

Orienteering Tasmania Inc.

Risk Register

Version 5.1
January 2020

Table of Contents

BACKGROUND.....	3
1.0 FINANCIAL RISKS	4
2.0 LEGAL / COMPLIANCE RISKS	8
3.0 HEALTH AND SAFETY RISKS.....	11
4.0 SUSTAINABILITY RISKS.....	13
<u>5.0 APPENDIX A RISK METHODOLOGY</u>	<u>18</u>

Background

This Risk Register was first established in 2002 following a workshop undertaken by the Board of Management and representatives from all clubs.

The Risk Register is the document in which all risks identified by Orienteering Tasmania and its members are recorded.

This Risk Register will be monitored by the Board of Orienteering Tasmania. All “high” and “extreme” risks, identified in this register, will be treated in an appropriate manner. Treatment actions will be incorporated into an action plan that will nominate the actions required, the persons responsible and the timeframe. The Board will monitor the implementation of the action plan and will endeavour to ensure that all personnel and entities comply with the requirements of action.

The Risk Register will be regularly reviewed as a part of the monitoring of risks and will be updated where necessary.

Risks have been identified in the following areas:

- Financial Risks
- Legal / Compliance Risks
- Health and Safety Risks
- Sustainability Risks

1.0 Financial Risks

ID	Description of Risk	Existing Controls	Likelihood	Impact	Risk	Mitigated Risk
1.1	Pathfinders Club ceases operation either due to loss of personnel or low participation, leading to OT no longer being recognised as a statewide organisation	<ul style="list-style-type: none"> — To support Pathfinders some equipment has been allocated and also funds for mapping in NW. — Communication between OT and Pathfinders has increased and there is goodwill on both sides to progress further — Schedule at least one state-wide event in the NW each year 	Possible	Major	High	Medium
1.2	Loss of OCAD data	<ul style="list-style-type: none"> — Devise formal process for management of OCAD data and implement — Ensure responsibilities are made clear — Maintain detailed map register. — Develop and maintain off-site backup 	Possible	Major	High	Low
1.3	No marketing plan	Maintain and implement Marketing Plan	Likely	Moderate	High	Medium
1.4	Govt funding is not used appropriately or completely	<ul style="list-style-type: none"> — Monitor projects to ensure existing grant funds are fully and appropriately expended at the end of the grant period. — Liaise closely with Grant provider to ensure application is appropriate. — Ensure we only apply for things we are sure we can do 	Possible	Moderate	High	Low
1.5	A major national / international event incurs a large financial loss caused by such things as unforeseen poor attendance	<ul style="list-style-type: none"> — Ensure good management of these events — Take a conservative approach to the financial outcomes — Do business case first before committing to 	Possible	Major	High	Medium

ID	Description of Risk	Existing Controls	Likelihood	Impact	Risk	Mitigated Risk
		<p>a large event</p> <ul style="list-style-type: none"> — Ensure reserves underwrite substantial outlays – to cover reduced entries caused by unforeseen events such as transport costs or difficulties prohibiting mainland or overseas visitors 				
1.6	Government funding ceases	<ul style="list-style-type: none"> — Continue to run the sport professionally — Always monitor funding priorities 	Unlikely	Major	Medium	Medium
1.7	Audits/ accounting practices deficient (OT, Clubs and Special Events)	<ul style="list-style-type: none"> — Continue to have proper process at OT level (eg double authorisation of payments; annual audits) — Ensure clubs are suitably managed — Apply same process to special events as to OT. — Assist Pathfinders to comply with OT procedures. 	Unlikely	Major	Medium	Medium
1.8	Govt funding reduces	<ul style="list-style-type: none"> — As above — Monitor projects to ensure existing grant funds are fully and appropriately expended at the end of the grant period. — Ensure funding applications are adequately prepared — Make sure key CSRT funding criteria continue to be met, particularly membership numbers and NW regional activity — Maintain good organisational and personal relations with CSRT — Make application for other government and corporate grants, as long as this does not artificially constrain OT activity or impose excessive administrative burdens 	Possible	Moderate	Medium	Medium

