

Wiltshire and Swindon Sport CIC Risk Policy

Background

1. All organisations, whether in public service or the private sector, face risks to people, property, equipment, vehicles, business continuity and effectiveness. Increasingly, reputation risk (the impact of adverse publicity), and regulatory risk (failure to achieve published objectives), are also being identified as key risk management issues.
2. Risk is the measure of likelihood of some uncertain action or event happening that might have an impact on the achievement of WASP's objectives and affect service delivery to the community. Typical risks which WASP will face, include:-
 - anything that poses a threat to maintaining service delivery, or to the achievement of corporate objectives and service plans;
 - anything that could damage WASP's reputation and undermine public confidence;
 - failure to respond to or manage change in an increasingly dynamic environment:
 - impropriety, malpractice, waste or poor value for money;
 - failure to comply with regulations, such as those covering health and safety, employment practice, human rights and the environment.
3. To help achieve effective service delivery WASP will develop a systematic approach to identifying, evaluating and managing the risks associated with its activities. This will be part of service planning and corporate decision making, rather than a separate initiative.

WASP Risk Management Strategy

Vision

4. We will identify, analyse and prioritise the risks we face. We will manage and control risks in order to maximise the quality of our service provision and to uphold our reputation. We believe if implemented in this way, risk management will make a powerful contribution to continuous service improvement and the achievement of best value.

Strategy and Culture

5. Every team member is responsible for identifying and managing significant risks to the delivery of their services. The purpose of this Risk Management Strategy is to establish the framework, the approach and structure which we will use to integrate risk management into our management arrangements, in order to help service managers meet their responsibilities for service delivery. This strategy will therefore:
 - provide the method of communicating the risk philosophy of the organisation
 - explain how risk management is to be implemented
 - outline the different responsibilities
 - highlight procedures that will be adopted in the risk management process.
6. The Board will be asked to approve this Risk Management Strategy and review annually the effectiveness of the risk management processes.
7. The CEO has overall responsibility for encouraging awareness of risk management issues

throughout WASP. The CEO will manage the process and be responsible for the management and notification of those risks likely to have a significant impact on the achievement of WASP's objectives.

8. The roles and responsibilities of individuals and groups in the implementation of the Risk Management Strategy are set out in the attached Appendix.

Implementation

9. Risk management is a continuous process. It is not a separate initiative, but will be an integral part of WASP's core management processes. All staff have a responsibility to be alert to risks and to take appropriate action, including bringing them to the attention of management.
10. Risk assessment, analysis and management will be embedded in:
 - delivery plans
 - project management
 - decision making
11. Decisions at all levels within WASP should be taken on the basis of adequate information, which will include an analysis of the risks and consideration of measures to manage those risks. For major projects, the project initiation document will address risks in line with WASP's recommended methodology.
12. Regular reviews of risk will be undertaken by the appropriate managers to identify priorities for action based on the following:
 - identifying the risk by reference to Service/Business objectives;
 - analysing the risk in terms of probability, severity, and magnitude;
 - ranking the risk in terms of probability, severity, and magnitude;
 - prioritising the action according to the existing control environment, tolerance, and the availability of resources;
 - determining the course of action e.g. eliminate risk, reduce risk or accept risk;
 - controlling the risk e.g. taking appropriate action;
 - monitoring the reporting on progress;

Monitoring and review

13. Project risks will be captured in a project risk assessment and managed by the project manager. Key organisational risks will be recorded and managed through the WASP Risk Register. The Risk Register will be reviewed and approved by the Board at six monthly intervals, or whenever there is a significant change to its content.

RESPONSIBILITIES FOR RISK MANAGEMENT

Group/Individual	Responsibilities
Executive Board	To approve the Risk Management Strategy To review and approve the risk register as required.
Chief Executive and Operations Director	Responsibility for effective risk management within WASP.
Senior Sports Consultants	To ensure that risks are identified, assessed and managed for all WASP services and projects as part of the overall risk management system.
All other staff	To maintain an awareness of risk, and feed into the formal process, including alerting management when risks are inappropriately managed or the level of residual risk is unacceptably high.