| Column 2 | 1 - Insignificant |
|---|---|
| A - Almost Certain | Low |
| B - Likely | Low |
| C - Possible | Low |
| D - Unlikely | Low |
| E - Rare | Low |

## Risk Identification

| No. | Risk Area | Risk Description |
|---|---|---|
| 1 | **Governance & Compliance** | Non-compliance with Sport Australia Governance Standards |
| 2 | **Legal** | Breach of legal or regulatory obligations. |
| 3 | **Health and Safety** | Injury to players or staff during events due to unsafe conditions. |
| 4 | **Commercial** | Failure to secure new commercial partnerships. |
| 5 | **Child Safety and Safeguarding** | Incidents of abuse, harassment or bullying involving minors |
| 6 | **Financial Sustainability** | Over-reliance on affiliation fees as a revenue stream |
| 7 | **Financial Control** | Overspending or loss of key funding leading to cash flow issues. |
| 8 | **Communication** | Reputational damage due to poor communication or public missteps |
| 9 | **Data Security** | Loss or unauthorized access to personal/member data. |
| 10 | **Technology & Data** | Failure of digital platforms or poor data management |
| 11 | **People & Partnerships** | Volunteer loss and difficulty with succession in committees |
| 12 | **Reputation & Communication** | Reputational damage due to poor communication or public missteps |
| 13 | **Reputational** | Negative media coverage from internal issues or public controversy. |
| 14 | **Event Delivery** | Cancellation or disruption of events |
| 15 | **Club Capability** | Member clubs lack the strategic planning or admin capability to implement growth initiatives |
| 16 | **Environmental Factors** | Environmental or climatic conditions impact playing surfaces and club operations |

| 2 - Minor | 3 - Moderate |
|---|---|
| Medium | High |
| Medium | High |
| Medium | Medium |
| Low | Medium |
| Low | Medium |

| Trigger | Impact |
|---|---|
| Failure to update governance structures and policies | Loss of credibility, funding, and inability to operate effectively |
| Lack of awareness or oversight of regulatory requirements. | Litigation, fines, reputational damage. |
| Lack of safety protocols or failure to enforce them. | Harm to individuals; legal liability; reputational damage. |
| Lack of commercial strategy or market engagement. | Reduced revenue and financial strain on operations. |
| Lack of vetting, training, or enforcement of child safety policies. | Legal action, reputational damage, loss of community trust. |
| Decline in club memberships or changes in affiliation models | Reduced operational capacity and program funding |
| Poor financial planning or reduction in government/partner support. | Operational disruption; reputational risk. |
| Event errors, miscommunication with clubs | Decreased participation, trust erosion |
| Cyber-attack or mishandling of data. | Breach of legislation, fines, member distrust. |
| System failure, inadequate training, or outdated software | Loss of engagement, data breaches, reporting issues |
| Burnout, lack of recognition or training | Reduced service delivery, poor club support |
| Event errors, miscommunication with clubs | Decreased participation, trust erosion |
| Inappropriate conduct, lack of transparency. | Loss of members, sponsors and community confidence. |
| Weather, illness, venue issues | Loss of revenue and public interest |
| Lack of training or support in club management and development | Limited club progress, inconsistent alignment with Bowls ACT strategy |
| Extreme weather (heat, rain, bushfires) | Disruption to scheduled games/events, increased maintenance costs |

| 4 - Major | 5 - Catastrophic |
|---|---|
| Extreme | Extreme |
| High | Extreme |
| High | Extreme |
| High | High |
| Medium | High |

| Risk Analysis<br>Inherent Risk<br>Likelihood | Consequence | Risk Rating | Risk Evaluation<br>Existing Risk Control Strategies |
|---|---|---|---|
| C | Major | High | Annual policy reviews, board governance training |
| D | 5 | High | Compliance checks, legal reviews, staff training. |
| B | 3 | Medium | Established safety guidelines, event safety audits, training programs. |
| C | 3 | Medium | Developing new sponsorship packages and exploring digital engagement strategies. |
| D | 5 | High | Working With Children Checks, training, safeguarding policy. |
| B | 3 | High | Budgeting, minor sponsorships |
| C | 4 | High | Annual budgeting, financial reporting, reserve policy. |
| C | 3 | Medium | Social media policy, club newsletter |
| C | 5 | Extreme | Data encryption, access controls, staff training. |
| C | 4 | High | Use of cloud systems, social media policy |
| B | 3 | High | Informal recognition and ad-hoc training |
| C | 3 | Medium | Social media policy, club newsletter |
| C | 4 | High | Media training, public communication protocols. |
| C | 3 | Medium | Basic contingency planning |
| B | 3 | High | Ad-hoc support, club visits |
| C | 4 | High | Seasonal scheduling and local club contingency plans |

| Risk Treatment<br>Further Action / Risk Treatment<br>Description of additional actions / treatment to address the risk | Responsible Manager<br>Person to complete additional actions / risk treatment | Status<br>In progress |
|---|---|---|
| Conduct full governance audit and update policies | Board Chair | In progress |
| Director Induction; Courses with AICD | Legal & Compliance Officer | In progress |
| Club audits; Urgent response to participant feedback and whistle blowing | Executive Officer | In progress |
| | Executive Officer | In progress |
| Development of enhanced child safety program | National Integrity Officer | In progress |
| Develop and implement a Commercial Strategy | Finance Manager | In progress |
| Implementation of Finance Audit and Risk Committee | Finance Manager | In progress |
| Implement Social Media and Live Streaming Strategy | Executive Officer | In progress |
| Controlled by Parent Body - National Database | IT Manager | In progress |
| Review IT systems; implement Bowls ACT Digital Strategy | IT Manager | In progress |
| Establish formal volunteer support and recruitment framework | Executive Officer | In progress |
| Implement Social Media and Live Streaming Strategy | Executive Officer | In progress |
| | Executive Officer | In progress |
| Formalise event risk management and insurance procedures | Match Chair | In progress |
| Deliver biennial Club Administrator Summits and tailored support | Club Support Manager | In progress |
| Develop ACT-wide environmental risk mitigation plan and build  covered facitities | Executive Officer | In progress |

| (Column H) Current Risk Rating | Target Residual Risk Rating | Risk Control Effectiveness |
|---|---|---|
| High | Low | 40%-60% |
| Medium | Zero | >90% |
| Low/medium | Low | >70% |
| Medium | Low | >70% |
| High | Zero | >70% |
| High | Medium | 20%-40% |
| High | Low | >70% |
| Medium | Medium | 0-20% |
| Medium | Zero | 0-20% |
| High | Low | >70% |
| High | Moderate | >70% |
| Medium | Low | >70% |
| Low/medium | Low | >70% |
| Medium | Moderate | >70% |
| High | Moderate | >70% |
| High | Moderate | >70% |