ID	Description of Risk	Existing Controls	Likelihood	Impact	Risk	Mitigated Risk
		<ul style="list-style-type: none"> — Seek sponsorships — Do not undervalue / underprice our products 				
1.9	No sponsorship for special events	<ul style="list-style-type: none"> — Find a marketing / sponsorship person to have a focus on this — Long term planning and actions 	Possible	Moderate	Medium	Medium
1.10	Public Liability Costs increase	<ul style="list-style-type: none"> — Do all we can to ensure OH&S is a priority at events — Develop and implement a Safety at Events Policy 	Almost Certain	Minor	Medium	Medium
1.11	Mapping Costs increase	<ul style="list-style-type: none"> — Maintain good and fair working relationship with Mappers — Be on the look out for other providers as needed — Continue to make use of developing technology for map preparation, (such as LIDARS) and on demand map printing 	Almost Certain	Moderate	Medium	Medium
1.12	OA Costs increase	<ul style="list-style-type: none"> — Monitor & ensure we get value for money 	Almost Certain	Minor	Medium	Medium
1.13	Subs and Fees increase	<ul style="list-style-type: none"> — Consultative process for considering fee increases — Educate members about costs of the sport; what they get for their money & any relativities — No random increases 	Possible	Moderate	Medium	Low
1.14	Fraud	<ul style="list-style-type: none"> — Continue to have proper process at OT level (eg double signage of cheques; annual audits) — Ensure clubs are suitably managed 	Rare	Major	Low	Low
1.15	Loss of equipment – Sport Ident	<ul style="list-style-type: none"> — Keep an asset register — Take out appropriate level of insurance — Communicate to ALL users good practice 	Possible	Moderate	Medium	Low

ID	Description of Risk	Existing Controls	Likelihood	Impact	Risk	Mitigated Risk
		requirements!				
1.16	Comms costs increase	<ul style="list-style-type: none"> — Monitor closely — Maximise web-based communication 	Likely	Minor	Medium	Low
1.17	Admin Costs increase	<ul style="list-style-type: none"> — Monitor closely 	Possible	Minor	Low	Low
1.18	Loss of Investment	<ul style="list-style-type: none"> — We invest wisely and conservatively — Review investments regularly and report back to the Board annually 	Possible	Moderate	Medium	Low

2.0 Legal / Compliance Risks

ID	Description of Risk	Existing Controls	Likelihood	Impact	Risk	Mitigated Risk
2.1	Cannot get insurance cover	— Provided through Orienteering Australia	Rarer	Catastrophic	High	Medium
2.2	Inappropriate supervision / breach of duty of care at junior training camps or trips	— Implement and publicise Member Protection Policy — Implement codes of conduct and procedures for appointment of officials — Ensure all members working with children have ‘Working with VP’ check — Ensure we have an independent person to review these checks	Possible	Major	High	Medium
2.3	Case of harassment or misconduct by a member	— Implement and publicise Member Protection Policy — Implement codes of conduct and procedures for appointment of officials	Possible	Major	High	Medium
2.4	Public Liability – A competitor makes a claim	— Have adequate insurance coverage — Ensure we implement all relevant policies (eg Safety at Events) & communicate to all — Disclaimer showing risks on display at all events — Revise existing policies, translate these into procedural guidelines for event organisers, and carry out appropriate training, and monitor progress. This approach will also be effective for most of the legal risks in this section	Unlikely	Moderate	Low	Low
2.5	Legal claim for non-selection in a team	— Comprehensive and well publicised Selection Policy in place — Ensure we have transparent processes for selection	Unlikely	Minor	Low	Low

