



SURF LIFE SAVING AUSTRALIA POLICY STATEMENT RISK MANAGEMENT

POLICY
NUMBER
6.9
JULY
2004

OBJECTS

- 1.1 Risk exists in all aspects of Surf Life Saving Australia's business. Risk can be described as any threat or opportunity that can potentially prevent SLSA from meeting its objective of being recognised for the excellence of our services and through the strength of our partnership with the Australian and international communities. Risk management plays a key role in ensuring that SLSA achieves that objective.
- 1.2 The level of risk that SLSA faces at any one time is the combination of the likelihood of an event happening and the consequences if it happened.
- 1.3 Risk for SLSA is likely to occur in two areas. These are:
 - 1.3.1 **Strategic risk** – risks that relate to SLSA doing the wrong things in pursuit of its objectives. These are mainly directly related to the SLSA functions and objectives and include the following risk areas:
 - impact on the SLSA's reputation;
 - managing stakeholder expectations;
 - customer service delivery; and
 - asset and resource management
 - 1.3.2 **Operational risk** - risks that relate to SLSA doing the right things the wrong way. These risks arise directly from activities undertaken by SLSA but is not limited to the following:
 - Rescue services
 - Beach management
 - Branch, club and member management
 - Education, training and competency testing
 - Maintaining assets
 - Managing resources
 - Contracting and purchasing
 - Financial management;
 - Corporate governance;
 - Information management and technology;
 - Legal compliance;
 - Staff management; and
 - Community engagement

THE POLICY

- 2.1 The Australian Council (the Board), its directors and CEO will adopt a structured and disciplined approach to risk management. It will do this by developing and implementing a national risk management program in accordance with the Australian Risk Management Standard AS/NZ 4360:1999.

POLICY OBJECTIVES

- 3.1 Applying this policy will enable SLSA to achieve the following:
- 3.1.1 The Australian Council (the Board), its directors, CEO and senior management are in a position confidently to make informed business and operational decisions based on risk assessment
 - 3.1.2 All reasonably foreseeable risks are to be identified, assessed, analysed, prioritised and considered for appropriate treatment;
 - 3.1.3 Significant risks are able to be identified, prioritised and managed in a coordinated manner;
 - 3.1.4 a more rigorous basis for strategic planning as a result of structured consideration of the key element of risk;
 - 3.1.5 better identification and exploitation of opportunities
 - 3.1.6 compliance with relevant legislation;
 - 3.1.7 no costly surprises because undesirable risks are identified and managed, and
 - 3.1.8 elimination of costs and improved use of resources through more targeted and effective controls
 - 3.1.9 improved protection of the public, our staff, employees, members, our assts and our financial integrity.

RESPONSIBILITIES

- 4.1 The Australian Council (the Board), its directors, CEO, and management and staff are to be familiar with, and competent in, the application of SLSA's Risk Management Policy, and are accountable for the delivery of the Policy within their areas of responsibility.
- 4.2 In specific terms this means that the responsibility for the management of risk can be described as follows:
- 4.2.2 the CEO is responsible for the national co-ordination of the Risk Management Policy, and ensuring appropriate key personnel within the organisation are kept up to date with developments, and that each respective state, branch and club senior executive manager is responsible for the implementation of risk management processes throughout SLSA.
 - 4.2.3 the CEO is responsible to ensure that risk management is integrated into all policies, procedures, instructions, and education and training course modules and like documents.

4.2.3 managers and supervisors, at all levels, are required to create an environment where managing risk is accepted as the personal responsibility of each employee and member of SLSA in the achievement of their organisational responsibilities;

4.2.4 all employees and members are responsible for sound risk management practices within their particular areas; and

4.2.5 SLSA's internal audit services will undertake reviews throughout the year to ensure compliance against the Policy and provide regular reports to the CEO and to the Board through the Finance, Audit and Compliance Committee.

COMPANION POLICIES

5.1 This policy should be read in conjunction with the following SLSA policies as amended:

5.1.1 Policy Control Statement

5.1.2 Policy Review Timetable

5.1.3 Lifesaving policies

5.1.4 Occupational Health & Safety policies

5.1.5 Medical policies

5.1.6 Powercraft policies

5.1.7 Competition policies

5.1.8 Administrative policies

5.1.9 The Regulations of SLSA