility
<b>Drugs in Sport</b>							
❖ Use of performance enhancing drugs	❖ As published by WADA	Reputation Funding Results	2	4	H	❖ Adopt AFF anti doping policy ❖ Educate athletes ❖ Access to information	AFF Medical Commission
❖ Use of recreational drugs amongst fencers & officials	❖ As published by WADA ❖ Applies to officials and athletes	Reputation Funding Results Injury Decisions Insurance cover	1	2	L	❖ Adopt AFF anti doping policy	AFF Medical Commission
❖ Use of medically prescribed drugs	❖ Inequitable treatment of athletes	Athlete disadvantage WAFA reputation	3	3	H	Ensure AFF anti doping policy provides for these circumstances Develop	AFF Medical Commission
<b>Administrative</b>							
❖ Selection challenges	❖ Inappropriate national representation ❖ Selecting wrong people ❖ Not selecting right people	❖ Reputation ❖ Loss of performance	4	4	H	Develop comprehensive selection policy Appeals process initiated Establish criteria for selection of selectors Legal review of policy Publish policy in advance Report outcomes & document decision making	WAFA Selection Committee
Non-Compliance with legislative requirements under Incorporations act	Incorporations Act Applies to constitution and implementation	Pecuniary fines Jail Reputation Loss Limited liability	1	2	H	Review constitution against incorporations Act Use skilled administrative assistance where possible	WAFA Executive
Inadequate commercial activity / contracting	❖ Contracting individuals and organisations	❖ Financial ❖ Reputation	4	4	E	❖ Establish authority and decision making protocols ❖ Ensure significant contracts are in writing and reviewed ❖ Skilled review appropriate to scope for risk	WAFA Executive
Inappropriately applied disciplinary action	❖ Applies to WAFA membership and individuals / entities under contract or licence	❖ Reputation ❖ Financial ❖ Injury	2	3	M	❖ Develop, publish and apply non-rules related disciplinary policy ❖ Apply linkage to appeals & review policy	WAFA Executive

Risk	Scope	Potential Loss	P	I	R	Management	Responsibility
	<ul style="list-style-type: none"> <li>❖ Disciplining people/entities unjustly</li> <li>❖ Not disciplining people / entities where warranted</li> </ul>						
<b>Asset Related Risks</b>							
❖ Loss / damage of equipment		Damage, fire, theft of WAFA assets	2	2	L	<ul style="list-style-type: none"> <li>❖ Asset register established</li> <li>❖ Review insurance requirements</li> </ul>	Tournament Management Committee
Fraud/Defalcation	❖ "Internal" loss of assets	❖ Financial	2	2	M	❖ Separation of functions. Audit.	WAFA Executive
❖ Loss of knowledge / data	Current records loss or corruption	Financial and administrative time	3	4	E	❖ Develop knowledge management and data management policy	WAFA Secretary & Registrar
❖ Loss of institutional memory	Volunteers as prime repository of information. Limited professional involvement.	Loss of volunteer expertise due to incapacity or resignation. Information monopoly inappropriately maintained.	3	3	H	<ul style="list-style-type: none"> <li>❖ Develop / document operations manual</li> <li>❖ Document key procedures</li> <li>❖ Stagger director appointments</li> <li>❖ Value your people (e.g. recognition)</li> <li>❖ Transparent governance</li> <li>❖ Ongoing skills development</li> </ul>	WAFA Registrar, & WAFA Executive

**APPENDIX 3 - ACCIDENT / INCIDENT REPORTING FORM**

This form used for recording safety incidents. Data can be collected over time and used as the basis for monitoring safety in the fencing environment and ensuring a formal mechanism for responding to emerging risks.

Date:

Event:

Location:

Incident Recorded by:	Contact details:
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Incident Description:

Action taken:

Follow up action required (including date for action completion):

Recommendations for future risk mitigation:

Incident Review sign off by WAFA Executive:

Risk Management Matrix updated:

**APPENDIX 4 – RISK REPORTING FORM**

This form used for recording new risks or updating existing risks.

Date:

Risk Name:

Location:

Risk Recorded by:

Contact details:

Risk Description:

Risk Probability [1 = Almost never; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain]  
& Reasons:

Risk Impact [1 = Insignificant; 2 = Minor. 3 = Moderate; 4 = Major; 5 = Catastrophic]  
& Reasons

Wafa Management Action:

Risk Management Matrix updated: