

Developing a risk register for your club or organisation

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What is a risk register?

A risk register is a simple and effective tool you can use to help you identify, document and manage all of the risks facing your sports club or delivery organisation.

What are the benefits of a risk register?

There are many benefits associated with developing and maintaining a risk register. These include:

- Planning out any known risks associated with the day-to-day running of your club/organisation and assessing both their likelihood and impact.
- Identifying act (mitigating actions) to lessen their likelihood and reduce or control their impact.
- Reducing the number of unexpected circumstances and issues that you have not foreseen and therefore have not planned for.
- Documenting the known risks and mitigating actions in a transparent way so that you can share them with your committee/trustees, volunteers, staff and other relevant partners in order to create a collective approach to owning and managing risk.
- Being able to regularly review known risks and identify any additional resources, training needs or actions required to manage them.
- Supporting your continuity, emergency and succession planning.

What's the difference between a risk register and a risk assessment?

Risk registers and risk assessments are both important documents. Both deal with assessing, reducing and managing risk but each has a very different focus and function.

- A **risk register** is a document that sets out and assesses the risks that may directly affect the day-to-day running and sustainability of your sports club or delivery organisation. It is a tool that should be used to help manage and govern your club or organisation and is sometimes a requirement of compliance processes.
- A **risk assessment** focusses on managing the health and safety of your club or organisation which not only includes the activities you carry out and the equipment you use as a club/organisation but also the activities and equipment you provide to members and visitors. It helps you to assess and control the risk of accidents or injuries to everyone involved in your club/organisation and its members/visitors. Carrying out a risk assessment is necessary in order to comply with Health and Safety law and is usually a requirement of insurance providers and NGBs. General advice on developing a risk assessment can be found on the Health and Safety Executive [website](#).
- You can also find some additional guidance in our Creating a risk assessment document on the Club Matters [website](#).

Developing a risk register

Developing a risk register should be a straight-forward process. Set out below is a seven-step guide you can follow when developing your own risk register, which we've adapted from PRINCE 2 (a project management method).

We've also created a helpful template for you to set out all of the risks you have identified.

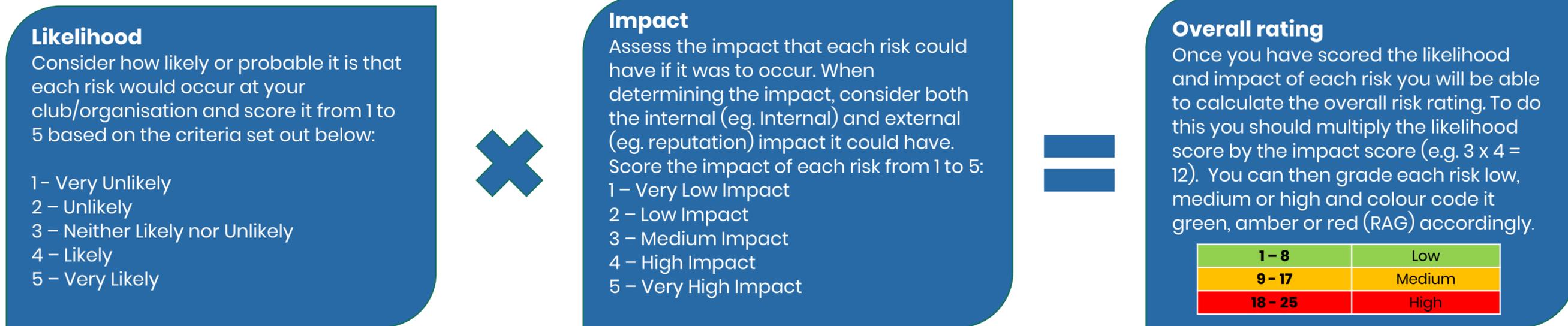
Step 1 - Involve the right people and get their buy In: It is important to involve key people within your club or organisation when developing your risk register. It's advisable to involve and obtain the support of all of your club or organisation's committee members or trustees as well as trusted senior individuals. This will help to ensure that risks and issues have been considered across all areas and that there is agreement on the likelihood, impact and mitigating actions to be taken. However, ensure that at least one person does have the overarching responsibility for creating and maintaining the register.

Step 2 - Identify and categorise risk: It's good practice for your club or organisation to think about and categorise risk under different headings. We know that every club or organisation is different, so it is important to ensure your risk register considers general organisational risks as well as any unique and specific considerations that you are facing now or are likely to face in the future. We've provided a number of general headings below for you to think about. This list isn't exhaustive, but does cover a large number of the risk categories usually associated with running a club or organisation.

- **Vision, aims and objectives** – Risks that will stop your club or organisation achieving your overall vision, aims and objectives.
- **Legal structures** – Risks relating to the way that your club or organisation is structured, such as whether there is a full understanding of your structure and if it is the most appropriate for your organisation.
- **Liabilities** – Risks relating to your organisation's liabilities and that of its members or volunteers; for example, whether they are liable for any costs or damages associated with the club or organisation based on your legal structure etc.
- **Governance** – Risks relating to good governance practices.
- **Committee** – Risks associated with how your committee is run, or its succession planning (e.g. if committee members are to leave their position).
- **Policies and procedures** – Risks associated with the completeness and coverage of your policies and procedures (e.g. safeguarding policy, normal and emergency operating procedures and codes of conduct).
- **Finance and sustainability** – Risks relating to the financial management and financial sustainability of your club or organisation (e.g. do you have sufficient reserves in place for emergencies, the replacement of equipment, loan repayments? Are your income streams secure? Do you rely too much on one source of income etc?).
- **Legal and reporting requirements** – Risks related to the requirements of statutory laws, statutory bodies and funders (e.g. health and safety, financial returns, VAT and Tax etc).
- **Insurance** – Risks related to having sufficient insurance cover in place and whether these policies provide sufficient cover to meet your club/organisation's needs.
- **Safeguarding** – Risks related to keeping children and adults safe (e.g. the recruitment, deployment and retention of volunteers/staff or reporting procedures from a safeguarding perspective).
- **Data protection and GDPR** – Risks associated with data protection and security including data breaches or GDPR issues.
- **Inclusion and equality** – Risks that would prevent your club or organisation being open and accessible to all prospective members, participants and volunteers.
- **Membership and participant Numbers** – Risks associated with a drop or surge in your membership and participant numbers.
- **Volunteers or staff numbers** – Risks associated with the volunteers, coaches and other staff that you need to safely and efficiently run your activities and facilities (i.e. shortage of volunteers and coaches, succession planning, training needs etc).
- **Satisfaction with the experience** – Risks associated with low levels of satisfaction in the activities and services you offer and the experience of your members, participants, parents and carers, volunteers and any staff.
- **Reputation** – Risks associated with any potential damage to your club or organisation's reputation.
- **Facilities and equipment** – Risks associated with the condition or availability of facilities and equipment.

Developing a risk register

Step 3 – Assessing risks likelihood, impact and overall rating: Once you have identified the key risks that could affect your club or organisation, the next step is to assess the likelihood, impact and overall rating of each risk.



Please note that any risk that is rated as medium or high should be reviewed regularly by your committee or trustees and senior officials, ideally as a standing agenda item on your regular committee and trustees management meetings.

Step 4 – Identify Mitigating Actions: Mitigating actions are actions that you have designed to lessen the likelihood and/or impact of each risk. These might include the application of good practice, embedding clear policies and procedures, staff training, regular reporting, regular communications with members, establishing a finance and audit sub-committee etc. An example is provided in the box below:

Example
Committee members have a fixed term of three years. Two committee members have terms that finish at the end of the season. This is a risk to the club/organisation because these individuals are experienced and their departure will also mean that you are two members short on your committee. Possible mitigating actions that could be taken in the months leading up to their departure include:

- Reviewing or creating a succession plan
- Identifying if there are any specialist skills or experience required to fulfil the roles
- Creating or reviewing role descriptions and person specifications.
- Advertising and recruiting to roles in advance.
- Electing new committee members via the AGM/EGM.
- Providing the required training and/or incorporating a handover period between the existing and new committee members to ensure they fully understand their role and responsibilities.

Developing a risk register

Step 5 - Appoint a risk owner: For each risk identified, appoint the most appropriate person within your organisation to monitor and manage it.

They will be responsible for continually assessing the risk, identifying and implementing mitigating actions and providing updates to the committee or trustees as appropriate.

Where relevant, there can be more than one owner for risks (e.g. if your club or organisation has sub-committees).

Step 6 - Arrange regular risk reviews: Your risk register should be kept as a live document with updates reported to your committee/trustee/leadership team on a regular basis.

Any changes to a risk's likelihood or potential impact should be discussed and reflected in the risk register, along with any further mitigating actions required as a result.

It's important to flag any **medium** and **high** risks at **regular committee meetings** and to discuss mitigating actions to ensure these risks do not have a significant impact on your club or organisation.

Step 7 - Recording risks: When completing your risk register it is important to include basic details that you can refer to and update as appropriate.

These details should, as a minimum, include the date the risks were entered onto the register, a description of the risk as well as the level of risk, the risk owner, the mitigating actions and its status (i.e. whether it is current risk, ongoing risk, future risk or completed).

It's important to provide a clear description of the risk so that your committee, trustees or leadership team aren't required to remember specific details from one meeting to the next and their status can be included to easily track progress.



Template risk register

Date Logged	Risk Category	Risk Description / Issues	Risk Owner	Likelihood (1-5)	Impact (1-5)	Overall Rating (LxI) & RAG Rating	Proximity (current/ongoing/future/completed)	Mitigating Actions	Notes

Please note that Sport England / Club Matters is not in a position to review, assess and/or comment upon a club or organisation's risk register and so please do not send them to us, even if you do decide to use the template above.

Your use of this guidance and the template is entirely at your own risk.

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