

Other useful resources

This section includes a variety of tools and documents to help with the risk management process including guidance on policy writing, tools for planning for sport safety, checklists for an organisation audit, a risk management action template and a checklist for event management.

Guide - Policy Writing

As part of your various risk management strategies, you may wish to adopt or develop a selection of policies. These include subjects like member protection, discrimination, harassment, drugs, athlete selection, handling hazardous chemicals, sports integrity, anti-doping, etc.

Policies are statements about the culture of a particular organisation and give an explanation of why activities are to be undertaken. They also provide guidelines for action and a mechanism for dealing with issues as they arise.

As you prepare to develop and implement a policy, it is recommended that you check with your regional association, state recreation and sport organisation or national sporting organisation as they may have a policy that you will be able to adapt for your purposes.

If you need to write your own policy, here is a step-by-step guide:

1. Appoint someone with the responsibility for coordinating the drafting of the policy.
2. Collect all the data and information you need, which can include checking to see if your association (regional, state or national) has a policy covering the same area that you can adopt or adapt.
3. Talk with those affected by the policy to get their input before you start writing. This is important for increasing awareness and engagement with the new policy.
4. Prepare a draft document using short, concise sentences. Sometimes it is easier to find an existing policy created for a similar situation or organisation and modify it for your own circumstances.

5. Consult widely to get comment on the draft and then amend it accordingly.
6. The policy and associated implementation procedures should be formally adopted by your organisation – usually at board level.
7. Ensure the policy/procedure has a review date clause.
8. Publish the policy and distribute it to all affected parties. Additionally, depending on the intended audience for the policy, consider making it available through your website portal. It is strongly recommended you would convert the policy to a PDF prior to storing the policy on your website.

Once you have created a policy, you then need to monitor how it works and ensure that people comply with it.

Other useful tips

As policies are usually written for a wide audience, they need to be simple and easy to read. It is suggested you use everyday words as your default language style. A consistent structure in the policy layout, font and paragraph style is also recommended.

Consider making your policies available on your website portal. This enhances the transparency of your organisation. However, remember to protect confidential and proprietary information.



Other useful resources *cont.*

Sample policy disclosures

Heading	Example Disclosures
[Insert Title] Policy	<ul style="list-style-type: none"> Provide a clear and concise policy title that ends with the word 'Policy'. For example <i>Social Media Policy</i>.
Purpose	<ul style="list-style-type: none"> Concisely state the organisation's position on the topic and why the policy is necessary. For example: To provide the membership community with a guide to the appropriate use of social media.
Scope	<ul style="list-style-type: none"> Identify whom the policy applies to (e.g. specific areas or groups within the organisation or the whole organisation). Identify any exclusions. Where no exceptions are identified, the scope may be described as follows: This policy applies to all members of this club.
Policy	<ul style="list-style-type: none"> Provide clear and concise policy statements. Include information about risks to be addressed. Include information about benefits to be achieved. Any additional information necessary for carrying out or complying with the policy should be detailed in a separate procedure, schedule or guideline. For example: With the rapid growth and application of social media, [INSERT CLUB NAME] recognises the need to have a policy that ensures that those who use social media either as part of their association with the organisation or in a personal capacity in communicating with other club members on club matters, have guidance as to the [INSERT CLUB NAME]'s expectations where social media is used.
Roles and Responsibilities	<p>Clearly define who is responsible for what task/action.</p> <p>Role:</p> <p>Authority/Responsibility:</p>
Related Documents	<ul style="list-style-type: none"> [Insert Document Title(s)] List any related documents (other than legislation). Any documents referred to in the body of the policy should be listed. Related documents may include policies, procedures, guidelines, checklists, forms, websites, etc. Documents may be listed in alphabetical order and include hyperlinks if possible and relevant.

Other useful resources *cont.*

Sample policy disclosures

Heading	Example Disclosures
Definitions and Abbreviations	<ul style="list-style-type: none">List definitions for technical terms and other key terms referred to in the policy that are not in common use.List abbreviations and their meanings.
Authorisation	<ul style="list-style-type: none">Insert date of authorisation and board resolution reference. For example: Name, Meeting date, Agenda item, Resolution reference
Contact	<ul style="list-style-type: none">List whom to contact in the organisation if any aspect of the policy requires clarification.
Next Review Date	<ul style="list-style-type: none">Insert: This policy is to be reviewed by [DD/M/YYYY].The date entered here should be based on the date on which the policy was approved by the board.In terms of best practice, policies are usually reviewed every two years; however, the date can be set earlier than this if required (but no later).

