

Risk Register – April 2017–March 2018

Introduction

A key requirement of the Core Specification is that CSPs have a comprehensive approach to Risk Management

- The CSP has a “live” risk register and a risk strategy/clear approach to dealing with risk.
- The CSP Board is actively involved in risk management and the CSP can demonstrate that there is a link between managing risk and business improvement.
- The CSP is able to evidence mitigation measures to reduce or remove identified risks.

The risks for the Partnership have been evaluated by the team and were last considered by the HSP Board in November 2016 (in line with the HSP Risk Policy).

Members are asked to review the Risk Register at this meeting and to recommend any changes. The overall work programme for 2016/17 has been taken into account as well as any external factors. By managing these risks Herts Sports Partnership will:

- Improve decision making, planning and prioritisation.
- Allocate resources more efficiently.
- Anticipate what might go wrong, minimising the amount of fire fighting or preventing a disaster or serious financial loss.
- Improve the probability of delivering the Annual Delivery Plan on time and to budget.

The Process

The Herts Sports Partnership risk management process involves:

- Identify the risks – list, assess, map and score.
- Manage the risks – accept, modify (take more or less risk) or eliminate it altogether, decide what risks can be controlled.
- Create a “risk log” – the risk log in relation to a specific activity or plan lists all the identified risks and the result of their analysis and evaluation. Information on the status of the risk is also included, these details can then be used to track and monitor their successful management.
- Periodic review – all risks will be reviewed quarterly by the Herts Sports Partnership Director and the Management team, and 6 monthly by the Board.

Risks

The risks have been identified under four category headings: strategic, compliance, financial and operational.

Strategic – risks associated with operating in the sport, physical activity and active recreation sector:

Number	Risk	Assessment of risk	
		Likelihood	Impact
1.	New Sport England direction and change to core funding via the core specification	High	Critical
2.	Not achieving green RAG ratings for Sport England programmes within the Sport England Performance Management framework	Medium Low	Critical
3.	Not recruiting or engaging the right level of Executive Board member	Medium	Critical
4.	Not recruiting or retaining the right level of paid officer	Medium	Medium
5.	Lack of clear strategy focus or ambition	Medium	Critical
6.	Lack of engagement or commitment from partners	Low	Critical
7.	Over ambitious remit for the partnership	High Medium	Critical
8.	Change of government direction, withdrawal of key funding	High Medium	Critical

Compliance - risks associated with the need to comply with laws and regulations. They also apply to the need to act in a manner which funding partners and customers expect. For example, by ensuring that proper corporate governance is in place:

Number	Risk	Assessment of risk	
		Likelihood	Impact
9.	Non-compliance with University of Hertfordshire (UH) hosting arrangements and regulations	Low	Critical
10.	Non-compliance with Sport England reporting requirements	Low	Critical

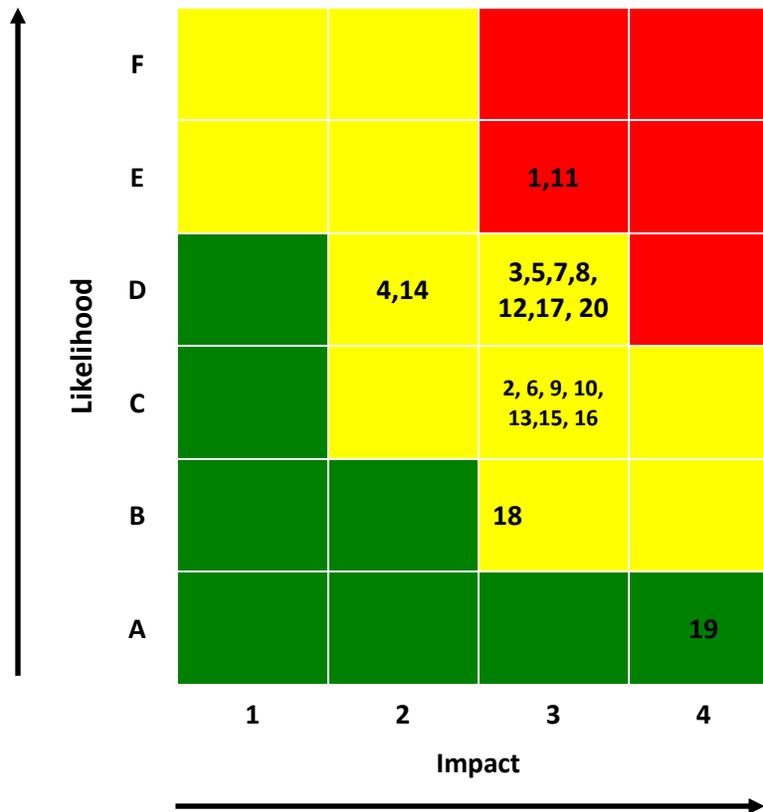
Financial - risks associated with the financial structure of Herts Sports Partnership, the transactions it makes and the financial systems in place:

