

TENNIS SOUTH CANTERBURY(TSC) RISK MANAGEMENT POLICY

Policy developed by	Nicky Donkers, Chair FAR + TSC Board Member in ass with TNZ	20 th April 2025
Policy adopted	TSC board	TBC
Policy version	V1	TBC
Policy review cycle	Annually	TBC
Policy changes/alterations	List as appropriate	NA

1. Purpose

This risk management policy communicates TSC's commitment to managing risks and establishes clear responsibilities for itself to maximise strategic and operational achievement.

2. Scope and context

This policy applies to directors, management, and staff of TSC.

TSC is committed to the formal, systematic, and structured proactive management of risks across the organisation.

Risk is present in all aspects of TSC's activities, and whilst many of these risks cannot be eliminated, they can be identified, assessed, and treated. Risks that impact the objectives of TSC can offer both an opportunity and a threat. This policy is designed to provide TSC people with a systematic framework to minimise threats and maximise opportunities for TSC.

3. Key objectives

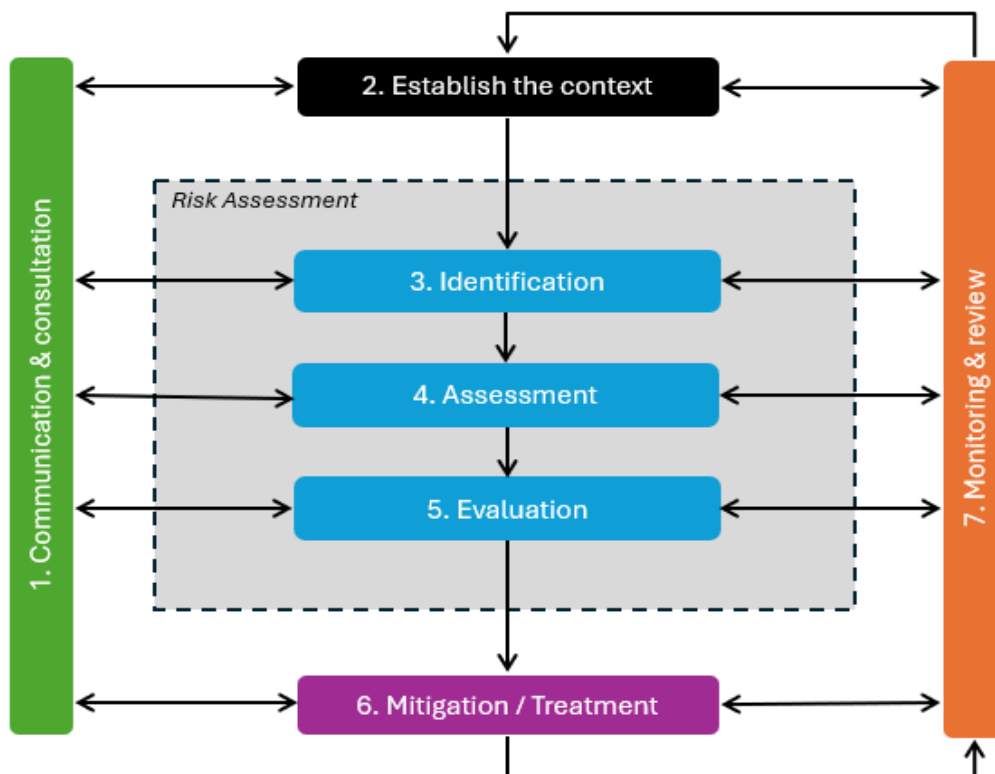
- The Australia/New Zealand Risk Management Standard (AS/NZS ISO 3100:2009) defines risk management as "coordinated activities to direct and control an organisation about risk".
- This policy confirms that TSC is committed to implementing a strategic, consistent, and structured risk management approach to effectively manage opportunities for gain and minimise the impact of threats causing losses.
- This policy is aligned to reflect AS/NZS ISO 3100:2009 Risk Management Principles and Guidelines, which provided the framework used to develop the TSC risk system.
- Risk will manifest itself in many forms and has the potential to impact the health and safety, environment, community, reputation, regulatory, operational, and financial performance of TSC and, thereby, the achievement of the organisation's objectives.

