



# DRAGONS FENCING CLUB **RISK MANAGEMENT PLAN**

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### **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 Dragons Fencing Club (DFC).

### **Target Audience**

2. The target audience of the DFC Risk Management Plan comprises the following: DFC Executive, fencers affiliated with DFC; other third parties as required.

### **Why have a risk management plan**

3. "Risk" is the chance of things happening that could have an impact on DFC, 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.
4. The concept of managed risk is also an integral part of the accountability requirements at all levels in DFC. Risk management is a necessary component of good governance within the DFC 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 DFC;
  - To inform stakeholders such as insurance companies.
5. All DFC 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. DFC also has a responsibility to communicate risks that may impact on fencers and passive participants in DFC 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 DFC emerging or unidentified risks.

### **Scope of Risk Management Plan**

6. This Plan provides a basis for the management and minimisation of risks occurring as a result of actions and events organised by DFC or under the direct control of DFC. Risks to be treated will be those that may result in some form of potential loss or damage to DFC in the following way:
  - Injury or death at DFC organised events;
  - Financial loss to DFC, eg resulting from litigation, fines or penalties;
  - Material loss or damage to facilities and/or equipment, eg theft, fire, etc;
  - Reputation damage, eg selection appeals process
  - Impact on administrative resources, eg computer virus.
7. The scope of this plan is limited to those activities carried out by the DFC under its statement of purposes as defined in its constitution. For clarity, these activities include the following:
  - DFC organized events;
  - Programs undertaken by DFC employed coaches;
  - Programs carried out by DFC in compliance with various grants from State and other funding bodies such as Sport and Recreation Victoria, VicHealth etc

- Administration of DFC.

### **METHOD OF MANAGEMENT**

8. 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 (eg consultation with parents regarding management of an overseas junior tour).
9. 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, eg 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 DFC.
  - 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**

10. 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.
11. DFC is adopting a matrix approach to risk management as defined in Appendix 2. Risks are addressed under the following key categories:
  - Venue Risks
  - Bouting Risks
  - Fencer Risks
  - Team Touring & Camp Risks
  - Drugs in Sport
  - Administrative Risks
  - Asset related Risks.
12. Appendix 1 represents the current log of primary risks applicable to DFC. 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***

