

Risk management for Tasmanian sport and recreation organisations

9. Risk management audits



This Sport and Recreation Tasmanian (SRT) information sheet is one of 10 that when combined provide a resource designed to assist sport and recreation organisations (SROs) to improve their understanding and application of risk management. The information sheets included in the resource are as follows:

1. Overview and introduction to risk management
2. Developing a risk management culture
3. Applying risk management
4. Compliance and risk management
5. Insurance and risk management
6. Risk management in practice
7. Risk management policy template
8. Risk management plan template
9. Risk management audits
10. Risk management resources.

Information sheets one to five provide background information and theory and information sheets six to ten provide practical tools and templates. All sheets discuss risk management in accordance with the Australian Standard on Risk Management AS/NZS ISO 31000:2010 and the International Standard on Risk Management – Principles and Guidelines ISO/IEC 31000:2009.

Risk management audits

This information sheet provides samples of risk management audits that could be employed by an SRO.

This will assess the SRO's risk management processes that are associated with the organisation, either in general or with key areas such as safety and injury prevention, or particular events.

Introduction

Audits are diagnostic tools, based on a series of questions that can identify how well or otherwise an SRO is managing its programs, services or facilities, and the risks associated with each.

Audits should be conducted by people that have experience with or a sound knowledge of the SRO involved.

The assistance of an independent person or organisation, with expertise in risk management and the application of the audit process to sport and recreation, can also help.

Audits can assess an SRO's management of risk in a range of activities. However, other tools and processes will need to be employed to achieve comprehensive and systematic identification and management of risk in key areas.

Undertaking an audit

Audits are constructed and completed based on questions about an aspect of the SRO that is being examined. These questions must be able to secure definitive, honest answers, in order to clearly illustrate whether the matter is adequately managed.

Audits are often based on a checklist approach where in response to the audit question a 'yes' or 'tick' illustrates a risk is adequately managed, and a 'no' or 'cross' illustrates a risk requires analysis, evaluation and treatment. In the example audits that follow, a checklist approach that seeks ticks and crosses to indicate the responses of those completing the audit has been employed.

Properly constructed and employed audits can:

- assess the current safety of and risks associated with an SRO's programs, facilities or events
- illustrate whether existing risk or safety-management strategies are working
- identify areas of concern, some of which may not have been considered before
- prompt the consideration of priorities and treatments
- demonstrate that an SRO is taking a committed and positive approach to safety and risk management
- demonstrate that risk management is properly recorded and reported if called upon to account for safety systems in court.

These audits are examples only. They are not complete and definitive audits. The questions offered are examples of the types of questions that might be included in audits.

It is recommended that SROs complete these sample audits, or even the focus areas within each audit, as separate audits and that they consider one area of its operation at a time.

Organisations are advised to source or construct audits that are relevant to their organisation or activity type. This information should be adjusted to suit the specific circumstances of the SRO employing it.

After an audit has been completed, a report should be provided to the SRO.

Identified risks should then be assessed, analysed or evaluated and included in a risk management plan or register, according to their priority to assist in determining and initiating a method of treatment.

Organisational risk audit

An organisational risks audit might include the following focus areas and questions.

- **Focus area - governance and administration**

Is the organisation:

- properly constituted
- currently incorporated
- meeting the obligations associated with incorporation?

Is the constitution:

- relevant to the organisations current activities
- available to all members?

Does the organisation:

- maintain and securely store records
- collect, maintain and securely store membership information
- record, distribute and approve minutes of all meetings of the organisation's committee of management
- fulfil the terms of contracts such as leases
- review all contracts before renewal?

- **Focus area - planning**

Does the organisation have an agreed and documented:

- strategic plan
- operational plan
- risk management plan
- emergency response plan?



Do these plans:

- define responsibilities
- state time frames
- identify the resources needed to implement them
- include a schedule for periodic review?

• **Focus area - policies**

Does the organisation:

- have policies to guide its decision making?

