

## RISK MANAGEMENT POLICY

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Drafted by	Head Office	Approved by board on	August 2021
Responsible person	GM/FM	Scheduled review date	July 2022

### INTRODUCTION

The NSW Greyhound Breeders, Owners and Trainers Association (NSW GBOTA) will endeavor to minimize the risk any particular operation poses to our organisation, our staff, our volunteers, our clients, or the general public.

The operations of the NSW Greyhound Breeders, Owners and Trainers Association (NSW GBOTA) are subject to a wide range of legal requirements, embodied in legislation, regulations, licences, codes, guidelines and similar binding instruments. These include (but are not limited to):

- Occupational Health & Safety legislation
- Anti-discrimination legislation, including that relating to equal opportunity, racial vilification and disability discrimination
- Taxation legislation
- Privacy legislation

### PURPOSE

The purpose of this document is to identify applicable risks and to enable risk management procedures to be satisfactorily identified, organised and maintained. Further, this document sets out the NSW GBOTA's policy for compliance with the law and the governance structures, responsibilities and processes that have been established to give effect to that policy.

### DEFINITIONS

**“Risk”** is the probability that an occasion will arise that presents a danger to our organisation, our staff, our volunteers, our clients, or the general public. It includes, but is not limited to,

- Physical hazards
- Financial hazards
- Reputational hazards
- Legal hazards

## POLICY

The NSW GBOTA has a duty to provide a safe workplace for its staff and volunteers, a safe environment for its clients, and a reliable development path for the organisation. The NSW GBOTA will put procedures in place that will as far as possible ensure that risks are minimised and their consequences averted.

Employees through respective communication channels to the respective Committee, members should:

- Regularly identify threats and potential crisis events.
  - Such events could include anything which threatens the health and wellbeing of the staff of the NSW GBOTA, the assets of the NSW GBOTA, the reputation of the NSW GBOTA, the effective functioning of the administrative systems of the NSW GBOTA, or the services provided reputation of the NSW GBOTA.
- Identify the likelihood of such events.
- Assess the consequence of such events.
- In the case of events which have potentially severe consequences:
  - Evaluate the suitability of the existing decision-making/delegation structures and whether they need to be revised. Consider in particular:
    - the role of the Board – and whether it has the ability to make decisions under time pressure and any other constraints that could exist in crisis events; and
    - whether special delegations should be put in place to enable the NSW GBOTA to respond urgently. This could take the form of the establishment of a dedicated committee, or the delegation of particular functions to the General Manager or other senior management.
  - Identify all of the relevant internal and external stakeholders.
    - For example: staff, clients/customers, media, the local government council, other State or Federal government agencies
  - Identify the sorts of communication that could be needed with those stakeholders, and evaluate the ability of the NSW GBOTA to communicate with them in crisis events.
  - Identify whether there are any functions which the NSW GBOTA undertakes which are critical and what mechanisms could be put in place to continue or replace those functions in the event of a crisis.
  - Consider the NSW GBOTA's occupational health and safety policy, and NSW GBOTA's legal obligations in respect of occupational health and safety, and evaluate the ability of the NSW GBOTA to comply with its obligations in crisis events.

- Identify what financial resources are, or can be, utilised in the response of the NSW GBOTA to crisis events.
  - Identify what plans, procedures and policies are already in place in NSW GBOTA to enable it to respond to crisis events.
  - Identify what policies, procedures or training is necessary to ensure that everyone within NSW GBOTA responds as required.
  - Consult with GRNSW.
- Report to the Board on all of the above, including making recommendations on what steps the NSW GBOTA should put in place to enable it to respond to crisis events.

The NSW GBOTA is committed to the highest standards of integrity, fairness and ethical conduct, including full compliance with all relevant legal requirements, and requires that all its Board members, officers (including its General Manager), managers, employees, volunteers and contractors acting on its behalf meet those same standards of integrity, fairness and ethical behaviour, including compliance with any legal requirement.

There is no circumstance under which it is acceptable for the NSW GBOTA or any of its employees or contractors to knowingly and deliberately not comply with the law or to act unethically in the course of performing or advancing the NSW GBOTA's business.

