

Risk Management Matrix

	High	3	6	9
Impact	Medium	2	4	6
	Low	1	2	3
		Low	Medium	High
		Likelihood		

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Financial - risks associated with the financial structure of Sport and Active Lifestyles, the transactions it makes and the financial systems in place:

Number	Risk	Assessment of risk		
		Likelihood	Impact	Score
1.	Failure to maintain annual core funding and consequently deliver required outcomes	Medium	High	6
2.	Failure to secure partnership funding	Medium	High	6
3.	Failure to manage budgets effectively	Low	High	3

Governance – risks associated with the governance arrangements in place

Number	Risk	Assessment of risk		
		Likelihood	Impact	Score
4.	Failure to establish appropriate governance structure leading to ineffective decision making	Low	Medium	2
5.	Failure to establish appropriate expertise in support services to support the business	Low	Medium	2
6.	Failure to exploit opportunities presented by alternative organisational arrangements	Medium	Medium	4

Organisational – risks associated with the organisational management structure

Number	Risk	Assessment of risk		
		Likelihood	Impact	Score
7.	Failure to implement appropriate management structure leading to ineffective delivery	Low	Medium	2
8.	Failure to ensure staff have appropriate skills and competencies for the needs of the business	Low	Medium	2
9.	Failure to recruit and retain quality staff	Low	Medium	2
10.	Failure to allocate resources effectively leading to non-delivery of key outcomes and strategy objectives	Low	Medium	2

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Partnership – risks associated with the organisations ability to engage with wider partners

Number	Risk	Assessment of risk		
		Likelihood	Impact	Score
11.	Failure to secure buy-in from necessary partners	Medium	Medium	4
12.	Failure to generate trust and credibility amongst partners resulting in lack of commitment and mistrust	Low	Medium	2
13.	Failure to implement effective mechanisms for raising and resolving issues and potential conflicts	Low	Medium	2
14.	Failure to engage with other partnership arrangements resulting in missed opportunities for enhanced delivery and funding	Low	Medium	2

Political – risks associated with the political context in which Suffolk Sport operates

Number	Risk	Assessment of risk		
		Likelihood	Impact	Score
15.	Failure to adapt to changing political environment resulting in mismatch between strategy / policy and delivered outcomes	Low	High	3
16.	Failure to acknowledge the political sensitivities of individual organisations resulting in weak partnerships	Low	Medium	2
17.	Failure to recognise wider political context and impact of changes to Government policy on sport and physical activity	Low	Medium	2

Reputation – risks associated with the reputation of Sport and Active Lifestyles as a credible lead organisation

Number	Risk	Assessment of risk		
		Likelihood	Impact	Score
18.	Failure to deliver high standards of performance resulting in lack of credibility	Low	High	3
19.	Failure to build strong relationships with local media and wider partners	Low	Medium	2
20.	Failure to communicate vision, strategies and plans effectively	Low	High	2
21.	Failure to develop strong brand image	Medium	Medium	4

Information – risks associated with the management of information and information technology

Number	Risk	Assessment of risk		
		Likelihood	Impact	Score
22.	IT Systems Failure	Low	High	3
23.	Failure to establish effective mechanisms for collecting and interpreting data	Low	Medium	2
24.	Failure to communicate and share appropriate data and information with partners and wider audiences	Low	High	3

The following table sets out further evaluation of these risks, including the mechanisms in place to mitigate and treat the risks as well as any further action required.

The Risk Register will be regularly reviewed and monitored.

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Assessment

The assessment of these risks and the actions proposed to reduce these risks are considered within the table below:

Risks	Assessment of risk			Risk Mitigation / Controls	Further Action Required	Risk Owners
	Likelihood	Impact	Score			
1. Failure to maintain annual core funding and consequently deliver required outcomes	Medium	High	6	Robust Business Plan in place to support SAL Strategy Close and ongoing dialogue with Sport England and other partners Awareness of national and regional changes in strategic direction Monthly monitoring and associated action plans related to financial position	Review and develop new Business Plan to meet new national / Sport England strategic direction Monitor ongoing economic downturn and respond accordingly	Head of Service
2. Failure to secure partnership funding	Medium	High	6	Ongoing dialogue with partners regarding future funding Track record of securing match funding above levels required	Review of Agreements beyond March 2016	Head of Service
3. Failure to manage budgets effectively	Low	High	3	Robust financial accounting procedures Regular budget clinics and financial auditing Budget holders trained in financial management Monthly performance review of finance including reporting to EMT	Income action plans to be kept up to date.	Business Manager
4. Failure to establish appropriate governance structure leading to ineffective decision making	Medium	Medium	4	Current Governance Structure implemented 2010/11 following options appraisal.	Governance arrangements not audited. Political wish to revisit options appraisal.	Portfolio Holder Director Head of Service
5. Failure to establish appropriate expertise in support services to support the business	Low	Medium	2	Resources allocated by support services to be targeted at strategy priorities.	HR - Vacancies to be filled Finance – Budget monitoring and financial accounting Communications – brand development Facilities Management - maintenance	Director Head of Service
6. Failure to exploit opportunities presented by alternative organisational arrangements	Medium	Medium	4	Awareness of national and regional developments and trends Linked into local authority joint working	Ongoing consideration of management arrangement arrangements as part of future Business Planning	Director Head of Service