ID	Description of Risk	Existing Controls	Likelihood	Impact	Risk	Mitigated Risk
2.6	Legal Challenge on event results	<ul style="list-style-type: none"> — Ensure we follow proper processes for recording times and results — Train volunteers in use of systems. 	Rare	Minor	Low	Low
2.7	Landowner damage – claim for property damage	<ul style="list-style-type: none"> — Educate volunteers, participants in good practices — Signage at events — Communicate at all times with landowners — Adequate insurance cover 	Unlikely	Moderate	Low	Low
2.8	Defamation of an organiser by a competitor	<ul style="list-style-type: none"> — Adopt and communicate a code of conduct 	Unlikely	Negligible	Low	Low
2.9	3rd party claims (eg motorist avoiding runner incurs damage / injury)	<ul style="list-style-type: none"> — Minimise use of courses where runners are near main roads — Always use proper signage — Train course setters to avoid problem situations — Develop specific precautions for street events 	Possible	Moderate	Medium	Low
2.10	Inadequate cover of Public Liability Insurance	<ul style="list-style-type: none"> — Ensure we are across the issues and get increased coverage if necessary 	Possible	Moderate	Medium	Low
2.11	Injury to an organiser at an event	<ul style="list-style-type: none"> — Train and educate organisers — Purchase improved communication devices 	Possible	Moderate	Medium	Medium
2.12	Conflicting Sponsorship	<ul style="list-style-type: none"> — Stay informed of OA sponsors — One person manages sponsorships at state level 	Unlikely	Minor	Low	Low
2.13	Mapping not completed due to inadequate contractual arrangement	<ul style="list-style-type: none"> — Ensure mappers have their own insurance — Use standard OA contract for mapping 	Possible	Moderate	Medium	Low
2.14	Discrimination claim	<ul style="list-style-type: none"> — Adopt and implement equal opportunity policy and procedures — Educate members 	Unlikely	Minor	Low	Low
2.15	Claim against administration of	<ul style="list-style-type: none"> — Encourage members to take first aid training 	Unlikely	Moderate	Low	Low

ID	Description of Risk	Existing Controls	Likelihood	Impact	Risk	Mitigated Risk
	First Aid by unqualified person					

3.0 Health and Safety Risks

ID	Description of Risk	Existing Controls	Likelihood	Impact	Risk	Mitigated Risk
3.1	Danger to people / loss of equipment / property during event due to fire / flood / snow	<ul style="list-style-type: none"> — Implement Safety At Events policy and procedures — Always have search and rescue plan — In the case of major things like fire, work with the appropriate bodies to manage the situation — Warn participants if very cold, wet or hot conditions expected to enable them to take precautions — Procedural Guidelines — If cancelling an event ensure that Facebook, email bulletin and website are used to inform people 	Possible	Major	High	Medium
3.2	Runners and/or organisers suffer injury and make a claim due to: <ul style="list-style-type: none"> ▪ Extreme heat / cold ▪ Ross river virus ▪ Snake bites ▪ Cliffs or other dangers of running through the bush ▪ Struck by car ▪ Illness from food supplied at event 	<ul style="list-style-type: none"> — ALWAYS anticipate abnormal / unusual conditions and explicitly warn ALL competitors and advise on appropriate precautions; preferably in writing and in a language they understand! — Ensure competitors are warned about the inherent risks before competing at every event AND when becoming members. — Tape abnormal and dangerous (and not visible) features (eg deep wells) — TRAIN volunteers — First Aid kits available 	Possible	Major	High	Medium
3.3	Orienteer becomes lost while on a course for an extended period necessitating a major search	<ul style="list-style-type: none"> — Always have a safety bearing for each event and COMMUNICATE – ensure safety bearing is printed on map. 	Possible	Major	High	Medium