Does the organisation have clearly documented policies relating to:

- anti-discrimination
- harassment
- drugs
- child protection
- people with disabilities
- equal employment opportunity
- choosing representatives of the organisations?

Are all policies:

- supported by appropriate operating procedures
- appropriately documented
- accessible to all members
- appropriately implemented
- monitored and periodically reviewed?

• **Focus area - personnel management**

Does the organisation:

- have position descriptions for office bearers, officials, coaches and volunteers
- have suitably qualified and competent office bearers
- have coaches with current and appropriate accreditation
- ensure all involved understand the extent of their 'duty of care'
- offer education and training to all office bearers, officials, coaches and volunteers

- maintain an up-to-date skills audit
- complete an induction process for new members or volunteers
- have a code of behaviour
- have clearly defined levels of authority
- have clearly defined reporting mechanisms
- have an established procedure for handling internal disputes and complaints
- have an established procedure for handling complaints from outside the organisation
- fulfil the terms of contracts such as player agreements and employment contracts
- review all such contracts before renewal?

Does the organisation meet the following legislative requirements for paid employees:

- workers compensation insurance
- taxation
- superannuation
- award or Enterprise Bargain Agreement (EBA) entitlements
- workplace health and safety
- rehabilitation.

• **Focus area - finance**

Does the organisation:

- have a financial plan or budget
- accurately record all financial transactions
- employ a process such as multiple signatures to authorise all payments
- employ suitable banking arrangements
- provide a financial report to each meeting of the management committee
- complete an annual audit of its financial records via an appropriate person
- meet all obligations relating to funds secured from grants, loans and sponsors?



- **Focus area - legislation and industry standards compliance**

Is the organisation compliant with the relevant legislation or local government by laws that apply to activities such as:

- fundraising, raffles or gaming machines
- the sale and serving of food
- the sale and serving of alcohol
- the employment of personnel
- the operation and maintenance of a facility
- the sale of products, services or merchandise
- the organisation of public events?

Is the organisation:

- compliant with the industry standards that apply to its operations
- compliant with the recommended rules of play and protocols for the activities offered by the organisation
- willing to seek legal advice when required?

- **Focus area - hazard identification and control**

Does the organisation:

- complete risk assessments of all areas of the organisation's operations
- have procedures in place to manage known risks
- document all risk assessments
- have a clear procedure for reporting accidents or injuries
- follow a documented procedure for all audits
- employ qualified or experienced personnel to complete all audits
- address risks identified by the audits promptly
- record and file all audits?

Does the organisation complete regular risk/safety audits of:

- buildings
- grounds/playing surfaces
- equipment?

- **Focus area - insurance**

Does the organisation:

- secure appropriate insurance cover via a broker, or an insurance provider that understands sport and recreation
- review its insurance cover on an annual basis?

Is the organisation fully aware of:

- the cover and its limitations and exclusions
- any responsibilities associated with the insurance cover
- the claims procedure?

Injury prevention and safety audit

An injury prevention and safety audit seeks to achieve the safety of all organisers and participants, by identifying the risks associated with an organisation's activities.

The audit might ask questions such as the following.

- **Focus area - participation**

To allow for safe participation:

- are participants screened to ensure they are fit and competent enough to participate safely
- are coaches aware of any pre-existing medical conditions of participants
- are coaches aware of medications a participant might require
- are participants advised of how best to prepare for participation
- is general training offered to ensure an appropriate level of fitness or skill
- is specific training provided where skills such as safe landing techniques are required
- is safety considered when selecting participants for specific roles
- are young participants matched by biological rather than chronological age
- are warm up and cool down routines offered?



Are activities modified to meet the needs of:

- juniors
- seniors
- people with a disability?

Is equipment modified to meet the needs of:

- juniors
- seniors
- people with a disability?