Number	Risk	Assessment of risk	
		Likelihood	Impact
11.	Withdrawal of funding from partners and risk of redundancy	High	Critical
12.	Sport England funding reduced	High Medium	Critical
13.	Poor financial accounting	Low	Critical
14.	Inability to lever in funding for new programmes	Medium	Medium

Operational - risks associated with Herts Sports Partnership operational and administrative procedures such as ensuring robust child protection procedures:

Number	Risk	Assessment of risk	
		Likelihood	Impact
15.	Withdrawal of host agency support	Low	Critical
16.	Failures of IT systems	Low	Critical
17.	Litigation	Medium	Critical
18.	Physical disaster/act of nature	Very low	Critical
19.	Host agency goes into administration	Almost impossible	Catastrophic
20.	Change of Governance arrangements	High Medium	Critical

RISK MATRIX



- Likelihood:**
- F Very high
 - E High
 - D Medium
 - C Low
 - B Very low
 - A Almost impossible

- Impact:**
- 1 Negligible
 - 2 Medium
 - 3 Critical
 - 4 Catastrophic

Assessment

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

Risk	Assessment of risk		Comments	Controls required / Mitigation	Risk owner
	Likelihood	Impact			
1. New Sport England direction and change to core funding via the core specification	High.	Critical	<p>Current core funding agreed until September 2017.</p> <ul style="list-style-type: none"> Sport England are in the process of defining CSP roles from September onwards. Sport England have not released a core specification for April onwards. HSP will deliver according to the plan set out in the application for 6 months Core funding. This will include: NGB support, Insight, Strategic Networking, Board Effectiveness and Leadership 	<ul style="list-style-type: none"> Continue to advocate the role of CSPs in the delivery system and represent these views regionally and nationally Strongly advocate the broad role of CSPs as the strategic lead for sports development in the county Meet the requirements of the 6 month extended core funding delivery plan. Implement a new staffing structure to reflect the reduced short term funding. 	Herts Sports Partnership Board, and Senior Leadership Team (SLT)
2. Not achieving Green RAG ratings for Sport England programmes within the Sport England Performance Management framework	Medium Low	Critical	<ul style="list-style-type: none"> The number of Sport England programmes being delivered by the partnership will reduce from April 2017. The programmes remaining will be: Satellite clubs, Coaching and This Girl Can. There are no foreseen risks for these projects. 	<ul style="list-style-type: none"> Continue to focus work to achieve green RAG ratings for each section of the Performance Management framework. Liaise with other CSPs in the East Region to improve ratings on challenging projects and share ideas for best practice. 	Herts Sports Partnership SLT
3. Not recruiting or engaging the right level of Executive Board members	Medium	Critical	<ul style="list-style-type: none"> Board knowledge and skills audit completed. No gaps were highlighted. To meet the new UK Code of Governance requirements, recruitment for a new board member to replace David Wray needs to reflect board diversity requirements. At present, the board is predominantly white males. 	<ul style="list-style-type: none"> Review skills and knowledge matrix and board diversity. 	Herts Sports Partnership SLT