Policy Writing - Useful Websites and Other Resources

Example Policies

- Institute of Community Directors - Policy Bank - At this website, you can find a range of free policies and procedures relevant to not-for-profit boards and committees and the organisations they govern. The Institute advises that policies are free for any not-for-profit organisation to download and use, so long as it is for a non-commercial purpose and that the organisation is not paying a consultant to carry out this work. We recommend you read the full copyright guidelines available on the website:

Audit tools and templates

Planning for Sports Safety – Smartplay Club Membership

In this section, you will find examples or links to safety audit tools or checklists that may assist you in identifying potential risks. These are basic checklists you may wish to read and/or complete. They are not definitive lists - just a starting point.

Use the processes described in Steps 3, 4, 5, 6 and 7 of the Risk Management Process section to analyse and treat the risk(s) you identify.

If you have an insurance provider, it may also have an audit checklist that you can use for your organisation.

Other useful resources *cont.*

Planning for sports safety

Sports Medicine Australia has developed the following two resources to assist you to begin the process of planning for sports safety:

1. How to Become a Smartplay Club

This resource provides a basic sports safety audit approach, a step-by-step process to begin your sports safety planning and a simple case study example.

2. Smartplay Guidelines for Clubs, Associations and Facilities

This resource serves dual purposes. It can be used as a basic sport safety audit tool and it provides a generic sports safety plan framework that your organisation can use and adapt to your sport, recreation, physical activity and/or facility.

It includes ten existing preventative medicine and safety policies that supplement different sections of the plan. These documents are included in the Help section.

As these documents are likely to be updated, it is recommended that you visit the Smartplay¹¹⁰ website, to ensure that you have the most recent version.

Smartplay Guidelines - 10 generic information sheets

1. Medical History Form
2. Infectious Disease
3. Injury Record Form
4. Drugs & Substances
5. Drink Up Brochure
6. Roles & Responsibilities
7. First Aid Kit
8. Hot Weather Guide
9. Gear Up
10. Warm Up Brochure.

Activity Leaders Checklist

Another safety audit tool is this Activity Leaders Checklist, which is designed for an activity leader or supervisor as a reminder of what needs to be considered when conducting sport and recreation activities. This checklist is only a starting point for organisations or leaders to develop their own checklist as part of their risk management action plan.



¹¹⁰ <http://www.smartplay.com.au/Content/Pub/ContentDetail.asp?IngContentID=213>

Other useful resources *cont.*

Prior

Activity leaders checklist	Yes	No	Actions required
Do I understand the aim of the activity?			
Do I have suitable experience and accreditation to conduct the activity?			
Do I plan my activity according to the industry standards or national guidelines for conduct of the activity?			
Have I considered potential dangerous circumstances such as weather and other hazards?			
Do I know the organisation's policy on cancellation or postponement?			
Do I know what to do in an emergency?			
Are all staff familiar with the emergency procedures?			
Have the participants been adequately informed about the activity and its inherent risks?			
Have waivers/consent forms been explained and agreed to?			
Have the participants been screened for injuries and capacity before starting the activity?			
Do any participants have special requirements?			
Have I nominated an appropriate meeting place?			
Have I conducted a risk analysis of the activity (including transport if relevant)?			

Other useful resources *cont.*

During

Activity leaders checklist	Yes	No	Actions required
Do I have all resources required for the activity?			
Have I inspected the activity area for visible damage or hazards?			
Have I checked the activity and participant equipment?			
How many participants do I have – are they all present?			
Have I checked their medical forms?			
Do I know what to do if an accident happens?			
Is the first aid kit accessible?			
Do I have means of summoning assistance if required (e.g. mobile phone)?			
Do I have copies of the enrolment/ medical forms with me?			
Are the participants properly equipped?			
Are rules and guidelines for the activity clearly explained to all participants?			
Are rules and guidelines for the activity clearly explained to all participants?			
Are appropriate safety measures being taken during the activity?			
Is the activity meeting its aims?			
Am I enforcing the rules and guidelines for the activity?			
Are the participants enjoying themselves?			
Are we minimising our impact on the environment?			

