

# RISK REGISTER

As adopted by



AUSTRALIAN POLO FEDERATION LTD  
PO BOX 44, Teesdale, VIC, 33  
Mobile 0419 224286  
Email [apf@australianpolo.com.au](mailto:apf@australianpolo.com.au)  
Website [www.australianpolo.com.au](http://www.australianpolo.com.au)

Effective

22<sup>nd</sup> October, 2025

---

## Revision Information

---

Document Number	Policies	Revision Date	Version	Approved

### Australian Polo Federation – Risk Register

The Australian Polo Federation (APF) recognises that effective risk management is essential to achieving its strategic objectives. This Risk Register identifies the key risks currently facing the organisation, their assessed level of threat, and the measures in place to mitigate or treat the likelihood and/or consequence of those risks. The APF adopts a proactive and inclusive approach to risk management, consistent with its governance principles and commitment to the ongoing growth, integrity, and safety of polo in Australia.

Risk Area	Description of Risk	Likelihood	Consequence	Overall Risk Rating	Current Controls / Mitigation Strategies	Further Actions / Treatment Plans
Governance & Compliance	Failure to meet Sport Integrity Australia, Australian Sports Commission, or legislative compliance obligations.	Possible	Major	High	Policies and procedures reviewed annually. Alignment with ASC governance standards. Board Charter and conflict of interest declarations in place.	Conduct annual governance review. Provide ongoing Board and committee training on compliance and integrity obligations.
Financial Sustainability	Insufficient revenue generation or sponsorship, or rising operational costs reduce the APF's capacity to deliver programs.	Possible	Major	High	Annual budget and cash flow monitoring. Conservative investment approach. Transparent financial reporting and annual external audit.	Diversify revenue sources (commercial partnerships, grants). Establish a financial reserves policy and monitor sustainability ratios.
Reputation & Public Image	Negative media coverage or public perception regarding animal welfare, safety, or inclusiveness in polo.	Possible	Major	High	Clear welfare and conduct policies. Proactive communication and media strategy. Crisis communication plan in place.	Strengthen media engagement and education. Build partnerships with welfare and community organisations to enhance reputation.
Participant Safety & Welfare	Injury or fatality to players,	Unlikely	Catastrophic	High	National Safety Policy implemented.	Annual safety audits. Improved

RISK REGISTER

	officials, horses, or spectators during play.				Compulsory helmet and medical standards. On-site medical response requirements. Comprehensive insurance coverage.	injury reporting and data collection. Ongoing review of medical service requirements and protocols.
Integrity & Misconduct	Breaches of integrity such as doping, match-fixing, harassment, or bullying.	Possible	Major	High	Adoption of the National Integrity Framework. Integrity training via Sport Integrity Australia. Complaints and reporting process established.	Increase education and awareness programs. Regular review of integrity policies and compliance with national standards.
Operational Capability	Insufficient staff, volunteer, or committee capacity to meet strategic objectives and delivery timelines.	Likely	Moderate	High	Clear role descriptions and committee structures. Volunteer support framework. Staff training and workload monitoring in place.	Review workforce and succession planning annually. Explore shared service models with state associations.
Membership & Participation	Decline in player participation or club membership across age, gender, or regional cohorts.	Possible	Moderate	Medium	Junior, Women's, and Coaching development programs in place. Promotion of entry-level polo formats and participation pathways.	Implement targeted marketing. Support regional clubs with recruitment resources. Monitor participation trends annually.
IT Systems & Data Security	Loss, breach, or unauthorised access to APF data or digital systems.	Unlikely	Major	Medium	Secure cloud-based storage. Password update policy and restricted user access. Back-up procedures implemented.	Implement multi-factor authentication. Conduct annual cybersecurity review and staff data protection training.

RISK REGISTER

Event Delivery	Cancellation or disruption of major tournaments due to weather, biosecurity, or logistics issues.	Possible	Moderate	Medium	Contingency planning in place. Event insurance coverage. Coordination with clubs and veterinary support services.	Develop a formal event risk management checklist. Conduct post-event reviews to improve future planning.
Environmental & Biosecurity	Disease outbreak affecting horses or extreme weather disrupting polo events.	Unlikely	Major	Medium	Compliance with national equine biosecurity protocols. Regular communication with DPI and veterinary bodies.	Review emergency response plans annually. Promote sustainable practices and awareness across clubs.