4. Not recruiting or retaining the right level of paid officer	Medium	Medium	<ul style="list-style-type: none"> All staff contracts are of a fixed term nature – up to September 2017. Uncertainty about the future has led to a high turnover of staff in a short space of time. Review of staffing structure to reflect the financial situation of the Partnership will take place in June/July 2017 once SE confirm future funding arrangements. Recruitment of high calibre staff for short term contracts will prove challenging. 	<ul style="list-style-type: none"> To conduct reviews regularly and take actions to ensure staff remain motivated. To provide regular communication for the team on the future structure of the organisation 	Herts Sports Partnership SLT
5. Lack of clear strategy focus or ambition	Medium	Critical	<ul style="list-style-type: none"> It is unlikely Sport England will provide clear strategic direction before June 2017. HSP strategic plan expires in 2017. A new strategic plan and operation plan will be written by September 2017 with input from the Board, staff and partners. 	<ul style="list-style-type: none"> Continue with the current process and check and challenge the remit, clarity, focus and ambition through the team 1:1s and partners Board to be involved in strategic planning as part of Governance improvement plan. 	Herts Sports Partnership SLT
6. Lack of engagement or commitment from partners	Low	Critical	<ul style="list-style-type: none"> Engagement with partners is crucial to the success of Herts Sports Partnership and is instrumental in encouraging the continued commitment from both current and future partners. Officers meet regularly with partners through various groups and partners are included in any relevant consultations. 	<ul style="list-style-type: none"> Continue with engagement processes. Encourage both positive and negative feedback from partners whether informally or formally Ensure regular flow of relevant feedback and communication of progress and successes Planning for partner engagement from April 2017 when much project funding is due to cease. 	Herts Sports Partnership SLT
7. Over ambitious remit / expectation of delivery capacity within Herts Sports Partnership	High Medium	Critical	<ul style="list-style-type: none"> From April 2017 there are no requirements from Sport England for HSP to diversify income. HSP will have reduced involvement in 	<ul style="list-style-type: none"> Review the role of HSP in light of the core funding expectations and what can be expected of the 	Herts Sports Partnership SLT

			<p>direct delivery significantly from April onwards.</p> <ul style="list-style-type: none"> HSP will focus on the core roles required by Sport England. 	organisation from April 2017	
8. Change of government direction, withdrawal of key funding	High Medium	Critical	<ul style="list-style-type: none"> See comments in 1 Sport England have indicated there is a role for CSPs to help them deliver their new strategy (Towards an Active Nation). What will be required and the level of funding is unlikely to be confirmed until June/July 2017. 	<ul style="list-style-type: none"> Continue to advocate the role of CSPs in the delivery system and represent these views regionally and nationally Strongly advocate the broad role of CSPs as the strategic lead for sports development in the county 	SLT
9. Non-compliance with UH hosting arrangements and regulations	Low	Critical	<ul style="list-style-type: none"> Herts Sports Partnership is hosted by the University of Hertfordshire and all staff are UH employees. 	<ul style="list-style-type: none"> Ensure proper inductions and regular staff briefings Ensure effective liaison between Herts Sports Partnership Director, UH Director of Sport, Finance and HR and Legal. Ensure all staff operate within UH regulations Continue to evidence impact on the host organisation's key objectives. 	Herts Sports Partnership SLT and UH Director of Sport
10. Non-compliance with Sport England reporting requirements	Low	Critical	<ul style="list-style-type: none"> Herts Sports Partnership is required to regularly report on all Sport England funded programmes 	<ul style="list-style-type: none"> Continue providing the 6 monthly reports Introduce new methods of reporting when required All 3rd parties to sign UH legal agreements and payment of grants dependent on receiving M&E data 	Herts Sports Partnership SLT and Project Officers
11. Withdrawal of funding	High	Critical	<ul style="list-style-type: none"> Financial pressures in LAs may reduce 	<ul style="list-style-type: none"> Continue to maintain and to 	Herts Sports

