



CROQUET NSW

RISK MANAGEMENT PLAN

Effective 27th March 2018

Date	Revision History
12 May 2014	Draft Document Developed
02 April 2015	Released from Draft with modifications
23 February 2018	Addition of Review period and date

Review Period
Every 3 years
Review Dates
2018



1. BACKGROUND AND INTRODUCTION

As the State Sporting Organisation for mallet sports in NSW, Croquet NSW has the following obligations:

1.1. GOVERNANCE

- ensure the governance structure (constitution, by-laws, regulations and policies and procedures) and structure (Council, Executive, Committees) are appropriate, modern and effective;
- manage and administer mallet sports in NSW in accordance with legal and legislative requirements;
- ensure terms and conditions of membership are appropriate and supported by members;
- operate in an ethical and transparent manner and ensure the CNSW has good standing in clubs and communities across NSW;

1.2. ELITE PLAYER SUPPORT

- Develop promising and high level players and form representative teams to compete in the Ere Cup and the Inter State Shield events.

1.3. HUMAN RESOURCES

- have clear rights and responsibilities for paid and volunteer workers and officials;
- support paid and unpaid workers to effectively carry out their roles;
- provide a safe and enjoyable workplace;

1.4. EVENT MANAGEMENT

- provide a safe and well-managed environment for sporting events and carnivals;
- protect employees, volunteers, officials players and visitors from avoidable harm;
- be equipped to respond to unforeseen emergencies
- mitigate the impact of unforeseen or unmanageable events through insurance,
- ensure the safety of players, spectators and venue workers and in the event of a major incident or disaster, implement the Disaster Plan.

1.5. MEMBER SERVICES

- promote and advance mallet sports to foster long term sustainability;
- provide training and development opportunities to officials, clubs and players;
- communicate with, and work with members to ensure key issues are examined and addressed in a timely manner.



2. CNSW APPROACH TO RISK MANAGEMENT

CNSW aims to identify, adopt and develop best practice in risk management to support and enhance our activities in all areas of the organisation. Our aim is to promote risk management so that it becomes an integral part of all our decision making processes.

We endeavour to identify risks and to instruct our members to implement risk management effectively. We strive to continually improve our risk management practices.

Process: A risk management procedure is to be established, based on the NSW Department of Tourism, Sport and Recreation risk management resource, which follows the Australian Standards AS/NZS4360:1999 and the national risk management guidelines.

Monitoring: A risk management committee will be established to identify new risks, monitor the mitigation and/or treatment of all identified risks, and report to the Executive and Council on a quarterly basis. The risk management committee will facilitate the development of a common risk management approach across all areas of CNSW by:

- implementing the risk management program
- sharing information with broad applicability across all areas
- reporting on the progress of implementation of the risk management procedures.

As a first step in developing a comprehensive risk management plan, a foundation risk register has been developed. The register will be the subject of consultation with members. The Risk Management Committee and Executive will develop a plan to address those risks.

3. COMPONENTS OF THE RISK MANAGEMENT PLAN

The CNSW Risk Management Plan has a number of components:

1. Appendix 1 - The foundation risk register.
2. Appendix 2 – Applicable policies from the Australian Sports Council and Croquet Australia.
3. Appendix 3 – Disaster Plan for Venues.

Further components can be added as the need arises.

END



APPENDIX 1 FOUNDATION RISK REGISTER

No.	Category	Risk Description	Consequence	Risk Rating and Risk Treatment
1.1	Governance	State Sporting Organisations such as Croquet NSW now operate in a complex policy and regulatory environment. With limited volunteer resources, CNSW finds it difficult to keep up to date, and sometimes meet government expectations.	Failure to report, or to implement required changes, could lead to penalties, fines and ineligibility for further funding through government programmes.	
1.2	Governance	Many Clubs and volunteers shy away from greater involvement at the state level and prefer to focus on local level issues. Attendance at CNSW meetings is poor and participants query the value of the meetings.	Achieving a quorum for Council meetings is a challenge. When quorums are not achieved, no binding decisions can be made and business stalls. When quorums are just achieved, it is questionable whether there will be support for, ownership of, the decisions made at Council in their absence.	
1.3	Governance	Without the active support and involvement of Clubs, it will be difficult to assess whether or not an overhaul of the Croquet NSW Constitution, By-Laws, Regulations and Policies may bring about a more effective and streamlined system of governance.	Unless there is some sort of effective intervention or change, the current system will continue with the likelihood that Clubs drift further away from active involvement.	
1.4	Governance	A current CNSW Strategic Plan is yet to be developed. The organisation may work	There is no shared vision to unite Clubs and CNSW. Decisions made may lack validity and be subject to	



