

*Risk is best controlled centrally but managed locally*

## Introduction

The RACT Board Risk Management Plan and Strategic Risk Register aligns with Rowing ACT Constitution and the *RACT Strategic Plan 2022-27*. This policy seeks to address key risks to delivering the strategic plan, particularly its five strategic pillars:

- Participation and growth
- High performance
- People and Culture
- Commercial
- Governance

This risk plan also serves to inform the RACT Board decision-making.

## Risk Management Objectives

- Ensure safe and fair participation in rowing activities.
- Protect the health, safety, and welfare of athletes, staff, volunteers, and spectators.
- Safeguard organisational assets and reputation.
- Comply with legal and regulatory requirements.
- Promote a proactive risk culture across affiliated clubs.
- Support the delivery of the Rowing ACT Strategic Plan and Objectives

## Role of the Rowing ACT Board

**Responsibilities.** The Rowing ACT Board is responsible for reviewing and approving the RACT Risk Management Policy, the RACT Board Risk Management Plan and Strategic Risk Register and providing staff and the community (member Clubs/Schools) with the appropriate direction and support for their own risk management. Strategic risk decisions by the Board are to align with the **Board Charter**, the consideration of the best interests of RACT and the evaluation of the risk management framework.

**Embedding Risk Culture.** The RACT Board is to:

- Ensure commitment to risk management policy and processes
- Include risk discussion in board and sub-committee agendas
- Assign and allocate appropriate responsibilities and resources for the enhancement of risk awareness
- Conduct regular safety audits and feedback loops.
- Promote a positive risk culture

### **Risk, Audit and Finance Sub-Committee: roles and responsibilities**

The Risk, Audit and Finance (RAFC) sub-committee reports directly to the Board. The RAFC is a critical component of RACT's Risk Management Framework. Their Terms of Reference govern the processes and outline the procedures and guidelines in relation to its role. The RAFC is directly responsible and accountable to the Board for the exercise of these responsibilities. The Chair of the RAFC is to report annually to the Board in June each year; and more frequently when a change to the risk profile has been identified. The annual risk report is to include:

- A review of the strategic risks associated with implementation of the *RACT Strategic Plan*
- Changes or movements of existing risks on the risk profile – and seeking to reclassify risk ratings in terms of likelihood and consequence.
- Flagging the emergence of new risk; evaluation these risks; and reporting on controls that have or will be established.
- Overview of operational risks and controls as implemented by staff and volunteers.

### **Risk Management Methodology and Tools**

The RAFC is to develop and maintain the RACT Board Risk register which identifies key strategic risks, their rating in terms of consequence and likelihoods, current controls, plans for mitigating high-level risks and risk owners. Operational Risks will be managed by staff and reviewed by the RAFC on a regular basis.

The aim in general is to reduce these risks to an acceptable level. There are times when the risk will remain red, or high. This is not a reflection that the risk is not being managed, more that the Board views the risk is being controlled to an acceptable level. The tables below provide information to be used when assessing risks posed to RACT.

Likelihood rating	Estimated frequency
1 – risk low	Likely to occur in less than 3 years
2 – risk medium	Likely to occur in a one year timeframe
3 – risk high	Likely to occur several times within the year or already happened

**Table 1: Risk Likelihood Rating Table**

Impact rating	Characteristics
1 – risk low	<ul style="list-style-type: none"> <li>• Low impact on operations / slow down to business</li> <li>• Stakeholder disgruntlement</li> <li>• Less than an \$2000 financial impact</li> <li>• Minor infringements of legal/contractual obligations</li> <li>• No or low impact on delivery of Strategic Plan</li> </ul>
2 – risk medium	<ul style="list-style-type: none"> <li>• Moderate impact on operations / disruption or project delay</li> <li>• Moderate Stakeholder concern</li> <li>• Financial impact between \$2000 and \$10,000</li> <li>• A singular infringement of a legal or contractual obligation</li> <li>• Moderate impact on Delivery of Strategic Plan</li> </ul>
3 – risk high	<ul style="list-style-type: none"> <li>• Long term or significant impact on operations/or delay in project</li> <li>• Stakeholder complaints, membership/sponsorship withdrawal</li> <li>• Financial implication over \$10,000</li> <li>• Infringement of legal or contractual obligations resulting in investigation/further action</li> <li>• High impact of Delivery of Strategic Plan</li> </ul>

**Table 2: Risk Impact Rating Table**

<b>Likelihood</b>			
<b>High</b>	3	6	9
<b>Medium</b>	2	4	6
<b>Low</b>	1	2	3
	<b>Impact: Low</b>	<b>Medium</b>	<b>High</b>

**Table 3: Risk Likelihood versus Impact Assessment Table**