## RESPONSIBILITIES

It is the responsibility of the Board, with the assistance of the General Manager, Finance Manager and the Finance and Audit Committee to carry out risk management analyses of the organisation, and to take appropriate measures.

The Board will:

- Review and monitor the leadership and commitment given to legislative compliance through active promotion of the organisation's Legislative Compliance Policy.
- Review compliance management objectives and plans for legislative compliance.
- Monitor compliance performance by way of periodic management reports and assurances.

It is the responsibility of the General Manager to ensure that:

- a Risk Management Officer (Normally the Track Manager) for each venue is nominated;
- effective risk management procedures are in place, applicable to all relevant areas;
- risk management procedures are reviewed regularly;

- recommendations arising out of the risk management process are evaluated and, if necessary, implemented; and
- employees and volunteers are aware of all applicable risks and familiar with the organisation's risk management procedures.
- Prepare legislative compliance objectives and plans for review and consideration by the Board.
- Monitor performance against legislative compliance objectives and plans, and report to the Board on progress toward accomplishment of objectives.
- Where appropriate, delegate responsibility for compliance to officers with responsibility for particular sections.
- Oversee the performance of subordinate officers in these matters, including
  - conforming to and applying relevant requirements of the Law within the workplace;
  - ensuring that systems and procedures established to make the policy effective are operational;
  - ensuring that staff are trained and have the necessary knowledge and understanding to perform their duties in compliance with the policy and all relevant requirements of the law;
  - ensuring that significant compliance responsibilities and accountabilities are included in position descriptions and performance reviews;
  - reporting and investigating any incident or occurrence thought or known to constitute a breach of any legal requirement; and
  - designing and implementing system enhancements to correct weaknesses that could result in a breach of such a requirement.
- Review and report annually to the Board on the effectiveness of the management systems established to deliver legislative compliance.
- Analyse material breaches and identified compliance system weaknesses for systematic trends and ensure that any adverse trends are addressed.
- Promote a culture of effective legislative compliance across the organisation.
- Provide formal assurance to the Board as to the state of compliance of the organisation.

It is the responsibility of the Monthly Finance and Audit Committee to ensure that:

- risk management analyses are carried out for all relevant sectors of the organisation;
- risk management checklists are prepared for each relevant section;
- risk management checklists are reviewed regularly by relevant staff with the assistance of the General Manager to ensure that no risks have been overlooked or have ceased to be relevant;
- each risk management checklist is reviewed by every section to which it is applicable at least once a year to ensure that procedures are in place to avert the risk or, if that is not possible, to mitigate its impact; and
- copies of up-to-date risk management checklists are kept in a central Risk Management Register in the Finance Department.

It is the responsibility of all employees and volunteers to ensure that:

- they are familiar with the organisation's risk management procedures applicable to their section;
- they observe those risk management procedures; and
- they inform their supervisor if they become aware of any risk not covered by existing procedures.
- Ensure that they are aware of any legal requirements that apply to their work activities and that they comply with them.
- Report all incidents of breaches of legal requirements.
- Where appropriate, suggest ways in which practices, systems and procedures could be improved so as to reduce the likelihood of a breach occurring.

## PROCEDURES

### MANAGING RISK

The Risk Management Officer shall carry out risk assessment exercises; this should involve:

- identifying the risks attached to every element of their operation and the likelihood of that risk eventuating;
- identifying practices to avert those risks;
- identifying practices to mitigate the effects of those risks; and
- recording those risks, those precautions and those remedies in the form of deliverable checklists.

The Risk Management Officer shall participate in each section's risk management exercise to ensure consistency of approach.

### RISK MANAGEMENT CHECKLISTS

The General Manager will ensure that

- each section of the organisation has available to it all relevant risk management checklists;
- each risk management checklist is reviewed by the organisation at least once a year to ensure that no risks have been overlooked;
- each risk management checklist is reviewed by every section to which it is applicable at least once a year to ensure that procedures are in place to avert the risk or, if that is not possible, to mitigate its impact; and

- a current copy of each risk management checklist is held centrally in the organisation's Risk Management Register.

#### RELATED DOCUMENTS

- Fraud Risk Management Policy
- The NSW GBOTA Business Plan

#### AUTHORISATION

Board/General Manager/Finance Manager