from LA partners and risk of redundancy			<p>their commitment/ability to support HSP.</p> <ul style="list-style-type: none"> Funding is agreed on an annual basis Due to the Strategic direction and six month extension to SE Core Funding for CSPs, there is a significant likelihood that there will not be LA funding from April 2018. 	<p>build on the relationships with the funding partners</p> <ul style="list-style-type: none"> Review the funding arrangements with the LA partners. Undertake financial forecasting without this funding. 	Partnership SLT, Board
12. Sport England funding withdrawn or reduced	High Medium	Critical	<ul style="list-style-type: none"> Sport England have confirmed Core funding until September 2017. Funding beyond this date will not be announced until June /July 2017. 	<ul style="list-style-type: none"> Continue to submit financial reports to Sport England Advocate the role of the CSPs in the delivery system at a regional and national level Short term funding – review of the operational plan of the organisation against confirmed funding. 	Herts Sports Partnership SLT
13. Poor financial accounting	Low	Critical	<ul style="list-style-type: none"> Herts Sports Partnership has to comply with UH's financial accounting regulations and with the major funding partners financial regulations 	<ul style="list-style-type: none"> Continue to comply with regulations and regularly report on the financial performance to the Management Sub Board Project officers to keep accurate budgets for their projects and meet regularly with HSP Finance Officer. Forecasting for the 2017/18 financial year 	Herts Sports Partnership SLT
14. Inability to lever in funding for new programmes	Medium	Medium	<ul style="list-style-type: none"> Herts Sports Partnership faces challenges on securing new and non-public funding. The new core specification does not require diversification of funding. Increased importance to promote SE funding opportunities to partners to help them secure new funding. 	<ul style="list-style-type: none"> Herts Sports Partnership is consistently trying to identify new sources of funding and promote the opportunity to partners to apply for and secure the funding. 	Herts Sports Partnership SLT
15. Withdrawal of host	Low	Critical	<ul style="list-style-type: none"> UH currently considering alternative use 	<ul style="list-style-type: none"> Continue to evidence <i>added</i> 	Herts Sports SLT

agency support			of UH office accommodation. Being UH employees will be very advantageous in this process as suitable alternative accommodation will need to be found for the Partnership – and this has been agreed.	<p><i>value</i> of our work to the host organisation.</p> <ul style="list-style-type: none"> Clearly demonstrate compliance/adherence to UH policies and procedures. 	Director of Sport
16. Failures of the IT systems	Low	Critical	<ul style="list-style-type: none"> Herts Sports Partnership is part of the UH support network which has proven to be efficient in maintaining the systems to a high level 	<ul style="list-style-type: none"> Ensure that all staff are aware of the IT support mechanisms in place. Ensure all staff save work on the networked X:drive and not on computer hard drives 	All Herts Sports Partnership staff
17. Litigation	Medium	Critical	<ul style="list-style-type: none"> Herts Sports Partnership does not have any outstanding legal cases but litigation relating to a recent accident on one of our delivery programmes is a distinct possibility. Claims for personal injuries are generally on the increase in a more litigious society. 	<ul style="list-style-type: none"> Take all necessary steps to ensure that Herts Sports Partnership operates, at all times, on a sound legal footing. Ensure Board members are sufficiently indemnified against legal action Ensure risk assessments are completed for all activities directly delivered by HSP. Ensure with UH that all HSP directly delivered programmes are covered by appropriate insurance. 	Herts Sports Partnership SLT, UH Director of Sport
18. Physical disaster/act of nature	Very low	Critical	<ul style="list-style-type: none"> UH has a draft policy in the event of a physical/natural disaster 	<ul style="list-style-type: none"> Ensure that SLT are aware of the draft policy 	UH Director of Sport
19. Host agency goes into administration	Almost impossible	Catastrophic	<ul style="list-style-type: none"> UH has risk management and business continuity policies 	<ul style="list-style-type: none"> Monitor the business position of UH 	UH Director of Sport
20. Change of Governance arrangements	High Medium	Critical	<ul style="list-style-type: none"> UK Code of Governance in place from 1st April 2017. 	<ul style="list-style-type: none"> Continue to meet SE requirements. No core spec in place from 1st April. Governance Improvement plan in place. Partnership is working 	Herts Sports Partnership SLT



				towards to the new UK code of Governance 2017/18. Inability to meet the requirements could signal a withdrawal of SE core funding	
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