Other useful resources *cont.*

After

Activity leaders checklist	Yes	No	Actions required
Do I have all my participants?			
Is all the equipment returned and checked for damage/wear?			
Have I checked the activity area for damage and reported any damage to the appropriate person?			
Did I debrief/conclude the activity appropriately?			
Did I review how the activity went?			
What could I do to improve the activity?			
Did I identify any hazards/risks that need to be reported or considered for future similar activities?			
Did I complete an incident report form for any accidents that occurred?			

If you have addressed these issues, the following risk management protocols should be in place:

- adequate supervision and adhering to recommended participant/instructor ratios
- accredited training for all staff
- criminal history assessments have been completed as required by legislation or the organisation policy
- comprehensive knowledge of local conditions (including facilities and weather)
- insistence on participants complying with skill and physical capacity requirements
- equipment that meets national standards or industry best practice guidelines
- pre-activity check of the area if off-site
- obtaining knowledge and advice from more experienced leaders
- waivers/consent forms clearly explained and signed by all participants
- warnings and safety signs prominently displayed
- enforcing the rules and safety guidelines for the activity.

Other useful resources *cont.*

Adventure Activity Standards

The South Australian Adventure Activity Standards (AAS) have been developed to assist organisations, guides and leaders to plan and undertake outdoor adventure activities with dependent participants. Standards have been prepared for:

- bushwalking
- horse trail riding
- mountain biking
- rock climbing and abseiling on natural structures
- surfing
- trail bike riding.

To view the nine Adventure Activity Standards visit the Recreation SA¹¹¹ website.

Risk Management Action Plan Template

This section provides a risk management action plan template that can be used when planning an activity, program, event or project to help you manage risk (as per the section titled Risk Management Process). The template enables you to document the risks you have identified and your reasons for determining the level of risk and note the treatment on which you have decided.

You should keep a copy of any completed sheets for your records. These may assist you in demonstrating to any current or potential insurers that you have a risk management strategy in place.



¹¹¹ www.recreationsa.org/outdoors/

Other useful resources *cont.*

Risk Management Action Plan

Potential Risk	Level of Risk	Reason for Risk Rating	Action	Resources Required	Responsibility	Timeline	Communication	Risk Treated	Review Date
Risk and date identified (See Step 2)	Rating risk as low, moderate, high (See Step 3)	Risk rating	What is to be done? (See Step 7)	Specify resources required	Assign responsibility for the action to be completed	Proposed completion date	Strategy to inform relevant parties (e.g. committee, personnel, sponsors, members) (See Step 8)	Yes/No Date Treated	(See Step 9)

Other useful resources *cont.*

Event Management Checklist

Effective planning and preparation are crucial to the risk management and success of an event including the safety of all participants.

For more information relevant to event management, please refer to the following resources:

Safework SA

The Event Safety Management Information series is aimed at those involved in planning, organising and implementing small-to-medium-sized community events and is designed to assist organisers in ensuring that safe management systems are in place.

¹¹² http://www.safework.sa.gov.au/show_page.jsp?id=5852

¹¹³ http://www.ausport.gov.au/supporting/clubs/resource_library/administration/event_management

The series consists of four information sheets:

- Event Safety Management
- Event Safety Administration
- Event Safety Risk Assessment
- Event Safety Checklist.

Copies of the information sheets are available on the Safework SA¹¹² website.

Australian Sports Commission

The Australian Sports Commission website includes an event handbook with a useful checklist. Visit the Australian Sports Commission¹¹³ website for more information.

It may also be worthwhile to contact your peak body, which may have specific checklists relevant to your sport and recreation activity.