- By understanding and managing risk, TSC will provide greater certainty and confidence for our stakeholders, TSC directors and employees, participants, and the communities in which we operate.
- TSC will use our risk management capabilities to maximise the value from our assets, projects, programmes, and other opportunities and to assist us in fostering participation and/or performance in our organisation.
- Risk management will be embedded into our organisational activities, functions, and processes. Risk understanding and our risk tolerance will be a key consideration in our decision-making.
- Risks will be identified, analysed, and ranked consistently. Common systems and methodologies will be used.
- Risk mitigations/treatments will be designed and implemented to reasonably assure the achievement of organisational objectives. The effectiveness of these mitigations/treatments will be systematically reviewed and, where necessary, improved.
- Risk management performance will be monitored, reviewed, and reported. Oversight of the effectiveness of our risk management processes will assure the Board, our people, and relevant stakeholders.
- The effective management of risk is vital to the continued growth and success of TSC.

4. The risk management process

The TSC risk management process is based on the AS/NZS ISO 3100:2009 process, as shown in Figure 1 below.

All risks will be managed through this process.



5. Reporting

TSC GM will ensure that the Board is adequately informed of significant risk management issues and the actions undertaken to manage risks regularly.

The following process is in place:

- The GM will regularly review the risk register with relevant staff/stakeholders and update the mitigations/treatments and risk levels as needed.
- New risks will be added to the register as required.
- A top 10 list of risks to be reviewed at staff meetings on a 3-month basis.
- A new risk can be added at any time.
- The board will be updated at their board meetings after the staff meeting, where the risk register has been reviewed. This may be through a report, paper, or verbal update from the GM.
- The board will be briefed on all major changes to the risk register more frequently as required.
- The board will review all risks on the register quarterly for a full annual review.

6. Roles and responsibilities

The **board** is responsible for overseeing the creation, implementation, and maintenance of the risk management system. They are also responsible for reviewing the effectiveness of the system, its mitigations, and quarterly or more often if required.

Set the culture of being a risk-aware organisation and ensure that all staff are supported.

The **Finance, Audit, and Risk (FAR) Committee**¹ is a sub-group of the TSC board. It is responsible for the implementation of the system, provision of any tools and resources, taking a deeper look at each risk and its migrations, and reporting on the success of the system to the board.

The **GM** is responsible for identifying any legislation, policy, and guidelines affecting the system, including maintaining the Risk Register. Providing support to staff, including organising any education and training, and monitoring the implementation of the mitigations across the organisation. Where there is no senior management team, champion the role of the system to staff, including all staff, to understand their responsibilities. Lead the culture of the organisation to be risk-aware.

All **staff** are to help develop a risk-aware culture, asking for guidance and education, and maintaining the risk register as appropriate. Raising any new risks as they arise.

Risk Owners are to ensure that the mitigations for the risks they own are being completed, reporting on the mitigation effectiveness, and monitoring and altering the management of any significant changes in risk status.

7. The Framework (System)

Risk Matix

The board of TSC has approved the following risk matrix:

			Likelihood			
			Unlikely	Possible	Likely	Highly Likely
			1	2	3	4
Impact	Extreme	4	Medium	High	Critical	Critical
	Major	3	Medium	High	High	Critical
	Moderate	2	Low	Medium	High	High
	Minor	1	Low	Low	Medium	Medium

¹ Where applicable
Tennis South Canterbury (TSC)
20th April 2025

Categories and Impact Rating

The board of TSC has resolved that the risk be assessed over the following categories regarding impact (consequences):

- Financial – impact on TSC finances.
- Operational – impact on the provision of TSC services or products, projects, and programmes.
- Brand / Reputational – impact on TSC brand and general credibility.
- Health & Safety – impact on the safety and well-being of people.
- Regulatory / Legal – impact on TSC regulatory exposure.
- People – impact on intellectual property and business continuity.
- Governance – impact on TSC board and governance practices/processes.

