



## **S.K.G.B Ltd Risk Management & Guidance Policy**

## **Also for Member Associations & Association Clubs**

The Scottish Karate Governing Body is a private company limited by guarantee. Company number SC270068  
Registered address Gilchrist & Co Chartered accountants 186 Bath Street Glasgow G2 4HG

All correspondence to: S.K.G.B. Office, 2 Strathdee Road, Netherlee, Glasgow G44 3TJ Tel/Fax No 0141-633 1116  
e-mail: [scottishkarategoverningbody@btinternet.com](mailto:scottishkarategoverningbody@btinternet.com)



EUROPEAN KARATE FEDERATION  
FEDERATION EUROPÉENNE DE KARATÉ  
MEMBER OF THE WORLD KARATE FEDERATION (WKF)



B.K.F.



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### **Disclaimer**

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## **Scottish Karate Governing Body Ltd Risk Management Information**

Risk management should be an integral part of the S.K.G.B. One of the benefits in doing Risk Management is that less management time is spent fire fighting enabling management to concentrate on strategic planning and core functions. Risk management should be a framework rather than a rule-book enabling associations to develop their own strategy for managing risks that are relevant to them.

The first part of the process is to identify the risks that are significant to the fulfilment of corporate business objectives and to implement a sound internal control system to manage these risks effectively.

At S.K.G.B. Directors/Council/Executive/ management Group/ committee level (this group will be referred to as the board throughout this document) the S.K.G.B. needs to be clear about their objectives, not just about what it is doing today but its longer term strategic aims.

### **Risk**

**Risk the uncertainty of outcome, within a range of exposure, arising from a combination of the impact and probability of potential events.**

### **Identifying Risks**

Determining a S.K.G.B. risk profile, the board should review information from key people within the S.K.G.B. including any staff/ managers/committee chairs on the significant risks (examples are included in a Risk register attached) they face at group level. It should examine the kind of risks it considers acceptable, the likelihood of their materialising, and the ability to reduce their impact if they do occur. It should also bear in mind the costs and benefits of particular control measures.

A robust process for identifying and evaluating risks is the foundation of an effective control system. S.K.G.B. need to consider all the types of risks they face, whether strategic, operational, financial or external.

### **Main Types of Risk-**

**Strategic  
Operational  
Financial  
External**

#### **Strategic**

Organisation structure; Planning (strategic/corporate planning process); Leadership; and communications (internal systems).

#### **Operational**

Policy; Human Resources; Information (adequacy for decision making); Integrity of data; Reputational; Technological (use of technology to achieve objectives); project (planning and management procedures); and Innovation.

#### **Financial**

Budgetary; Fraud or Theft; Investment evaluation; and Liability.

#### **External**

Infrastructure (both physical, such as transport, and electronic such as internet); Legal and Regulatory; Political; and Partnerships

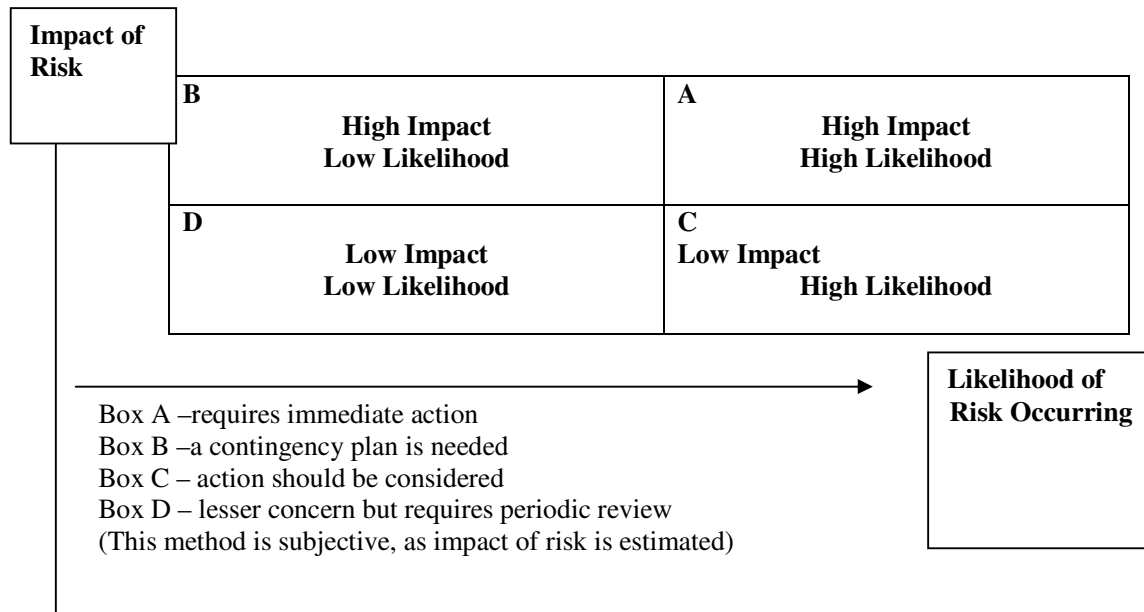
It is important to consider problems or near misses that the S.K.G.B. or other N.G.B.s have experienced recently, but S.K.G.B. should also address the types of risk that have yet to materialise. Consideration should be given to integrity (probity) issues including ones related to fraud.