Other useful resources *cont.*

Event Management Checklist

Item	Action	Responsibility	Action	Budget	Deadline	Completed
SIGNAGE Production Delivery Erection quantity Tear down Storage Other						
SECURITY Venue Hospitality Cash Other						
TICKETING Branding Quality Staff Outlets Other						
AWARDS Trophies Certificates Presentation Ceremony Other						

Other useful resources *cont.*

Event Management Checklist *cont.*

Item	Action	Responsibility	Action	Budget	Deadline	Completed
TECHNICAL						
Power source						
Phones						
Faxes						
TV/Videos						
Mobile phones						
Pagers						
PA system						
Scoring						
Music						
Other						
SERVICES						
Venue operations						
Volunteers catering						
Cleaning						
Toilets						
Signage/Marquee						
Maintenance						
Power						
Water						
First aid						
Other						
HOSPITALITY						
Sponsor						
Media						
MEDIA						
Press kits						
Competition tickets						
Media registration						
Media facilities						
Interview area						
Press release						
Other						

Other useful resources *cont.*

Event Management Checklist *cont.*

Item	Action	Responsibility	Action	Budget	Deadline	Completed
MERCHANDISING						
Range						
Quality						
Sales-pricing						
Displays						
Advertising						
Signs						
Licenses						
Other						
COMMUNICATIONS						
Major sponsor						
Co-sponsors						
General public e.g.						
Lost property/people						
Advertising						
Programmes						
PR						
Ambush						
Troubleshooting						
Other						
LEGAL						
Contracts						
Licenses						
Local body/Council						
Approvals						
Venue approvals						
Contingency						

Other useful resources *cont.*

Help

Office for Recreation and Sport

The ORS provides a range of extensive resources including advice, useful links, training opportunities and various publications to assist your organisation.

Example resources include:

Resource	Nature of assistance
V-STAR	On-line volunteer management tool
STARCLUB	Club development program

Contact Details for ORS are as follows:

Phone: 1300 714 990

Website: www.ors.sa.gov.au/

Other organisations

Listed below are contact details for further information related to issues discussed in this resource.

Resource	Contact details
Adventure Activity Standards <ul style="list-style-type: none"> • Angling • Bushwalking • Canoeing • Caving • Horse trail riding • Mountain biking • Rock climbing and abseiling on natural structures • Surfing • Trail bike riding • Snorkelling, diving and wildlife swims • Challenge rope courses 	Recreation SA Phone: 08 8351 2644 Fax: 08 8351 2633 Website: www.recreationsa.org/?page_id=422
Tax basics for non-profit organisations	Australian Taxation Office resource
Keeping children safe in recreation and sport	Office for Recreation and Sport Phone: 08 8457 1408 Website: www.ors.sa.gov.au/__data/assets/pdf_file/0009/150021/Keeping_Children_Safe_Booklet_2015.pdf
Club Development Resources Supporting Sport:. Includes topics such as: <ul style="list-style-type: none"> • managing risks • club management • information management • starting a club • people management • administration. 	STARCLUB Australian Sports Commission resource

Other useful resources *cont.*

Other organisations cont.

Listed below are contact details for further information related to issues discussed in this resource.

Resource	Contact details
<p>Event Safety</p> <p>Information sheets:</p> <ul style="list-style-type: none"> • Event Safety Management • Event Safety Administration • Event Safety Risk Assessment • Event Safety Checklist. 	<p>SafeWork SA</p> <p>Phone: 1300 365 255</p> <p>Website: www.safework.sa.gov.au/show_page.jsp?id=5852</p>
<p>Tax basics for non-profit organisations</p>	<p>Australian Taxation Office resource</p>
<p>Fitness Code of Practice</p> <p>Note: At the time of publishing this guideline, a National Fitness Industry Code of Practice has been drafted and has been lodged with the ACCC for endorsement and approval.</p> <p>In the meantime, code legislation still exists in a number of states and territories and fitness businesses must meet these requirements. Refer to: https://fitness.org.au/guidelines.html</p>	<p>Recreation SA</p> <p>Phone: 08 8351 2644</p> <p>Fax: 08 8351 2633</p> <p>Website: www.recreationsa.org/?page_id=422</p>
<p>Hot Weather Guidelines</p>	<p>South Australian Sports Medicine Association</p> <p>Phone: 08 8234 6369</p> <p>Website: http://www.sasma.com.au/</p>
<p>Incorporation</p> <p>Includes a definition of incorporation, the advantages of incorporation, details on how to incorporate and who can incorporate.</p>	<p>Consumer and Business Affairs</p> <p>Phone: 131 882</p> <p>Website: www.cbs.sa.gov.au/wcm/associations-and-charities/incorporated-associations/</p> <p>Legal Services Commission of SA resource</p>
<p>Insurance</p> <p>Online sport and recreation industry insurance broker database</p>	<p>Sports Cover</p> <p>website: www.sportscover.com/fynb.asp</p>
<p>Insurance Enquiries</p>	<p>Insurance Council of Australia</p> <p>Phone: 02 9253 5100 or 1300 728 228</p> <p>Website: www.insurancecouncil.com.au/</p>

Other useful resources *cont.*

Other organisations cont.

Listed below are contact details for further information related to issues discussed in this resource.

Resource	Contact details
Insurers	<p>Insurance Council of Australia Phone: 02 9253 5100 or 1300 728 228 Website: www.findaninsurer.com.au/</p> <p>Australian Securities and Investment Commission Phone: 02 9253 5100 or 1300 728 228 Website: www.moneysmart.gov.au/tools-and-resources/check-asic-lists#insurance</p>
Legal Enquiries General legal enquiries	<p>The Law Society of South Australia Phone: 08) 8229 0200 Website: www.lawsocietysa.asn.au/</p>
Legal Enquiries General legal enquiries	<p>Legal Services Commission of South Australia Phone: 1300 366 424 Website: www.lsc.sa.gov.au/cb_pages/about.php</p>
Legislation Free online alphabetical listing of South Australian acts and regulations.	<p>SA Attorney General's Department Website: www.legislation.sa.gov.au/index.aspx</p>
Play by the Rules Play by the Rules combines information about discrimination, harassment and child protection supported by online training for key people involved in sport such as coaches, administrators and umpires.	<p>Play by the Rules Website: www.playbytherules.net.au</p>
Privacy	<p>Office of the Australian Information Commissioner Website: www.oaic.gov.au/</p>
SafeWork SA Resource kit on work health and safety laws and volunteers	<p>SafeWork SA resource</p>

Other useful resources *cont.*

Other organisations cont.

Listed below are contact details for further information related to issues discussed in this resource.

Resource	Contact details
Smart Play	<p>Sport Safety Plan and Injury Prevention resource</p> <p>How to Become a Smartplay Club resource</p> <p>Guidelines for Clubs, Associations and Facilities resource</p>
<p>Standards Australia</p> <p>Sport and recreation industry national framework for risk management in the sport and recreation industry in Australia</p>	<p>Standards Australia</p> <p>Website: http://infostore.saiglobal.com/store/results2.aspx?searchType=simple&publisher=all&keyword=guidelines+for+managing+risk+in+sport</p>
Training – Child-Safe Environments	<p>Office for Recreation and Sport</p> <p>Website: www.ors.sa.gov.au/sport_and_recreation/child_safety_and_member_protection/create_a_child_safe_environment</p>
<p>Training – Sport and Recreation – Sports SA</p> <p>Sport SA provides Fee-for-Service Certificate courses as follows:</p> <ul style="list-style-type: none"> • Certificate III in Sport & Recreation • Certificate IV in Sport & Recreation <p>Sport SA also provides customised training programs to its member sporting organisations and clubs in a range of areas:</p> <ul style="list-style-type: none"> • volunteer management • event support • conflict resolution and mediation • compliance - relevant acts and regulations • governance 	<p>Sports SA</p> <p>Phone: 08 8353 7755</p> <p>Website: www.sportsa.org.au/index.php?option=com_content&view=category&id=13&Itemid=115</p>
<p>Training – Sport and Recreation – TAFE SA</p> <p>Accredited sport and recreation training</p>	<p>Office for Recreation and Sport</p> <p>Website: www.ors.sa.gov.au/sport_and_recreation/child_safety_and_member_protection/create_a_child_safe_environment</p>

Other useful resources *cont.*

Other organisations *cont.*

Listed below are contact details for further information related to issues discussed in this resource.

Resource	Contact details
Temperature, Humidity and Wet Bulb Globe Temperature (WBGT) Information	Temperature, Humidity and Wet Bulb Globe Temperature (WBGT) Information Website: www.bom.gov.au/products/IDS65004.shtml
Volunteer Support	Office for Volunteers Phone: 1300 014 712 Fax: 1300 015 965 Email: ofv@sa.gov.au Website: www.ofv.sa.gov.au/home
Work Health & Safety Employer information	Work Health & Safety Website: http://www.rtwsa.com/