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Risks	Assessment of risk			Risk Mitigation / Controls	Further Action Required	Risk Owners
	Likelihood	Impact	Score			
7. Failure to implement appropriate management structure leading to ineffective delivery	Low	Medium	2	Management / staffing structure developed to support existing Business Plan and future delivery	Review staffing requirements in line with development of Strategy	Portfolio Holder Director Head of Service
8. Failure to ensure staff have appropriate skills and competencies for the needs of the business	Low	Medium	2	Annual appraisal process including appropriate consideration of training and personal development needs Appropriate training available to staff	None	Head of Service Business Manager Service Managers Duty managers
9. Failure to recruit and retain quality staff	Low	Medium	2	Local authority conditions attractive to potential applicants Staff turnover and industry trends monitored Comprehensive recruitment processes in place	Recruitment process often fails to present sufficient number of quality applicants.	Director Head of Service
10. Failure to allocate resources effectively leading to non-delivery of key outcomes and strategy objectives	Low	Medium	2	Resources allocated through Service Plan and Business Plan ensure clear link between organisational objectives and individual work programmes	Monitoring and Review of performance on a quarterly basis Annual Delivery Plan developed each year to maintain strategy data sets and supported by Service Plan	Portfolio Holder Director Head of Service
11. Failure to secure buy-in from necessary partners	Medium	Medium	4	Agreements in place for current funding Partnership working at the heart of service delivery	Regular opportunity for partners to comment on progress on strategy	Head of Service

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Risks	Assessment of risk			Risk Mitigation / Controls	Further Action Required	Risk Owners
	Likelihood	Impact	Score			
12. Failure to generate trust and credibility amongst partners resulting in lack of commitment and mistrust	Low	Medium	2	Sport and Active Lifestyles has generated credibility through existing delivery and partnership working across a range of sectors	Continued engagement	Head of Service Business Manager
13. Failure to implement effective mechanisms for raising and resolving issues and potential conflicts	Low	Medium	2	Regular meetings with key partners to manage ongoing expectations and targets	None	Head of Service Business Manager
14. Failure to engage with other partnerships resulting in missed opportunities for enhanced delivery and funding	Low	Medium	2	Sport and Active Lifestyles engaged through key forums and working groups e.g. CSP; NGB's; SLOCOF; LGA etc.	None	Head of Service Business Manager
15. Failure to adapt to changing political environment resulting in mismatch between strategy / policy and delivered outcomes	Low	High	3	Regular meetings with Sport England and SASSOT to discuss policy direction	None	Head of Service Business Manager
16. Failure to acknowledge the political sensitivities of individual organisations resulting in weak partnerships	Low	Medium	2	Sport and Active Lifestyles linked into local networks with SOT (e.g. ECOS LOC to ensure high-level of awareness of individual organisational needs	None	Head of Service
17. Failure to recognise wider political context and impact of changes to Government policy on sport and physical activity	Low	Medium	2	Sport and Active Lifestyles is engaged with local government agenda	None	Director Head of Service Business Manager

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Risks	Assessment of risk			Risk Mitigation / Controls	Further Action Required	Risk Owners
	Likelihood	Impact	Score			
18. Failure to deliver high standards of performance resulting in lack of credibility	Low	High	3	Robust Business Plan and Performance Management Framework in place to ensure performance achieved Past performance demonstrates credibility of Sport and Active Lifestyles	Ongoing monitoring and review of performance Annual Reporting of Performance and achievements to partners	Head of Service Business Manager
19. Failure to build strong relationships with local media and wider partners	Low	Medium	2	Good working relationships established with key media: local press, radio, etc marketing / communications group established	Detailed consultation plan to be developed	Head of Service Business Manager
20. Failure to communicate vision, strategies and plans effectively	Low	High	2	SAL Strategy, Service Plan and Business Plan sets out clear vision and plans for delivery	Ongoing Development of website and e communication and associated marketing material	Director Head of Service Business Manager
21. Failure to develop strong brand image	Medium	Medium	4	Recognisable brand image in place	Further development required to embed across all media	Director Head of Service Business Manager
22. IT Systems Failure	Low	High	3	Robust IT systems established through IT support available to Sport and Active Lifestyles through ICT business unit.	Develop understanding of funding for corporate and service systems	Director Head of Service Business Manager
23. Failure to establish effective mechanisms for collecting and interpreting data	Low	Medium	2	Performance Management systems in place Agreements for organisations delivering on Sport and Active Lifestyles behalf include data collection and reporting requirements	Continue to monitor performance	Head of Service Business Manager
24. Failure to communicate and share appropriate data and information with partners and wider audiences	Low	High	3	Limited information released currently	Marketing and communications plan in place	Director Head of Service Business Manager