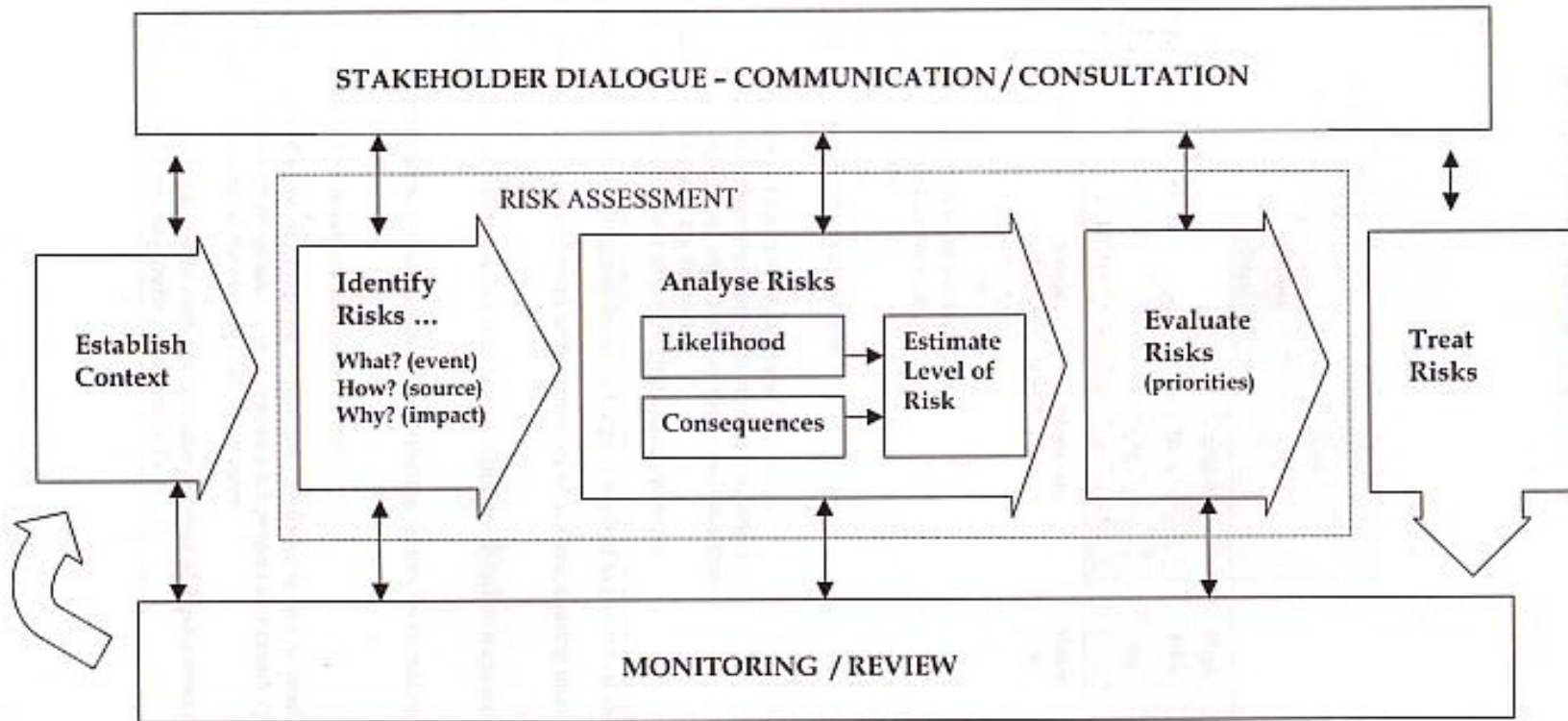
13. Risk Monitoring is the basis by which risk planning is updated and effectively managed. The following mechanisms will be adopted by DFC for the effective monitoring and management of risk:

- 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 DFC officers. A risk reporting form is presented in Appendix 4.
- Risk review at DFC Executive and Club meetings
- Annual Risk Management Review, held in conjunction with each DFC 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.

### ***Acknowledgments***

14. DFC Inc registers its indebtedness to Nigel Nutt, Director of the Australian Fencing Federation (DFC), for providing a copy of the DFC Draft Risk Management Plan, which was compiled under his guidance. In doing so, although we acknowledge and recognize his intellectual input, all responsibilities for errors and omissions rest with the DFC.