APPENDIX 1 FOUNDATION RISK REGISTER

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		outside the scope of its governance framework because the current framework is not effective.	challenge. Fines may apply if legislative or legal requirements are breached.	
1.5	Governance	The terms and conditions of CNSW affiliation/membership are ignored by some Clubs because they perceive them as unreasonable or not in-line with their members' needs.	CNSW's sustainability could be threatened if this became widespread. CNSW would lose State Government endorsement; and the flow-on effect may lead to reduced Local Government support for Clubs.	
1.6	Governance	Lack of interest in holding office on CNSW Executive means it is difficult to have appropriate turnover for office-bearers.	Incumbents sometimes fill positions for longer than several years and cannot 'escape'; or conversely, feel a personal 'ownership' of a particular role. Both these situations are undesirable and limit fresh ideas and perspectives.	
2.1	Elite Development	CNSW is perceived as spending significant resources to develop and support its State Teams and other developing players, and spending very little to support or develop Clubs or other sub-groups.	This 'slippage' makes it important for CNSW to communicate more effectively with Clubs so they are informed about all the other areas upon which CNSW effort is expended.	
3.1	Human Resources	Lack of clarity about roles and responsibilities can lead to misdirected effort.	Volunteers and officials may feel their effort is wasted or that their efforts are not appreciated.	
3.2	Human Resources	The need to support volunteer effort is not given recognition through the allocation	The opportunity for well-targeted, strategic effort may be missed and a more piecemeal approach applied	



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		of an adequate budget for their work, or provision of out-of-pocket expenses, or the provision of training if needed.	to a task or tasks. Volunteers who may wish to contribute may be limited by the need to self-fund their volunteer efforts.	
3.3	Human Resources	A shabby and poorly maintained workspace for paid or volunteer staff breaches an employer's duty of care.	Officials would be liable for employee claims, or any infringements with respect to workplace and OH&S regulations/requirements.	
3.4	Event Management	Tournament croquet is played out doors in most weather conditions over a time span of several hours, up to eight hour stretches with only brief breaks. This can lead to fatigue and lack of concentration.	Dehydration, cold, fatigue, and sunburn need to be managed, depending on weather conditions. Older players may suffer stress and/or collapse and need respite or emergency assistance. Hazards may not be noticed.	Medical cards for vulnerable players lodged pre-tournament Guidelines developed for dealing with medical emergencies First-aid kits in clubhouse. At least one qualified first-aider in attendance at major events. Defibrillators available in some clubhouses. A weather policy developed. Sunscreen available in clubhouses for general use. The wearing of protective clothing and hats encouraged. Court and club areas checked for hazards and hazards removed or marked.
3.5	Event Management	The game of croquet involves players in single or double-	Fast moving, hard balls have the capability of causing physical injury to other	Barriers erected to prevent passage of balls off the playing



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		banked games, hitting hard balls across the court surface.	players, referees and spectators. These injuries some-times occur	area. Temporary fencing sometimes erected to separate spectators.
3.6	Event Management	With extreme weather conditions frequently experienced, events may need to be modified or cancelled.	Since a significant investment is involved in playing in events 'away from home' there is pressure to soldier on when conditions are marginal.	CNSW Health and Safety Policy describes actions to be taken in particular weather conditions.
3.7	Event Management	Current NSW HQ is unpopular as a venue for some players due to its proximity to the Concordia Club and due to the lack of reasonable clubhouse facilities. Event entries are steady for some events but marginal for others.	Low entry levels for what ought to be prestigious state championships, undermines the quality of the event in some players view.	
3.8	Event Planning	CNSW has provided equivalent events for AC and GC, across a wide range of skill levels. This has created a crowded State events calendar, with some events clashing with NSW clubs and/or closely following or preceding national events.	The Clubs that are affected and the Players making choices express dissatisfaction with such outcomes. With the busy calendar is difficult to attract referees and managers to Tempe for CNSW events. Whilst this is not an issue for some high level events, it is an issue for other events. Having event 'clashes' may also lead to State Team selection dilemmas that would be best avoided.	



APPENDIX 2 - CNSW Policies

ACA	Disciplinary Policy Member Protection Policy Tournament Regulations
CNSW	Health and Safety Policy Heat Policy Volunteer Management Plan Tournament Regulations Disaster Plan for Venues



APPENDIX 3 - CNSW DISASTER PLAN FOR VENUES

Each venue has a responsibility for the safety of players, spectators and venue workers. In the event of a major incident or disaster, the implementation of the Disaster Plan will enable the organisation to meet these obligations.

4. Objectives of the Plan

1. Identify arrangements required to enable venues to control a situation if it arises,
2. Develop procedures for use in a disaster / major incident,
3. Detail the roles and responsibilities of staff during a disaster / major incident,
4. Detail the minimum facilities for a venue, and
5. Detail training requirements for personnel involved in the plan.

