

Canberra Runners Incorporated

Risk Policy and Risk Management Plan

Document Control

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Change Request	Initial set up of Canberra Runners Inc		
Document History			
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		Geoff Sims	
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Introduction

Canberra Runners Inc. and its officers/members may be at risk in certain circumstances and due diligence is required to prevent and/or mitigate adverse consequences. This policy elaborates on the concept of risk management. It is supported by a risk management plan (RMP) that identifies generic risks associated with Canberra Runners Inc. Separate, specific RMPs are required for major events.

The major objectives of this Risk Policy and RMP are to ensure that Canberra Runners Inc. events and activities are conducted so that actual or potential risks are minimised and compliance with legal obligations is achieved.

The existence of an up-to-date RMP is fundamental to the exercise of 'due diligence'. Canberra Runners Inc. will be accountable for, and responsive to, issues identified by the RMP as requiring attention.

Risk Policy

Canberra Runners Inc. is committed to providing an environment for each of its running events and activities which is safe and free of discrimination or harassment, and in which risks are minimised through proactive management.

Canberra Runners Inc. accepts risk management as one of its prime responsibilities and will ensure it is an integral part of decision-making. Risk occurs not only within defined events and activities but within the general environment in which Canberra Runners Inc. operates.

In formulating this policy, Canberra Runners Inc. is mindful of the full range of risks which may impact on the conduct of its events and activities and on its ability to maintain these into the future, for the benefit of its members and other participants. Common risks pertaining to managing and conducting running events and activities include financial viability, safety, adverse weather, legislative compliance and reputation. In the current and potentially future environments, there are risks in ensuring a COVID-19 safe delivery.

Risks arise because of:

- the nature of running events and activities, and the potential hazards of participation
- the natural and built environments within which events and activities are conducted

- weather conditions prevailing at the time of Canberra Runners Inc. events and activities
- the wide range of participants that Canberra Runners Inc. attracts to its events and activities, including people who are young through to mature age and people with diverse social and cultural backgrounds
- the volunteer basis upon which events and activities are managed
- the relatively low financial capital with which Canberra Runners Inc. will operate, and
- transient risks such as COVID-19, and associated Government prohibitions on travel and event capacity, and the obligation to conduct events and activities safely in these environments.

To protect Canberra Runners Inc., its members, competitors, officials, volunteers and the wider community, Canberra Runners Inc. will incorporate this management plan into its governance, aimed at reducing the likelihood of risk arising. Where risk cannot be eliminated or minimised, Canberra Runners Inc. will ensure its operations are covered by adequate guidelines and insurance where appropriate.

Risk Appetite Statement

Purpose

The Committee of Canberra Runners Inc. acknowledges that, in pursuit of its strategic objectives, Canberra Runners will face risks related to the following matters:










- Health and safety
- Technology
- Financial
- Strategic
- Reputational
- Legal
- Data security.

Canberra Runners is committed to systematically and diligently managing these risks and emerging risks that may arise that have an impact on Canberra Runners' strategy and operations.

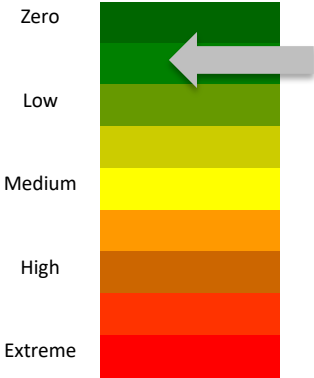
This Risk Appetite Statement describes Canberra Runners' approach to managing risk and provides the basis for setting acceptable levels of risk tolerance and identifying and implementing mitigation strategies. Any risks residually rated as "Extreme" or "High" in Canberra Runners' Risk Assessment Matrix will be subject to careful and more regular Committee review and, where possible, will be managed down to a residual risk rating of "Medium" or "Low".

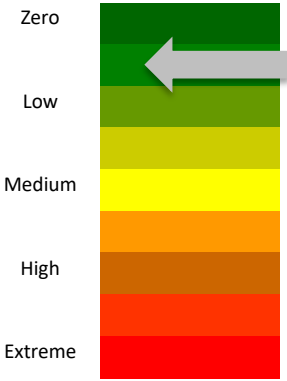
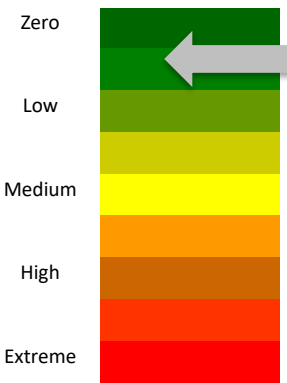
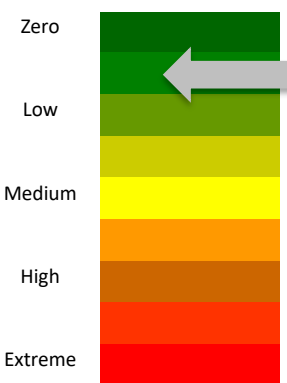
Risk Appetite Scale

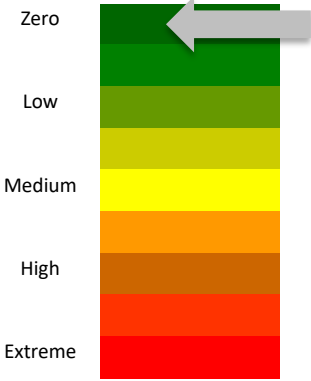
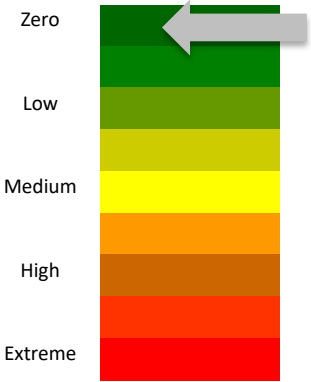
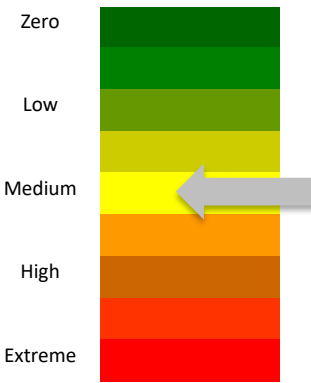
Canberra Runners its risk appetite in relation to risks using the follow risk appetite scale:

Risk Appetite	Description	Rating
Zero tolerance	Canberra Runners will avoid taking on any risk	
Low	Canberra Runners' preference is to take caution and accept as little risk as reasonably possible (ALARP)	
		
Medium	Canberra Runners takes a balanced view to risk taking	
		
High	Willing to consider options having greater than normal inherent risk	
		
Extreme	Canberra Runners is willing to take on an aggressive level of risk taking	
		

Risk Appetite Statements

Health and Safety Risks	Health and Safety Risk Appetite
<p>CR is committed to providing the highest standards of health, safety and welfare for its members, participant and volunteers.</p> <p>CR seeks, wherever it is reasonably practicable to do so, to manage health and safety risks to the lowest extent possible.</p>	
Technology Risks	Technology Risk Appetite

<p>Canberra Runners' technology platform is critical to its ability to run the organisation and to support and connect with its members. It is also a critical enabler of competition management capabilities.</p> <p>Canberra Runners' information technology security program must be robust enough to mitigate the various cyber threats to which CR is exposed.</p> <p>CR has a very low appetite for accepting risks that may compromise its ability to operate.</p>	 <p>A vertical risk appetite scale with five levels: Zero (dark green), Low (medium green), Medium (yellow-green), High (orange), and Extreme (red). A grey arrow points to the Zero level.</p>
<p>Financial Risks</p>	<p>Financial Risk Appetite</p>
<p>Canberra Runners is a not-for-profit organisation that exists to support its members and provide competitive and recreational running activities and events in Canberra. It must remain financially sustainable to do this.</p> <p>As such, Canberra Runners has a very low-risk appetite for poor management of its financial resources.</p>	 <p>A vertical risk appetite scale with five levels: Zero (dark green), Low (medium green), Medium (yellow-green), High (orange), and Extreme (red). A grey arrow points to the Zero level.</p>
<p>Reputational Risks</p>	<p>Reputational Risk Appetite</p>
<p>Canberra Runners has a very low appetite for any activity that may compromise its brand or credibility.</p>	 <p>A vertical risk appetite scale with five levels: Zero (dark green), Low (medium green), Medium (yellow-green), High (orange), and Extreme (red). A grey arrow points to the Zero level.</p>

Legal Risks	Legal Risk Appetite
<p>Any failure by Canberra Runners to comply with legal, regulatory and legislative compliance requirements is almost certain to lead to financial and reputational damage.</p> <p>Canberra Runners has a zero-tolerance approach to failure to comply with legal and regulatory compliance requirements to which it is subject.</p>	 <p>Zero</p> <p>Low</p> <p>Medium</p> <p>High</p> <p>Extreme</p>
Data Security Risks	Data Security Risk Appetite
<p>Canberra Runners acknowledges its obligations in respect of personal information and has zero tolerance for the loss, or unauthorised disclosure, of personal information or any commercially sensitive information, howsoever it may occur.</p>	 <p>Zero</p> <p>Low</p> <p>Medium</p> <p>High</p> <p>Extreme</p>
Strategic Risks	Strategic Risk Appetite
<p>Canberra Runners operates in a competitive environment, where other running opportunities are available. Canberra Runners needs to be agile and positioned to adapt to the changing world in which it operates.</p> <p>Canberra Runners is willing to accept a medium level of risk in pursuit of its strategic objectives.</p>	 <p>Zero</p> <p>Low</p> <p>Medium</p> <p>High</p> <p>Extreme</p>



Risk Management Process

3.1 Definitions

Hazard means a situation or thing that has the potential to harm a person, or cause loss of or damage to property.

Risk is the possibility that harm (death, injury, illness, loss or damage) might occur when exposed to a hazard.

Risk control means taking action to eliminate risks so far as is reasonably practicable, and if that is not possible, minimising the risks so far as is reasonably practicable. Eliminating a hazard will also eliminate any risks associated with that hazard.

Risk Management Plan is a formal management structure that is designed to be a major factor in the minimisation of adverse consequences to Canberra Runners Inc. and other interested parties.

3.2 Risk Identification

Risks pertaining to running events and activities could result in adverse consequences for Canberra Runners Inc., its members, the competitors, officials, volunteers or the wider community. Without being an exclusive list, risks may relate to:

- running events and activities e.g., injury to competitors and other participants, officials and volunteers or members of the public
- Canberra Runners Inc. assets/competition equipment e.g., property damage or loss
- administration e.g., loss or misuse of personal information
- finances, e.g., cancellation of event, event running at a loss
- reputation e.g., hit to Canberra Runners Inc. reputation if event not conducted well, and
- COVID-19 and other disease transmission risks

In reviewing activities and risks, Canberra Runners Inc. shall consider direct risks over which control can be exerted and indirect risks over which control is less likely.

Consequences shall be considered because of both normal and unforeseeable (e.g., emergency or accident, including possible negligent or willful acts) situations.

Risk identification is approached by identifying manageable activities that may have risk and in turn consequences and creating and maintaining an RMP.

Risk Analysis

Where it is not possible or necessary to manage all risks contained in the register, Canberra Runners Inc. shall compile a list of significant risks and consequences that should receive attention.

Significance may relate to Canberra Runners Inc. or to other interested parties. Significance is determined by allocating a risk ranking to all risks identified and is based on likelihood of occurrence and the possible consequences. Likelihood of occurrence should be evaluated in terms of:

- **A** - almost certain to occur
- **B** - a better than even chance of occurring (likely to occur)
- **C** - an even chance of occurring (possibly)
- **D** - a less than even chance of occurring (unlikely to occur)
- **E** - rare.

Consequences relate to severity, duration, impact on Canberra Runners Inc. image and stakeholder interest, and the magnitude is rated as follows:

- **Catastrophic (Ca)** - Catastrophic consequence e.g., death, disability, huge financial loss, Canberra Runners Inc. insolvency
- **Major (Ma)**- Major consequence e.g., extensive injuries (e.g., surgery), significant financial loss, major Canberra Runners Inc., athlete, sponsor or government dissatisfaction, adverse reputational impact for Canberra Runners Inc.
- **Moderate (Mo)** - Moderate consequence e.g., medical treatment, hospitalisation, financial burden, minor AMA, athlete, sponsor or Government dissatisfaction, some negative reputational impact for Canberra Runners Inc.
- **Minor (Mi)** - Minor consequence e.g., first aid treatment, minor financial loss
- **Insignificant (In)** - Insignificant consequence e.g., minor abrasions, very small financial loss.

Risk Evaluation

A risk rating is determined for each area of risk identified as per the following consequence/likelihood matrix:

Consequences					
Likelihood	Insignificant	Minor	Moderate	Major	Catastrophic
A	Medium	High	Extreme	Extreme	Extreme
B	Medium	Medium	High	Extreme	Extreme
C	Low	Medium	Medium	High	Extreme
D	Low	Low	Medium	High	High
E	Low	Low	Low	Medium	High

Once each risk is evaluated, it is checked against its current management control, rating each element as strong management control (S), medium (M) or weak (W). This then enables priority actions to be determined.

The output of the risk evaluation is a priority list of risks requiring attention [Appendix 2]. While the items on this list will require active management, all other risks will be monitored to ensure they remain acceptable.

Risk Treatment

Each area of risk will be evaluated to determine existing controls and how it is managed, with the options generally in the following order of preference:

- elimination (avoidance) – this is the most effective control mechanism.
- reduction of the likelihood of occurrence e.g., by substituting the hazard with something safer; isolating the hazard from people.
- reduction of the consequences e.g., by use of personal protective equipment.
- acceptance
- transference of the risk to other organisations or insurance
- transference of risk to individual responsibility.

Acceptance of the risk without attempting to implement any controls should be done as a last resort only.

6.1 Responsibility

Canberra Runners Inc. members are responsible for ensuring that risks to themselves, officials, volunteers, competitors, spectators, and vendors, are minimised. Canberra Runners Inc. has the ultimate responsibility for successful risk management of the organisation's events and activities and will:

- ensure that appropriate communication and reporting structures are in place so that risk is actively minimised
- provide appropriate training, resources and information to officials to ensure that risk is minimised
- actively encourage reporting of risk, real and potential, and ensure that appropriate action is taken to minimise such risk.

All members and other participants entering or agreeing to participate in Canberra Runners Inc, sign a waiver accepting their own responsibility.

6.2 Awareness

Members, competitors, officials, volunteers, sponsors, the government and the public expect that Canberra Runners Inc. will communicate matters to them on which they may be concerned and/or involved. The Canberra Runners Inc. website and related social media sites will facilitate additional communication to interested parties.

Canberra Runners Inc. will ensure all members and other participants in its events and activities are informed of this policy and associated RMP and the rules and requirements for the event through event-specific information in the case of major events and otherwise through general advice on the Canberra Runners Inc. website.

Canberra Runners Inc. routinely addresses safety/risk at its committee meetings.

Documentation/Records

As a minimum Canberra Runners Inc. will maintain records as follows:

- Risk policy and RMP (this document including its appendixes)
- Incident register – of all incidents impacting on Canberra Runners Inc. events and activities to assist in identifying problem areas and situations of most frequent occurrence. The register is held on Sharepoint – with an electronic form that links to it on the website (About/ Contact). A schema for the incident record is at Attachment 2 of this document.

7.1 Monitoring, Modification and Review

Routine monitoring will be followed by modifications to the policy and associated RMP where necessary.

Canberra Runners Inc. will review the suitability, adequacy and effectiveness of the RMP as often as necessary prior to major events and activities and any necessary changes will be incorporated into the RMP. Minutes of Canberra Runners Inc. meetings should include identified changes required to this document.

7.2 References and acknowledgement

Canberra Runners Inc. acknowledges the risk management policy of Australian Masters Athletics Inc. from which major components of this policy have been adapted.

AMA Inc. Risk Management Policy <http://www.australianmastersathletics.org.au/wp-content/uploads/2010/01/AMA-Risk-Management-PolicyNW.pdf>

It also acknowledges use of the template for a Risk Appetite Statement from the Australian Sports Commission.

Risk Management Plan

Risk	Risk source/ drivers	Impact	Risk treatment (S/M/W rating)	L	Co	Risk evaln (L/Me/H/ E)
Poor financial management	Capability gap	Financial loss/ waste Reputational damage	Skilled and experienced Treasurer and Committee (S)	E	Mo	Low
Failure to meet legal obligations	Capability gap	Poor governance Reputational damage	Skilled and experienced Committee (S) Note: see attached list of sections with requirements under the Associations Incorporation Act 1991	E	Mo	Low
Lack of skilled and experienced committee members	Members are time poor	Poor governance Reputational damage	Ensure effective succession plan in place for Committee members (supported by skills analysis) (M)	C	Ma	High
Failure to attract new members/ retain existing members	Parkrun	Reduction in number of members	Conduct training programs (5/ 10 km, half marathon) Monitor training programs and events and activities to ensure they are meeting member requirements Support social side of Canberra Runners Attractive membership fee structure	C	Ma	High
Failure to retain sponsors/ attract new sponsors	Financial pressures for sponsors	Reduction in benefits for members	Promote sponsors on website, in social media and at events and activities Maintain good relationships with sponsors Regular communication	D	Mo	Medium
Inadequate insurance cover		\$, reputation	Ensure adequate insurance is in place	E	Ma	Medium
Member harassment		Reputation	Member protection policy in place and complied with	D	Mo	Medium

Privacy and confidentiality		Unwanted release of personal details/ use of photos Reputation	Access to membership records is limited to key Committee members and other Members for whom access is essential (eg, to administer memberships, events and race results). Members give OK to use photos as part of membership form sign up	D	Mo	Medium
Lack of race managers/ training group leaders/ volunteers	Members are time poor	Club is not able to provide the current range of activities and events	Ensure effective succession plan in place for race managers/ training group leaders (M) Ensure race managers/ training group leaders are adequately supported	C	Ma	High
Legal Action Against CR	Failure to comply with regulatory parameters set by external authorities (NCA/ ACT Gov) Injury/incident to participant, volunteer or spectator Property damage Cancellation of event	Financial loss Increased insurance premiums Physical and emotional impact on those involved Impact on relationships CR - NCA/ ACT Government or other parties Reputational impact	1) Volunteer recruitment numbers to meet needs of race registration numbers. Volunteers are briefed orally and directed to written information on their roles and responsibilities including in the event of injury/incident or emergency 2) Race Manager is appointed for each event. They operate from a guide including weather rules, how to brief the volunteers, the event cancellation policy, etc. Communication between Race Manager and volunteers (e.g., marshals) is by mobile phones for those not located at the start/ finish area. Guide refers to relevant CR policies. 3) Most events do not include road crossings. Where road crossings occur (e.g., West Basin 10 miler) participants are advised to follow standard road rules as participants do not have priority. 4) Competitors receive a race briefing prior to the race event including a warning about any identifiable areas/ terrain where additional caution may be required. 5) Competitors sign a waiver as part of the membership form or on the day for a casual runner. This forgoes any claims made against CR, Commonwealth and/or ACT governments over any event incidents and advises them that CR does not provide personal accident insurance and that competitors are responsible for this at an individual level. 6) Illness, injury, incident recording policies and procedures in place.	E	Mo	Low

<p>Failure to seek appropriate approvals from relevant authorities and/or failure to comply with requirements set by those authorities.</p>	<p>Lack of communication Human error Poor management Failure to follow due process</p>	<p>Cancellation of event Litigation against CR Financial & Reputational impact of Litigation Jeopardise future event approvals Relationship Impact</p>	<p>1) CR Committee is responsible for ensuring all required race approvals are submitted and approved prior to race date. 2) Race Manager responsible for ensuring compliance with any parameters set by external agencies 3) Relevant compliance requirements conveyed to volunteers in pre-race briefing 4) Any compliance requirements that impact on competitors/spectators will be included in pre-race information</p>	<p>D</p>	<p>Mo</p>	<p>Medium</p>
<p>Failure to comply with CR policies and procedures</p>	<p>Poor communication protocols Poor management Person error</p>	<p>Litigation against CR Financial & Reputational impact of Litigation Injury /incident to participants or volunteers Relationship Impact</p>	<p>1) All policies and procedures are available to CR Committee members for reference. 2) CR policies are available on the website. 3) Pre-race information to volunteers includes reference to relevant policy and procedure information (same people volunteer regularly - and they get a briefing on day. For new volunteers there generally is email/ phone contact about their role and requirements) 4) Designated coordinating volunteer assigned to each volunteer area 5) Race Manager's guide refers to relevant CR policies.</p>	<p>C</p>	<p>Mo</p>	<p>Medium</p>

<p>Injury occurring to participant(s) or volunteer(s) during the event</p>	<p>External weather conditions such as high heat or emergency event like bush fire</p> <p>Poor training & communication</p> <p>Failure to do pre-race course check</p> <p>Lack of appropriate visibility clothing for officials</p> <p>Inadequate course marking</p> <p>Failure of traffic management control</p> <p>Extreme dehydration</p> <p>Failure to provide adequate drink stations</p> <p>Lack of induction training for volunteers</p>	<p>Injury occurring to participant or volunteers</p> <p>Multiple people requiring medical treatment</p> <p>Fatality during course of event</p> <p>Dehydration</p> <p>Sunburn</p> <p>Risk of litigation</p> <p>Event disruption</p> <p>Negative impact on reputation</p>	<p>1) Race Manager appointed for each event. Race Manager's guide includes information on extreme weather policy and reducing injury risk.</p> <p>2) For major/ high participation events, a dedicated first aid officer is to be in attendance, if Committee/ Race Director deems it warranted.</p> <p>2) Volunteers are briefed to watch for competitor fatigue/ heat stress/hypothermia and advice provided to competitors to stop if required</p> <p>3) Volunteers are briefed to call 000 in an emergency and then notify Race Manager immediately.</p> <p>4) Runners will be directed safely around any incident location or any ambulance access point as required. Cancellation of the event is at the discretion of the Race Manager depending on the nature and location of the incident.</p> <p>5) Committee will arrange notification of the Emergency Contact of the injured person if appropriate.</p> <p>6) Competitors receive a race briefing prior to the race event including a warning about any identifiable areas where additional caution may be required.</p> <p>7) Competitors sign a waiver as part of the membership form or on the day for a casual runner.</p> <p>8) Water is available at the start/finish area and on the course as required. First aid kit is available at start/finish.</p> <p>9) CR conducts club training groups encouraging members to prepare appropriately for major events and maintain regular training.</p> <p>10) Runners ahead signs in place on major use bike paths as needed. Detailed course markings with volunteers placed at strategic points to direct runners</p> <p>11) The CR Extreme Weather policy has requirements for cancellation of events for extreme heat, very poor air quality and danger from electrical storms. Checking of BOM and liaison with Emergency Services if and as necessary, any advice from them re: cancellation/relocation of event due to weather event like a bush fire will be followed</p> <p>12) Select dates and locations for events with bushfire risk in mind.</p>	<p>C</p>	<p>Mo</p>	<p>Medium</p>
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Collision of vehicular, cycle, horses or pedestrian traffic with participants resulting in injury	<p>Failure to mark course appropriately</p> <p>Insufficient volunteer induction training</p> <p>Inappropriate placement of volunteers on course</p> <p>Insufficient volunteer numbers</p> <p>External weather factors, including darkness</p> <p>Failure of traffic management controls</p>	<p>Injury or illness</p> <p>Impact on reputation</p> <p>Potential litigation</p>	<ol style="list-style-type: none"> 1) CR does not conduct events on open public roads. If road crossings are required, participants are advised to follow road rules (as mentioned above). 2) Runners Ahead signs for major use bike paths 3) Volunteers have mobile phone contact to Race Manager 4) Easy access for Ambulance and other ES vehicles to most sections of the course 5) Volunteer training covers what to do in event of medical emergency 6) Competitors sign a waiver acknowledging inherent risk of event & forgoing any claims made against CR, Commonwealth and/or ACT governments 7) Include in race briefing need to take care on bike paths, if relevant 8) For CR group runs and particularly when dark, participants are advised to keep to the left on shared paths, to call out bikes or others sharing the path, to wear headlights if required, and to space themselves out. 	C	Mo	Medium
COVID-19 transmission	COVID-19 transmission at an event	<p>Illness</p> <p>Impact on reputation</p>	<ol style="list-style-type: none"> 1) All activities are conducted in outdoor uncrowded venues which reduces the risk of close contact. 2) Pre-event publicity reminds people not to attend if feeling unwell, or required to isolate. 	E	Ma	Medium

<p>Parkland damage</p>	<p>Inappropriate vehicular parking</p> <p>Failure to remove rubbish</p> <p>Foot traffic</p>	<p>Potential litigation</p> <p>Negative impact on NCA/ACT Government-CR relations</p> <p>Reputational impact</p> <p>Jeopardise future event approvals</p>	<p>1) Running is a minimal-impact sport and the route is designed to use only designated paths/roads and areas designed for public use and with good parking. Routes and equipment/ waste management plans are required for the approval process.</p> <p>2) CR tells participants to obey parking restrictions and only park in approved areas prior to the event day as well as in the pre-race briefing</p> <p>3) Event not held in fragile or sensitive environment areas</p> <p>4) Traffic cones used throughout route to mark designated route area</p> <p>5) Events will not be held under extreme weather conditions where impact of environmental damage is likely to be greater</p> <p>6) The event is covered by CR Public Liability Insurance.</p> <p>7) Competitors are required to sign a waiver releasing all associated with the event directly or indirectly from any claims, demands or proceedings.</p> <p>8) Any rubbish is cleared away at the end of the event</p> <p>9) Race manager and volunteers are made aware of the conditions of approvals.</p>	<p>E</p>	<p>Mo</p>	<p>Low</p>
<p>Multiple events held simultaneously in same geographical location</p>	<p>Multiple event approval by ACT government</p> <p>Failure to communicate with other potential user groups</p> <p>Variation to regular annual route / other route markings in place</p> <p>Event relocation</p> <p>Cannot control other users - public and from other events</p>	<p>Event cancellation</p> <p>Confusion amongst all event participants & volunteers</p> <p>Increased risk of injury/incident to people</p> <p>Reputation damage if our event is cancelled/ moved/ confusing/ incidents occur</p>	<p>1) Pre-approvals are sought from NCA/ACT Gov. As part of this process we would be notified if another group has an approval in the area.</p> <p>2) Location or date change if there is a conflict with another large event.</p> <p>3) Monitoring of other key user groups in the ACT and event dates</p> <p>4) In pre-race briefing CR tells participants that there are other events running, so be aware of other users and markings</p> <p>5) Contact other user groups in advance to discuss plan for running events safely</p>	<p>E</p>	<p>In</p>	<p>Low</p>