**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:

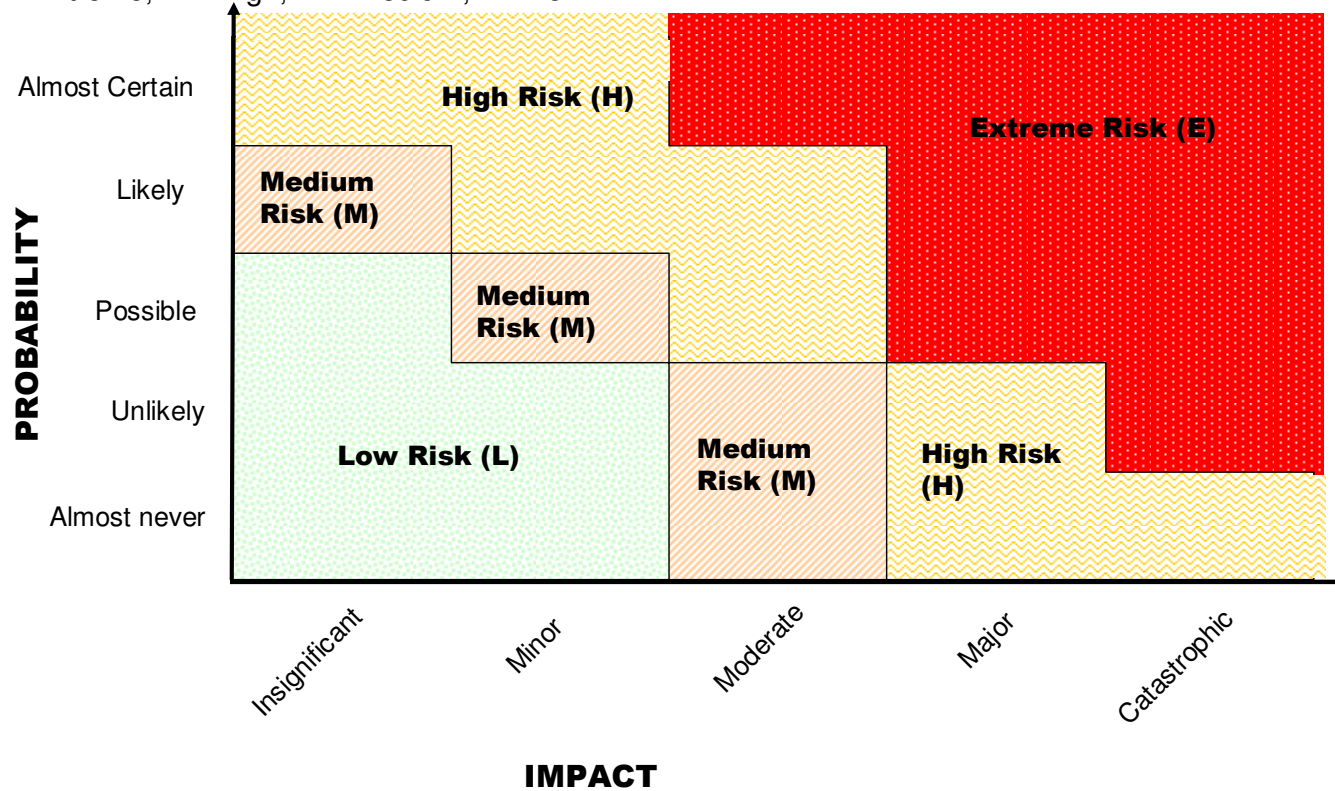
1 = Almost never; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain

### 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

Risk	Scope	Potential Loss	P	I	R	Management	Responsibility
<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 if appropriate	Club officials & coaches
❖ 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	Unauthorised 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	DFC executive, coaches
❖ 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	DFC executive, coaches

Risk	Scope	Potential Loss	P	I	R	Management	Responsibility
						National and international tournaments. Enforce corresponding standards at State level.	
❖ 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. Enforce corresponding standards at State level.	DFC executive, coaches
❖ Suit penetration	See weapon breakages risk	Major injury	3	4	H	Apply FIE regulations at National and International tournaments re specification. Enforce corresponding standards at State level. Equipment checks by referees on strip at tournaments re compliance	DFC executive, coaches
❖ Corp a corp	Fencer jostling	Minor injury, sprains	4	1	L	Apply bouting rules	Referees and Competitors
<b>Fencer risks</b>							
❖ Old age	Over-exertion	Increased frequency of minor injury, major illness, death	2	4	M	Competitor self assessment. Referee's ongoing fitness to bout assessment	DFC Executive
❖ Pregnancy	Damage to mother or unborn child	death	2	5	E	DFC to consult with AFF to identify risk management approach and publicise	DFC Executive