		<ul style="list-style-type: none"> — Always have search and rescue plan — Keep track of who is out on courses — Search and Rescue provisions need to be revised, incorporated into guidelines for event organisers, and training carried out. 				
3.4	Inappropriate course setting that exposes the runners to abnormal and unnecessary risks (eg juniors course, older people etc)	<ul style="list-style-type: none"> — TRAIN ALL organisers — Accreditation becomes a pre-requisite for course setting; event management etc — Ensure all controllers and planners are appropriately accredited 	Possible	Moderate	Medium	Low
3.5	We cause a fire and have to pay compensation	<ul style="list-style-type: none"> — Follow normal fire prevention protocols 	Unlikely	Moderate	Low	Low
3.6	Health or safety issue arises at major event	<ul style="list-style-type: none"> — Prepare Major Health and Safety Plan to particularly incorporate and highlight issues unique to Tasmania. Cover all aspects of Event Safety covered by Safety at Events Policy, with specific details for the event. — Inform and consult with Police, Search and Rescue and Local Government (Road safety) when developing plans. — Arrange for medical and paramedical support at event. 	Possible	Moderate	Medium	Low

4.0 Sustainability Risks

ID	Description of Risk	Existing Controls	Likelihood	Impact	Risk	Mitigated Risk
4.1	Memberships decline	<ul style="list-style-type: none"> — Each club has a newcomers person — All newcomers are looked after — Conduct annual survey of current members to determine what they like, don't like etc — Act on the results — Offer regular scheduled training and coaching to new people — Develop a more detailed and coordinated participation increase program including the above — Include social components in scheduled activities. 	Possible	Major	High	High
4.2	Loss of expertise – mapping / increased dependence on commercial mappers	<ul style="list-style-type: none"> — Encourage young mappers — Conduct OCAD workshop — Utilise Coach-in Residence 	Likely	Major	High	High
4.3	Participation declines	<ul style="list-style-type: none"> — As above — Offer a range of different types of events — OT and Clubs recognise that new members are primarily interested in park or street orienteering, but that these participants seldom attend club meetings to express such views. — Consider an expanded parallel programs of events catering for those who have a primary interest in either remote bush or local park or street orienteering — Improve publicity for events 	Possible	Major	High	Medium

ID	Description of Risk	Existing Controls	Likelihood	Impact	Risk	Mitigated Risk
4.4	Loss of expertise – OT Governance	<ul style="list-style-type: none"> — Succession planning for Board jobs — Recognise contributions — Delegate some routine tasks to Communications Officer — Consider overall viability of OT and clubs and whether any strategic realignments and constitutional changes are needed, in consultation with membership. — Increase interest and awareness of OT by providing a summary of key meeting outcomes on e-bulletin 	Almost Certain	Moderate	High	Medium
4.5	Governments withdraw access to significant areas of public land (change of policy). Significantly, the decision to transfer large areas of State Forest from Forestry Tasmania to Parks & Wildlife could mean a change of access privileges.	<ul style="list-style-type: none"> — Ensure we stay informed on Govt policy — Put in submissions when use of public lands is being reviewed — Lobby — Educate members to remember to minimise impact. — Participate where possible in environmental impact studies. — Maintain our Memorandum of Understanding with PWS 	Possible	Major	High	Medium
4.6	Destruction of map or equipment by fire / flood / car accident or some other major issue arises just prior to a major event. For example, flowering of rare species	<ul style="list-style-type: none"> — For major events, monitor weather and work with land owners to prevent or work around such problems — have a backup plan — For major events have backup supplies and maps — Cancel event — Use weekly email bulletin, website news and Facebook to alert competitors 	Possible	Major	High	Medium
4.7	Loss of interest in orienteering (due to demographics / trends /	<ul style="list-style-type: none"> — Ensure we design, package and market our products appropriately 	Possible	Major	High	Medium