## Prioritising Risk

Once key risks have been identified the risks must be prioritised. This can be done initially by examining the 'Gross Risk' associated with the event or situation.

**Gross Risk** – Probability of an event or situation occurring coupled with an estimate of its impact. The potential impact should be assessed not only in direct financial terms but more broadly by reference to the potential effect on the realisation of the S.K.G.Bs strategic plans and objectives.

The diagram below may be used to prioritise risk



## An Embedded Control System

Once the gross risks have been prioritised each risk needs a preferred control strategy for avoiding or mitigating the risk. It also needs to be established who is best placed to manage and account for them. The control systems introduced should become part of the normal workings of the S.K.G.B. rather than an independent strategy or additional policy document. There are a number of strategies for managing a given risk, you could accept it; transfer it partially or fully to another party (insurance or joint venture); eliminate it by adopting an exit strategy; controlling it through building in safeguards into your core business; ensure that key individuals manage it; or a combination of the above.

It is better to build appropriate mechanisms into existing procedures/information systems than to develop entirely separate risk reporting models.

It is however important to ensure that communication between different levels of the organisation and across disciplines/roles. Communication is an important part of successful risk management.

## The Boards Role

The Board is ultimately responsible for risk management and should continuously monitor identified risks to the S.K.G.B. The Board should regularly receive and review reports on known risks and internal processes for managing risk. The chairperson should encourage a regular discussion of risks and control issues at Board meetings. A risk assessment should be included in the evaluation of any proposed major capital investments. The board should have an up to date balanced picture of significant issues in the S.K.G.B. The board should also summarise its process for reviewing the effectiveness

## Risk Register

1	Risk Number	Numerical reference for each individual risk identified.
2	Description of Risk	<b>Stage 1: Identifying the Risks.</b> Clearly and concisely describe each individual risk that is identified.
3	Objectives	One of the following objectives should be identified that the risk is most closely related to. The references are as follows: 1. Sport Karate 2. Traditional Karate
4	Risk Category	One of the following risk categories should be identified that is most applicable to the identified risk. The references are as follows: 1=Strategic (eg Organisation Structure, Planning, Leadership, Communications) 2=Operational (eg Policy, Human Resources, Information, Reputational, Technological, Project, Innovation) 3= Financial (eg Budgetary, Fraud and Theft, Investment Evaluation, Liability) 4=External (eg Infrastructure, Legal and Regulatory, Political, Partnerships)
5	Likelihood	<b>Stage 2 Prioritising the Risks.</b> There are two bases on which each individual risk needs to be assessed-likelihood and impact. The first evaluation is the likelihood or probability of the risk occurring. The scale is as follows: 1= Very unlikely 2= Unlikely 3= Possible 4=Quite likely 5=Very likely, almost certain
6	Impact	The second evaluation is the impact on the objectives or the severity of the risk if it occurs. The scale is as follows: 1= Relatively insignificant (eg insignificant coverage) 2= Minor (eg local coverage) 3= Significant (eg regional coverage) 4= Serious (eg limited national coverage) 5= Severe impact on objectives, catastrophic (eg major national coverage)
7	Risk Rating	Calculation by multiplying the likelihood rating by the impact rating. This will obviously given a maximum rating of 25 (being most serious) and a minimum rating of 1 (being least significant). In terms of the management and monitoring of risks the following scales will apply: 1-8 Unit/Project level management Chief Operating