5. Roles and responsibilities

Role	Responsibility
CNSW Executive	To provide the resources to ensure there is a current Disaster Management Plan.
CNSW Secretary	Distribution of the Plan to the clubs and custodian of the plan register
CNSW Emergency Contact	A senior 'Executive Person' within the organisation who becomes the CNSW spokesperson in the event of a disaster
Disaster Plan Co-ordinator	Custodians of the Plan and organiser of training. The person who liaises between the CNSW organisation and the venues to ensure that there is a Disaster Officer on duty when a venue is being used
Venue 'Owner'	The person or entity who has ownership of the venue who is to provide the minimum facilities and have a copy of the plan and duty cards in a visible position
Venue Manager	The person responsible for the venue at a particular time
Disaster Officer	The person on duty at a venue who is trained and understands role



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6. Minimum Requirements

The Disaster Plan Co-ordinator, in consultation with the CNSW Executive will develop minimum standards for the provision of equipment and other facilities at a venue. The 'owner' of the venue is required to meet the minimum requirements if they wish to host an event listed on the CNSW tournament calendar.

7. The Disaster Plan Officer

The Disaster Officer is the person at the venue who has been given trained and given the authority to activate the Disaster Plan if required. The person is not necessarily the Venue Manager and can over-ride the Venue Manager. The Disaster Officer must:

1. Confirm details of disaster with relevant staff,
2. Consult the Response Cards,
3. Ensure external agencies have been informed as appropriate, i.e. Fire Service, Ambulance Service, or Police,
4. Inform the CNSW Executive Contact Person that the Disaster Plan has been activated,
5. Accept the overall control and implementation of the Disaster Plan,
6. Maintain liaison with Police, Fire and Ambulance,
7. Record details of conversations and phone calls. Do not respond to the media,
8. In consultation with staff and external services, declare the Disaster Plan de-activated,
9. Authorise key staff to resume activities, and
10. Prepare a report on the incident before leaving the venue.

8. Media Response

The Disaster Officer must not respond to the media directly, this is the responsibility of the CNSW Emergency Contact. The CNSW Emergency Contact will determine if they are able to respond to the media or if they require the services of an external person or agency. Response Card 5 should be consulted.

9. Record Keeping

If the Disaster Plan is initiated then the report prepared by the Disaster Plan Officer is to be registered and maintained in hard copy for a period of 10 years.



CNSW DISASTER PLAN FOR VENUES

RESPONSE CARD 1

MEDICAL EMERGENCY

1. Assess the immediate danger to either yourself or the casualty. If possible remove the casualty from immediate danger.
2. Check breathing and pulse.
3. Call for help, and get another to call for ambulance on '000'.
4. Check for the CNSW Medical Card provided for the tournament.
5. Stay with the person until the ambulance arrives. Try to maintain clear airways. Carry out resuscitation procedures if required.
6. Inform the Disaster Officer on duty
7. If the emergency proves not to be serious, notify relatives.
8. If the emergency is serious, request that the emergency services, notify relatives.
9. **DO NOT PROVIDE INFORMATION TO THE MEDIA**



CNSW DISASTER PLAN FOR VENUES

RESPONSE CARD 2

PERSONAL THREAT

1. Do not take risks.
2. Take immediate action to protect yourself.
3. Do as the person says, but no more.
4. Remain calm.
5. Make no unnecessary movements. If required to move, do so slowly and carefully.
6. Do not be heroic – no amount of money is worth a life.
7. Obey instructions – nothing more.
8. If not directly involved, stay out of danger. If possible, raise the alarm.
9. If you have to move, step backwards, or to the side. Tell the intruder what you are planning to do. When you move, move slowly and carefully.
10. Keep your hands where they can be seen.
11. Observe as much as possible – the offender, any accomplices, weapons or vehicles used.
12. Make a mental note of the following: racial appearance, height and weight, colour of hair and eyes, clothing worn, speech defects or accents, distinguishing features or mannerisms.
13. As soon as safe, advise the Disaster Officer on duty.
14. **DO NOT PROVIDE INFORMATION TO THE MEDIA**



CNSW DISASTER PLAN FOR VENUES

RESPONSE CARD 3

FIRE / SMOKE '000'

1. Remove all non-essential people from area.
2. Alert fire service by dialling '000'
3. Contact Disaster Officer on duty
4. Confine smoke and flame if practical, close windows and doors.
5. Extinguish fire, but do not take unnecessary risk.
6. Account for all staff and players.
7. Liaise with Fire Service.
8. De-activate Disaster Plan when fire is extinguished.
9. **DO NOT PROVIDE INFORMATION TO THE MEDIA**



CNSW DISASTER PLAN FOR VENUES

RESPONSE CARD 4

WHAT TO SAY TO THE MEDIA

1. Don't panic.
2. Do not name people, clubs or organisations affected by the disaster.
3. Note details of any phone calls – name, return number, brief details of conversation.
4. Do not be afraid to say 'No Comment'