ID	Description of Risk	Existing Controls	Likelihood	Impact	Risk	Mitigated Risk
	fashions)	<ul style="list-style-type: none"> — Stay in tune with our members (eg feedback) — More local and park events for new participants 				
4.8	Lack of new areas to map and maps becoming out-dated.	<ul style="list-style-type: none"> — Keep looking and make use of different types of areas for different types of events — Allocate resources to update maps at regular intervals, particularly maps that are frequently used 	Likely	Moderate	High	Medium
4.9	Loss of expertise – club committees	<ul style="list-style-type: none"> — Complete documentation of policy, procedures — Make it available to all members easily eg web and paper format — Simplify governance of clubs — Make particular efforts to include Pathfinders and the NW region in consideration of resource allocation and major event scheduling 	Likely	Moderate	High	Medium
4.10	The capability to run major events declines	<ul style="list-style-type: none"> — Recognise volunteer contributions — DO NOT reinvent the wheel (documentation, mentoring) — Capture the learnings from each event we run — Celebrate our successes and achievements 	Unlikely	Major	Medium	Medium
4.11	Loss of expertise – coaching	<ul style="list-style-type: none"> — Address Coaching issues — Maintain and encourage accreditation of coaches — Conduct coaching accreditation workshops / courses as per Strategic Plan 	Possible	Moderate	Medium	Medium
4.12	Loss of expertise – controllers / planners	<ul style="list-style-type: none"> — Ensure Planners and Controllers are accredited 	Possible	Moderate	Medium	Medium

ID	Description of Risk	Existing Controls	Likelihood	Impact	Risk	Mitigated Risk
		— Conduct a workshop targeted at experienced non-accredited planners / controllers etc as per Strategic Plan				
4.13	OA performs badly, resulting in loss of support for the sport nationally	— Keep close watch on OA activities and policies and contribute to the debate. — Send delegates to OA Conference each year	Possible	Moderate	Medium	Low
4.14	Loss of focus – trying to do too much; too quickly with too little	— Have a clear set of priorities at all levels – OT, clubs — Eliminate events if they are not worth it	Possible	Moderate	Medium	Medium
4.15	Our elites relocate out of the state with loss of role models for younger Orienteers (gone but not forgotten!)	— Ensure when they return we engage them in activities with juniors and with the media	Almost certain	Minor	Medium	Medium
4.16	Athlete found guilty of using banned drug.	— Educate via OA magazine and bulletin	Unlikely	Moderate	Low	Low
4.17	Event software not satisfactory	— Decide on best fit for OT after expert assessment of the options. — Keep up to date on trends in other states and overseas – adapt as required.	Possible	Moderate	Medium	Medium
4.18	Govts change access to public lands (eg more locked gates; higher fences etc)	— Maintain good relationships with custodians of land (eg Southern Water) — Get permissions to access (eg use of keys) — Educate orienteers on protocols	Unlikely	Major	Medium	Medium
4.19	Stopping of hazard reduction burning (too dense to use area)	— Communicate with relevant owners and negotiate an outcome favourable to OT	Unlikely	Major	Medium	Low
4.20	Introduction of fees for use or access to land	— Continue responsible use of land — Increase those event fees	Possible	Moderate	Medium	Low
4.21	Areas become unsuitable due to logging / clearing / tree farming	— Monitor mapped areas — Develop and monitor partnerships with land managers	Possible	Moderate	Medium	Medium

ID	Description of Risk	Existing Controls	Likelihood	Impact	Risk	Mitigated Risk
4.22	Use of areas for orienteering becomes limited due to competing demand (eg gun club, Mountain bikes)	<ul style="list-style-type: none"> — Monitor use of areas — Always communicate with other users — Continue responsible use of land 	Unlikely	Minor	Low	Low
4.23	Denied use of area due to risk of spreading disease (eg phytosphthora)	<ul style="list-style-type: none"> — Ensure proper practices in use in at-risk areas (eg foot baths) — Always work with the authorities — No short cuts! 	Possible	Moderate	Medium	Low

5.0 Appendix A Risk Methodology

5.1 Risk Assessment

Risks are assessed employing the Likelihood criteria shown in the following table, the Consequence (impact) criteria shown in table 5.2. These are then combined in the Tolerance criteria shown in Table 5.3

Level	Description	Probability Range	Example Likelihood
A	Almost Certain	$0.9 \leq p \leq 1.0$	Event is expected in the 12 month period
B	Likely	$0.6 \leq p < 0.9$	Event is likely to occur in the 12 month period
C	Possible	$0.2 \leq p < 0.6$	Event may occur (but not likely) in the 12 month period
D	Unlikely	$0.05 \leq p < 0.2$	Event not expected in the 12 month period.
E	Rare	$.001 \leq p < 0.05$	Event extremely unlikely in 12 month period
F	Extremely Rare	$0 \leq p < .001$	May only occur in extreme and exceptional circumstances over 12 month period.