		Officer (COO) or Board member if COO is not in place level monitoring monthly 9-15 COO or Board member if COO is not in place 15-25 senior management team/Board (2 monthly) & Council (Quarterly) This section may have to be changed depending on the size and staffing of your organisation
8	Risk Owner	The person to whom responsibility for the identified risk is most applicable. Please note that a named person is required not an appointment.
9	Current Controls in Place	<b>Stage 3 Managing the Risks/ Embedded Control System</b> Describe clearly all the existing controls in place to mitigate against the likelihood or impact of the identified risk. Please note that more than one control may exist for an identified risk and each of them should be described.
10	Additional Actions to be taken	Describe any future actions or controls that are planned or in progress to mitigate against the likelihood or impact of the identified risk. Please note that more than one additional action may be planned and each should be described.
11	Person(s) responsible for action	An individual should be assigned responsibility for ensuring the action is carried out. Please note that the person's name must be entered, not a job title or committee etc. A name should be assigned to every individual planned action.
12	Date for completion	A specific date must be set for completion of the planned action
13	Date last reviewed	<b>Stage 4 Monitoring The Risks</b> The date must be entered when the planned action was last reviewed at the appropriate monitoring level (refer to Risk Rating Box).

## Risk Register

1	2	3	4	5	6	7
Risk Number	Description of Risk	Objectives	Risk Category	Likelihood	Impact	Risk Rating

## Risk Register

8	9	10	11	12	13
Risk Owner	Current Controls in place	Additional Actions to be taken	Person(s) responsible for action	Date for completion	Date last reviewed

## Club / Dojo Risk Assessment

N = Negligible

L = Low

M = Medium

H = High

No.	POTENTIAL RISK	RISK LEVEL				MANAGEMENT OF RISK
		N	L	M	H	
1	Grit on floor from outdoor shoes etc.					Walk dojo floor, scanning for debris. Floor should have been swept/cleaned already by those responsible for maintaining cleanliness of leased premises. If excessive grit/dust found, manually sweep with brush before allowing training to commence.
2	Broken glass/plastic on floor					Assess overhead lighting and windows for damage. Walk dojo floor, scanning for glass/plastic debris. Floor should have been swept/cleaned already by those responsible for maintaining cleanliness of leased premises. If shards found, manually sweep with brush (larger pieces only) and vacuum rest before allowing training to commence.
3	Gym equipment, chairs etc. around perimeter of dojo					Where obstruction cannot be moved out of the way, ensure at least 1m clearance is maintained throughout the training session. Extra vigilance required throughout the training session.
4	Wet patches on floor from leaking roof or drink spillage.					Mop up floor and ensure dry before allowing training on damp area, report problem to caretaker/janitor etc. Drinks to be prohibited from the vicinity of the main training area.
5	Lacerations from uncut fingernails, toenails or jewellery.					Advise students to keep fingernails and toenails cut short. Prohibit the wearing of all body jewellery ie rings, earrings, neck chains including all body piercings. If jewellery/piercings cannot be removed then they must be taped over during training.
6	Trip hazard from trousers that are too long.					Advise students to wear only correctly fitting karate-gi trousers.
7	Impact injury from incorrectly controlled techniques.					Advise students to exercise control at all times and wear protective equipment ie mitts, groin/chest guards, shin protectors and gum shields where considered appropriate.
8	Spread of contagious foot conditions such as athletes foot, verrucas etc.					Shield infected feet with suitable non-slip foot covering while training. Training shoes should be considered as a last resort as others train on bare feet, extreme care must be taken. Consideration should be given to segregating student with training shoes during certain activities thus avoiding the risk of injury to others.
9	Children wandering off, getting lost or abducted at end of class or during toilet visits.					Operate a "meet and greet" policy ie parents must bring younger children into the dojo and pick them up from the dojo (not the car park). Limit toilet visits where possible and when necessary arrange for supervised group trips ie accompanied by a responsible person.
10	Accidental physical contact between children training in a class.					Aim to match size/weight of children paired together. Also take into consideration differing technical ability of students.