These categories are shown on the next page.

Impact	Definitions			Financial	Operational	Brand / Reputation	Health & Safety	Regulatory
	5	Extreme	A risk that can prove catastrophic or terminal for the whole organisation.	More than \$100,000	Unable to deliver product / services / programmes. Widespread migration of members to alternative sports. Prohibited from delivering competition at any level.	Collapse of organisation. Major inquiry into systemic misconduct. Wholesale resignation of Board Members or Management.	Death or total permanent disability of player / participant due to compromised safety standards. Preventable death of a member of the public.	Criminal prosecution of organisation or Board. Failure to comply with the
	4	Major	Risks that can significantly jeopardise some aspects of the organisation, but which will not result in organisational failure.	More than \$25,000 but less than \$100,000	Widespread failure or loss of product/services/programme standards. Increasing migration of members to alternative sports. Unable to deliver the National Championships.	Loss of affiliated RTOs / LTPs / clubs / providers. Investigation of serious individual misconduct. Loss of significant skills from Board or Senior Management.	Serious injury of player / participant due to compromised safety standards. Preventable serious injury of member or public.	Civil action against organisation or Board. Negligence. Regulatory action. Impede
	3	Moderate	Risks that will cause some problems, but nothing too significant.	More than \$10,000 but less than \$25,000	Moderate impact on product / service / programme standards. Unable to deliver local tournaments / competitions. Widespread discontent by members / participants.	Threats of withdrawal from affiliated RTOs / LTPs / clubs. Failure of prominent branded project or product. Failure of an RTO / LTP / club or provider. Individual or group misconduct. Sustained public criticism of the organisation.	Systemic injuries of players / participants and/or public. Increased frequency of near misses.	Regulatory investigation. Adverse action against organisation or Board.
	2	Minor	Any risks that will have a minor impact but should be addressed.	Less than \$10,000	Minor impact on product / service / programme delivery. Competition sport threatens membership. Constrained capacity to meet the demands of existing or new members / participants.	Localised negative media coverage. Interest is a local issue.	Minor injuries of players / participants and / or public.	Regulatory investigation. Adverse action against organisation or Board.

Likelihood Rating

The board of TSC has resolved that the following thresholds for likelihood (probability) and rating in relation to assessing risks be used.

Likelihood	4	Highly Likely	Will probably occur more than once within a 12-month period.
	3	Likely	High probability that it will occur at least once within the next 24 months.
	2	Possible	Reasonable likelihood that it could occur more than once in a 24-month period.
	1	Unlikely	Not likely to occur within a 24-month period.

Tolerance Level

The board of TSC has resolved that the following risk tolerance thresholds be used concerning the actions TSC staff shall take in relation to managing risks.

Risk Level	Required Actions
Critical	Intolerable - Operations / activity should be <u>discontinued</u> until the level of risk is able to be reduced (or written authorisation to continue is provided by the GM and Chair). Consider options for reducing the impact or probability of the risk. - GM to be informed ASAP and provide urgent attention, guidance, and approval of the mitigation strategy. - Consider external advice (legal, insurance, or risk advisor).
High	Tolerable level of risk – significant management and monitoring required - Action should be taken to ensure the risk level is <i>as low as reasonably practicable</i> (ALARP). Consider options for reducing the impact or probability of the risk. - If the level of risk is ALARP, continue to manage using documented operating procedures. - Increase monitoring of controls to ensure effectiveness in managing the risk.
Medium	Tolerable level of risk – follow operating procedures - Ensure risk level is ALARP. - If the level of risk is ALARP, continue to manage using standard operating procedures with normal monitoring protocols.
Low	Tolerable level of risk. Maintain existing controls. No additional controls required.

End of policy