Risk	Scope	Potential Loss	P	I	R	Management	Responsibility
❖ Young age (immaturity)	Fencing without masks or adequate protection, inadequate supervision. Age mismatch.	Minor or major injury	3	3	H	DFC to provide information and support to affiliated coaches to assist in management of young children during fencing programs	DFC, Coaches
❖ Incompetence	Incompetent fencing	Injury to opponent	2	2	L	Referee bout supervision	
<b>Team touring &amp; camp risks</b>							
❖ Transit related risks	Team travel and individuals on official DFC business	Injury, illness, loss of life	1	5	H	Coordinate travel through reputable travel organization Support personnel for personal, property and sickness related risk and evacuation.	DFC Executive, DFC appointed managers, coaches, chaperones
❖ 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.	DFC Executive, Tour Manager
❖ Junior Harassment	❖ Team travel ❖ Camp participation	Injury to individual Reputation & monetary loss to DFC	2	5	E	Supervision of juniors by manager. Manager Guidelines produced Member Protection Policy in place and enforced	DFC Executive, Tour Manager, Camp Leaders
❖ Sexual Harassment	❖ Team travel ❖ Camp participation	Injury to individual Reputation & monetary loss	2	5	E	Supervision of juniors by manager. Manager Guidelines produced Member Protection Policy in	DFC Executive, Tour Manager, Camp Leaders

Risk	Scope	Potential Loss	P	I	R	Management	Responsibility
		to DFC				place and enforced	
<b>Drugs in Sport</b>							
❖ Use of performance enhancing drugs	❖ As published by WADA	Reputation Funding Results	2	4	H	❖ Adopt anti doping policy ❖ Educate athletes ❖ Access to information	DFC Executive
❖ 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 anti doping policy	DFC Executive
❖ Use of medically prescribed drugs	❖ Inequitable treatment of athletes	Athlete disadvantage DFC reputation	3	3	H	Ensure anti doping policy provides for these circumstances Develop	DFC Executive
<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	DFC executive, coaches
Non-Compliance with legislative requirements under Incorporations act	Incorporations Act Applies to constitution and implementation	Pecuniary fines Jail Reputation Loss Limited	1	2	H	Review constitution against incorporations Act Use skilled administrative assistance where possible	DFC Executive

Risk	Scope	Potential Loss	P	I	R	Management	Responsibility
		liability					
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	DFC Executive
Inappropriately applied disciplinary action	❖ Applies to DFC membership and individuals / entities under contract or licence ❖ Disciplining people/ entities unjustly ❖ Not disciplining people / entities where warranted	❖ Reputation ❖ Financial ❖ Injury	2	3	M	❖ Develop, publish and apply non-rules related disciplinary policy ❖ Apply linkage to appeals & review policy	DFC Executive
<b>Asset Related Risks</b>							
❖ Loss / damage of equipment		Damage, fire, theft of DFC assets	2	2	L	❖ Asset register established ❖ Review insurance requirements	DFC executive, armourer
Fraud/Defalcation	❖ "Internal" loss of assets	❖ Financial	2	2	M	❖ Separation of functions. Audit.	DFC Executive
❖ Loss of knowledge / data	Current records loss or corruption	Financial and administrative time	3	4	E	❖ Develop knowledge management and data management policy	DFC Executive, treasurer, secretary
❖ Loss of institutional memory	Volunteers as prime repository of information. Limited professional	Loss of volunteer expertise due to incapacity or	3	3	H	❖ Develop / document operations manual ❖ Document key procedures ❖ Stagger director	

Risk	Scope	Potential Loss	P	I	R	Management	Responsibility
	involvement.	resignation. Information monopoly inappropriately maintained.				appointments ❖ Value your people (eg recognition) ❖ Transparent governance ❖ Ongoing skills development	

**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 DFC Executive:

Risk Management Matrix updated:

## **APPENDIX 4 – RISK REPORTING FORM**

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

Date:
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Risk Name:
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Location:
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Risk Recorded by:	Contact details:
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Risk Description:
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Risk Probability [1 = Almost never; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain] & Reasons:
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Risk Impact [1 = Insignificant; 2 = Minor. 3 = Moderate; 4 = Major; 5 = Catastrophic] & Reasons
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DFC Management Action:

Risk Management Matrix updated: