



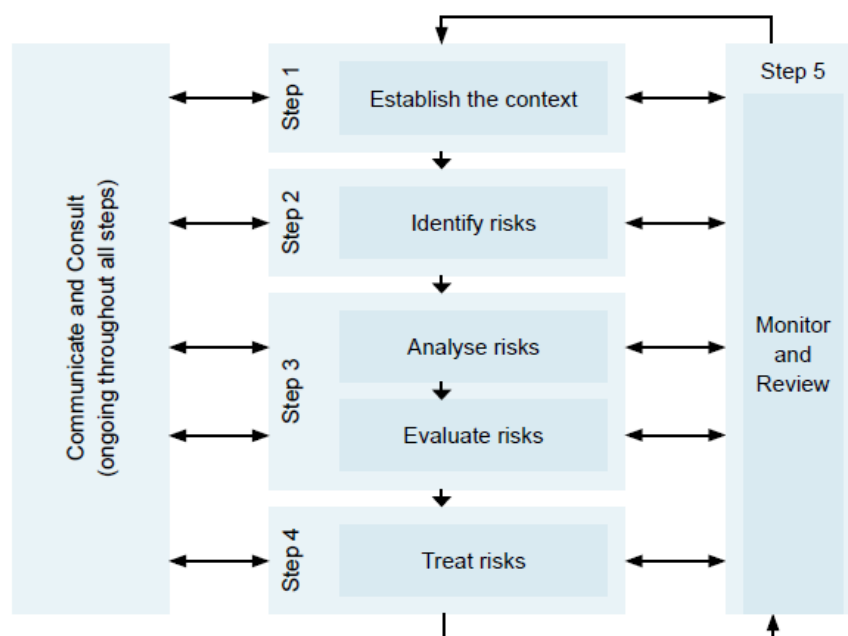
Risk Management process

Risk Management is a five step process:

- Step 1 – Establish the context
- Step 2 – Identify the risks
- Step 3 – Analyse the risks
- Step 4 – Evaluate the risks
- Step 5 – Treat the risks

Throughout each step it is essential that there is consultation and communication with your golf club’s board/committee members, staff and contractors (if applicable) (refer to diagram).

RISK MANAGEMENT PROCESS



Step 1 – Establish the context

Before risk can be clearly understood and dealt with, it is important to understand the context in which it exists. You should define the relationship between your club and the environment that it operates in so that the boundaries for dealing with risk are clear.

Establish the content by considering:

- The strategic context – the environment within which the club operates.
- The organisational context – the objectives, core activities and operations of the club.

Step 2 – Identify the risks

The purpose of this step is to identify what could go wrong (likelihood) and what is the consequence (loss or damage) of it occurring.

Key questions to ask include:

- What can happen? List risks, incidents or accidents that might happen by systematically working through the physical, financial, ethical and legal areas of your club.
- How and why it can happen? List the possible causes and scenarios or description of the risk, incident or accident.
- What is the likelihood of them happening?
- What will be the consequences if they do happen?

Physical risks are those involving personal injuries, environmental and weather conditions and the physical assets of the club such as property, buildings, equipment, vehicles, stock and golf course.

Financial risks are those that involve the assets of the club and include theft, fraud, loans, license fees, membership fees, insurance costs, lease payments, pay-out of damages claims or penalties and fines by the government.

Ethical risks involve actual or potential harm to the reputation or beliefs of your club, while legal risks consist of responsibilities imposed on providers, participants and consumers arising from laws made by federal, state and local government authorities.

Step 3 – Analyse the risks (& evaluate)

This involves analysing the likelihood and consequences of each identified risk and deciding which risk factors will potentially have the greatest effect and should, therefore, receive priority with regard to how they will be managed. The level of risk is analysed by combining estimates of likelihood (table 1) and consequences (table 2), to determine the priority level of the risk (table 3).

It is important to consider the consequences and the likelihood of risk in the context of the activity, the nature of your club and any other factors that may alter the consequences of likelihood of risk.

Risk evaluation involves comparing the level of risk found during the analysis process with previously established risk criteria, and deciding whether risks can be accepted. If the risk falls into the low or acceptable categories, they may be accepted with minimal further treatment. These risks should be monitored and periodically reviewed to ensure they remain acceptable. If risks do not fall into the low or acceptable category, they should be treated using one or more of the treatment options considered in step 4.

The criteria for evaluating the risks at your club are shown below:

Table 1– Likelihood scale

Question – what is the likelihood of the risk event occurring?

Rating	LIKELIHOOD The potential for problems to occur in a year
5	ALMOST CERTAIN: will probably occur, could occur several times per year
4	LIKELY: high probability, likely to arise once per year
3	POSSIBLE: reasonable likelihood that it may arise over a five-year period
2	UNLIKELY: plausible, could occur over a five to ten year period
1	RARE: very unlikely but not impossible, unlikely over a ten year period

Table 2 – Loss or damage impact scale

Question: what is the **loss or damage impact** if the risk event occurred (**severity?**)

Rating	POTENTIAL IMPACT In terms of the objectives of the club
5	CATASTROPHIC: most objectives may not be achieved, or several severely affected
4	MAJOR: most objectives threatened, or one severely affected
3	MODERATE: some objectives affected, considerable effort to rectify i.e. sport injury – requires medical attention and has some impact on participation in sport and/or other activity
2	MINOR: easily remedied, with some effort the objectives can be achieved i.e. sport injury requires first aid treatment and prevents immediate participation in sport and/or other activity
1	NEGLIGIBLE: very small impact, rectified by normal processes i.e. sport injury but does not prevent participation

Risk priority

The **risk priority scale** determines the nature of the risk and the action required. They are indicators to assist in the decision making of what action is warranted for the risks.

Question: what is the risk priority?

Table 3– Risk priority scale

IMPACT

	5 Catastrophic	4 Major	3 Moderate	2 Minor	1 Negligible
5 Almost certain	Extreme (1)	Extreme (1)	Major (2)	Major (2)	Medium (3)
4 Likely	Extreme (1)	Extreme (1)	Major (2)	Medium (3)	Minor (4)
3 Possible	Extreme (1)	Major (2)	Major (2)	Medium (3)	Minor (4)
2 Unlikely	Major (2)	Major (2)	Medium (3)	Minor (4)	Minor (4)
1 Rare	Medium (3)	Medium (3)	Minor (4)	Minor (4)	Minor (4)

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Key:

Extreme	Extreme risks that are likely to arise and have potentially serious consequences requiring urgent attention
Major	Major risks that are likely to arise and have potentially serious consequences requiring urgent attention or investigation
Medium	Medium risks that are likely to arise or have serious consequences requiring attention
Minor	Minor risks and low consequences that may be managed by routine procedures

Step 4 – Treat the risks

Risk treatment involves identifying the range of options for treating the risk, evaluating those options, preparing the risk treatment plans and implementing those plans. It is about considering the options for treatment and selecting the most appropriate method to achieve the desired outcome.

Options for treatment need to be proportionate to the significance of the risk, and the cost of treatment commensurate with the potential benefits of treatment.

According to the standard, treatment options include:

- **Accepting the risk.** For example, most golfers would accept that being struck by a golf ball whilst playing golf as being an inherent risk.
- **Avoiding the risk** is about your club deciding either not to proceed with an activity, or choosing an alternate activity with acceptable risk which meets the objects of your club. For example, during inclement weather e.g. lightning, a club will suspend competition play and ask golfers to seek shelter.
- **Reducing the risk** likelihood or consequences or both is commonly practiced treatment of a risk, for example 'calling fore' as a consequence of an errant golf ball.
- **Transferring the risk** in full or in part, will generally occur through contracts or notices for example your club's insurance contract is the most commonly used risk transfer form. Other examples include lease agreements, waivers, disclaimers and warning signs.
- **Retaining the risk** is knowing that the risk treatment is not about risk elimination, rather it is about acknowledging the risk is an important part of the activity and some must be retained because of the inherent nature of the activity. It is important to consider the level of risk which is inherent and acceptable.
- **Financing the risk** means the club funding the consequences of risk, i.e. is providing funds to cover the costs of implementing the risk treatment. Most golf clubs would not consider this option.

Whichever option you choose to treat a risk, if the risk has rated highly you will need to carefully consider necessary policies, procedures and strategies to treat the risk. These will include:

- What is needed to treat the risk??
- Who has responsibility?
- What is the time-frame?
- How you will know when the risk has been successfully managed?

Also, seek independent advice from your broker, insurer, solicitor, and/or state / territory golf association.

Step 5 – Monitor and review

As with communication and consultation, monitoring and review is an ongoing part of risk management that is integral to every step of the process. It is also the part of risk management that is most often given inadequate focus, and as a result the risk management programs of many clubs become irrelevant and ineffective over time. Monitoring and review ensure that the important information generated by the risk management process is captured, used and maintained.

Few risks remain static. Factors that may affect the likelihood and consequences of an outcome may change, as may the factors that affect the suitability or cost of the various treatment options. Review is an integral part of the risk management treatment plan.

Risk management is an integral part of all core business functions, and it should be seen and treated as such. It should be fully incorporated into the processes at every level of your golf club.