Does the club employ guidelines or policies relating to:

- fluid replacement
- safe conduct in regards to heat, cold, humidity
- smoking at the facility
- codes of behaviour
- dealing with bleeding
- alcohol consumption before, during or after participation
- pregnancy in sport
- infectious disease
- postponements or cancellations due to inclement weather or other events
- water quality and temperature for swimming
- ocean conditions for sailing, surf lifesaving or water-craft events
- are these safety and risk management policies posted for all to see?

Other questions for consideration

- Does the club have consent forms for child participation?
- Are all coaches and officials involved currently accredited?
- Do all coaches and officials attend regular education or training updates?
- Are there people with current first aid certificates on hand at training and during competition?

- Are all programs planned and conducted according to recognised safety standards?
- Are all participants informed of safety issues?
- Are all activities properly supervised by qualified personnel?
- Are supervisors regularly updated regarding identified hazards and safety measures?

• **Focus area - facilities and equipment**

Are all playing surfaces:

- clear of hazards
- properly prepared and fit for purpose
- clearly marked out?

Does the facility to be used feature:

- adequate lighting of playing surfaces, change rooms and surrounds
- access to drinking water
- clear and safe separation of players and spectators
- protection for participants or spectators from adjacent activity areas
- shade or sun shelter for players and spectators
- adequate ventilation and temperature control
- structures and equipment that comply with the law, regulations and standards
- safety or cushioning mats if required
- padded solid objects such as goal posts
- properly fixed goals
- corner posts or flags that give way if participants contact them
- hygienic change rooms
- warm showers with non-slip mats or surfaces
- hazard-free and well-marked/lit entry and exit points
- visible and functional emergency lights
- functional and easily accessed fire extinguishers
- emergency vehicle access
- appropriately signed 'natural hazards'?



Is equipment:

- used in accordance with the recommendations and regulations of the sport
- regularly checked and maintained
- used according to manufacturer's guidelines, specifications and recommendations
- properly positioned
- properly stored when not in use?

Is personal protective equipment:

- checked prior to training and competition
- fitted appropriately to the participant
- maintained and cleaned appropriately between uses?

Does the organisation have:

- a safety plan
- a risk management committee that meets regularly
- a person responsible for enforcing the agreed safety regulations
- a process for the regular review and modification of its safety plan
- a process for informing participants or their parents of injury prevention or management procedures
- appropriate check lists
- accurate records of what safety procedures are employed
- a means for providing regular safety updates to all involved
- a means for reporting and correcting unsafe conditions or practices
- legally counselled waiver/consent forms?

• Focus area - if injury occurs

Does the organisation have:

- a first-aid policy
- a designated first-aid room or area or a suitably hygienic treatment area

- clearly posted emergency procedures
- a regularly stocked first-aid kit or cabinet
- surgical gloves for the management of open or bleeding wounds
- a designated disposal container for bloodied material and waste products
- access to ice
- a stretcher (and a jordan frame, when required)
- a list of emergency telephone numbers and an accessible telephone
- a comprehensive emergency plan for serious injury
- a way to communicate its emergency plan for serious injury to all
- regular emergency drills
- clear access to the venue for emergency personnel
- maintained and easily accessible injury records
- injury records to produce reports and help prevent injuries
- injury management and referral guidelines for its participants
- sports medicine professionals in attendance during training or competition
- a fitness test that must be passed by participants before returning to training or competition after injury
- adequate insurance to cover catastrophic injury and negligence liability for all activities, supervisors and athletes
- a safety plan that has been submitted to its insurer
- an understanding of insurance claims process?

Are there policies in place for the management of:

- concussion/head injuries
- open wounds/bleeding
- return to sport after injury?



Event risk audit

An event risk audit seeks to ensure the safety of all organisers and participants, by identifying the risks associated with an event. Given that risk management is an important part of event management, event risk audits are highly recommended.

An event risk audit might ask these questions.