<p>Breakdown of communication hinders the resolution of an incident or injury or an emergency response situation.</p>	<p>Poor training and induction of volunteers</p> <p>Lack of leadership and management</p> <p>Insufficient experience among volunteers</p>	<p>Emergency response failure</p> <p>Increased risk of exacerbation of injury/incident</p> <p>Failure to respond appropriately to a medical emergency</p> <p>Delayed assistance from ES</p> <p>Failure to notify the designated emergency contact person of circumstances</p> <p>Potential litigation</p> <p>Reputational damage</p>	<p>1) Primary communication will be mobile phones between Race Manager and volunteers.</p> <p>2) All marshals in remote locations must carry mobile phones</p> <p>3) PA system at the start/finish area used for addressing runners prior to race start, or any announcements during the event.</p> <p>4) Emergency contacts are written on the reverse side of race bibs in major events. Emergency contacts are recorded in membership records. Multiple committee members have access to membership records.</p>	<p>D</p>	<p>Mo</p>	<p>Medium</p>
<p>Theft of CR or volunteers/participants' property</p>	<p>Lack of volunteer presence</p> <p>Failure to notify competitors about securing their property</p>	<p>The financial cost to replace CR property or funds (PA system, timing equipment, and cash from entry fees)</p> <p>Potential disruption to an event</p> <p>Impact on reputation</p> <p>Trigger of an internal /external investigation</p> <p>Potential police involvement</p>	<p>1) A volunteer to be present at Race HQ where the majority of equipment is as well as other people.</p> <p>2) Competitors and volunteers advised that a secure location is not provided for valuables and that if they choose to leave them somewhere/ with someone then CR takes no responsibility.</p> <p>3) Limited cash handling from race fees (~\$100) and float to provide change (\$50). Members are encouraged to register and pay online.</p>	<p>D</p>	<p>In</p>	<p>Low</p>
<p>Failure to run and manage events effectively</p>	<p>Race Manager unavailable pre-event.</p> <p>Insurance withheld.</p> <p>Inappropriate behaviour by participants or volunteers</p>	<p>Cancellation of event and potential to jeopardise future event approvals</p> <p>Financial loss</p> <p>Reputation damage</p>	<p>1) Volunteers (Race Managers, Marshals) have a good relationship and are generally very familiar with running events</p> <p>2) Back up Race Manager to be identified in advance</p> <p>3) Good communication between Race Manager and Committee</p> <p>4) Shared understanding of the contractual obligations with NCA/ ACT Gov and CR Insurance and obligations are met.</p> <p>5) Limited cash handling.</p> <p>6) Participants are advised that they are responsible for their valuables and to keep them secured.</p>	<p>C</p>	<p>Ma</p>	<p>High</p>

			<p>7) Within the race briefing, participants are told of any course hazards</p> <p>8) Most events are short courses with good visibility.</p> <p>9) For the CR's three major events, a Race Director and support team/ sub-Committee are appointed/ in place well in advance; the Committee approves key event planning documents (the Event Management Plan, the budget and the risk management plan) and receives ongoing communication before the event and a post-event report.</p>			
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Attachment 1

Associations Incorporation Act – legal compliance requirements

- Public officer (s 57)
- Notice of public officer's appointment or change of address (s 59)
- Notice of changes in committee (s 62)
- Disclosure of material personal interest (s 65)
- Register of members (s 67)
- Inspection of register of members (s 67A)
- Annual general meeting (s 69)
- Annual statement of accounts (s 72)
- Presentation of statement to members (s 73)
- Review of accounts (s 75)
- Annual returns (s 79)
- Lodgment of particulars instead of documents (s 80)
- Registered office of incorporated association (s 121)