Table 1 Risk Likelihood Categories

5.2 Risk Consequence Categories

Risk consequences represent the Board’s agreed level of seriousness to attribute to the impact of a range of occurrences.

Consequence		Consequence Types			
		Health and safety	Sustainability	Legal / Compliance	Financial
5	Catastrophic	One or more fatalities.	Loss of access to more than one entire major land tenure segment, e.g. State Forests, or National Parks. Insufficient members, of sufficient skill, to sustain the organization in the state. Long-term damage to OT’s reputation that will require significant external assistance to address.	Serious legal breach - prosecution resulting in jail terms for employees, directors. e.g. sexual assault at junior camp or school trip.	Profit loss and/or out of budget expense (>\$150k)
4	Major	Very serious illness or injury, eg permanent disability, amputation.	Loss of access to an entire private land tenure segment. Insufficient members and/or participants to achieve a State Grant or sustain a club in either the north or south, or to run a major foot event on OA’s schedule. Significant damage to OT’s reputation in short to medium term that may require external assistance to repair.	Moderate legal breach or serious regulatory or compliance breach – possible prosecution but not likely.	Profit loss and/or out of budget expense (\$10k<\$≤ \$100k)
3	Moderate	Serious illness or injury requiring surgery or long-term hospitalisation and long-term recovery	Serious restrictions on access to a major land tenure segment or loss of access to an area. Insufficient members of sufficient skill to maintain one of the clubs or to run 20 events per year. Stakeholder reaction causing moderate disruption to orienteering and/or damage to reputation.	Regulatory Compliance breach – no prosecution. e.g. failure to lodge appropriate returns with Corporate Affairs.	Profit loss and/or out of budget expense (\$1000<\$≤ \$10k)
2	Minor	Medical treatment injury	Moderate restrictions on access to a map. Minimal short-term damage to OT’s reputation – easily managed by OT	Minor compliance breach	Profit loss and/or out of budget expense (\$100 <\$≤\$1000).
1	Negligible	First-aid treatment, eg minor cuts, bruises, bumps	Minor irritation, managed by OT	Low-level legal compliance issue dealt with in-house	Negligible profit loss and/or out of budget expense

Table 2 Risk Consequence categories

5.3 Risk Tolerance Categories

Risk tolerance categories represent the risk tolerance of the organisation and therefore are signed off by the Board. They are a combination of the event consequence and its likelihood.

Risk tolerance category details are as follows.

Likelihood	IMPACT CONSEQUENCES				
	Negligible 1	Minor 2	Moderate 3	Major 4	Catastrophic 6
A. Almost Certain	L	M	H	E	E
B. Likely	L	M	H	E	E
C. Possible	L	L	M	H	E
D. Unlikely	L	L	L	M	E
E. Rare	L	L	L	L	H
F. Extremely Rare	L	L	L	L	M

Table 3 Risk Tolerance Matrix

E	Extreme Risk – Risk threatens OT sustainability	Intolerable - Requires urgent attention
H	High Risk - Risk poses significant threat to OT strategies and objectives	Intolerable - requires addressing at an early date
M	Moderate Risk – Risk poses moderate threat to OT strategies and objectives	Must be incorporated into project or business risk management programs with timing to fit overall program
L	Low Risk – Risk poses minimal threat to OT strategies and objectives	Timing to suit normal operations

A Significant Risk - is defined as any Extreme or High risk, or any risk with catastrophic consequences.