- **Focus area - planning and management**

- Has the event been planned?
- Has the feasibility of the event been adequately considered?
- Is it clear who is organising the event and when and where the event is being held?
- Will the event be run under the auspices of an incorporated body?
- Is there an event coordinator or sub-committee?
- Is a record of the organising committee's proceedings and decisions kept?
- Is there good communication between the organising committee and the parent organisation?
- Have all roles associated with the event been defined and allocated?
- Has an event time line been developed?
- Has a plan been developed to manage internal and external communications?
- Has risk management been considered when planning the event?
- Are organisers aware of their 'duty of care'?

- **Focus area - finances and sponsorship**

- Has a detailed budget been developed that indicates the events viability?
- Have processes to manage funds required for or generated by the event been developed?
- Has a sponsorship coordinator been nominated?
- Have sponsorship agreements that can be met by the event been drawn up?
- Have all involved been advised of any obligations they have to sponsors?

- **Focus area - participation and safety**

- Has the design of the event considered the experience, fitness and capability of the participants?
- Is it clearly stated what the event is offering and who it is open to?
- Will participants be told of the risks involved?
- Will participants be notified of the required level of preparation and skill?
- Is there a screening process that will ensure all participants have the fitness and skills required to safely participate?
- Will safety information be provided to all involved?
- Will a briefing be offered to all involved?
- Will participants be required to sign a legally counselled waiver or risk disclaimer when entering the event?
- Will safety of the participants be monitored during the event?
- Have all possible risks/hazards been identified (including injury to participants, damage to equipment, impact on others in the community)?
- Have reasonable steps been taken to reduce the risks to acceptable levels?
- Are risk management strategies documented?
- Are all coaches, officials, referees and volunteers suitably qualified or competent?
- Will an appropriate standard of care be applied to all involved?
- Has appropriate first aid been arranged?
- Are procedures developed to respond to foreseeable emergencies and communicated to all involved?
- Are controls in place to prevent spectators entering competition areas?
- Is the sale and consumption of alcohol appropriately controlled?



- **Focus area - facilities and equipment**

- Is the facility to be used for the event fit for purpose and does it meet the standards prescribed for the activity?
- Are responsibilities for management of the facility during the event clear?
- Is the course or playing surface clearly and correctly marked out?
- Will the facility be checked for hazards prior to the commencement of the event?
- Have permissions or required permits to use facilities managed by other parties such as a council or land manager been obtained?
- Have neighbouring properties or those likely to be affected been advised during the planning phase of the event?
- Will signage be located within the event facility to warn all involved of risks?
- Is all required equipment available?
- Does all equipment operate correctly and safely and meet and relevant standards?
- Are all managers or operators of the facility or equipment competent or qualified?
- Will safety checks of personal equipment supplied by competitors be conducted?
- Do spectator facilities meet prescribed standards?
- Are there adequate sanitary facilities for all involved?

- **Focus area - insurance**

- Has the event been discussed with an insurance broker or provider and suitable insurance cover been arranged for the event?

Have the organisers considered:

- personal injury for competitors and officials
- cross liabilities
- pluvial insurance
- property/equipment
- public liability?

Copyright

The Tasmanian Government encourages public access to government information. However, this publication is protected so far as is allowed by the provisions of the *Copyright Act 1968 (C'th)* ('the Act'). Apart from any use permitted by the Act, the State of Tasmania grants users of this publication a licence (within the meaning of the Act) to reproduce the information for non-commercial purposes only.

Disclaimer

This information sheet has been prepared for the Crown in Right of Tasmania represented by Sport and Recreation Tasmania (SRT), by Lander and Rogers Lawyers' Sport Business Group (authors). Whilst all care has been taken in the preparation of this publication, no responsibility is accepted by SRT or the authors, for any errors, omissions or inaccuracies. Information in it is current as at 31 December 2012. This publication is of a general nature only and is not intended to be relied upon, nor as a substitute for, professional advice. No responsibility can or will be accepted by SRT or the authors for loss occasioned to any person doing anything as a result of any material in this publication or any person relying on any material in this publication.



Sport and Recreation Tasmania

phone: 1800 252 476

email: sportrec@dpac.tas.gov.au

web: www.sportandrecreation.tas.gov.au