

Version Q4 2022-23  
Date 19-Apr-23  
New Risk added AE 8/9/24/25/26/27  
Treated risk removed AE 3/4/5/10/14/15/16/17/18/11

Risk ID									
Funding	Description	Inherent Risk	Control/ Mitigating Action	Residual Risk	Action Plan	Timescale	Target Risk	Owner	Board Sponsor
AE1	Sport England discontinues support for Active Partnerships	2 x 5 = 10	Continue to articulate impact of AP and hold strong reputation. Annual review of impact and outcomes that are reported	3 x 3 = 9	New lottery award in place and signed. Core funding until 2027, CYP element until 2025	Mar-25	3 x 3 = 9	JF/ RH	WB
AE2	Active Essex fails to meet Sport England grant return requirements	2 x 5 = 10	Ensure process/ reporting requirements are in place and grant conditions are fully met.	1 x 3 = 3	Robust financial procedures in place to monitor and report grant requirements every 6 months (October and April)	Sep-23	1 x 3 = 3	RH	CR
Governance	Description	Inherent Risk	Control/ Mitigating Action	Residual Risk	Action Plan	Timescale	Target Risk	Owner	Board Sponsor
AE6	Code of Good Governance criteria audit approved and AE compliance. Review every year 12 months to meet standards required	3 x 3 = 9	Action plan criteria need to met in order to maintain CSP funding.	2 x 3 = 6	Respond with amend Terms of reference, structure changes, website and transparency requirements	Apr-23	2 x 2 = 4	RH	BM
AE7	The host agency discontinue support to the partnership. Local Government structure/ reviews continue to have potential impact	3 x 3 = 9	Plan to shift to another host/ article benefits/ delivery and impact articulated	3 x 3 = 9	AP success is promoted and fully recognised by SE decision-makers.	Sep-23	3 x 3 = 9	JF/RH	BM
AE8	Active Essex Board and internal workforce not reflecting the diversity of its community as outlined in Code of Sports Governance	3 x 4 = 12	Plans in place including Race Equality Code Plan, Diversity & Inclusion Action Plan & Activity Alliance LEAD plan informing recruitment processes	3 x 3 = 9	Execution of action plans across the financial year. Feed into People, Culture Skills work.	Aug-23	3 x 3 = 9	HC	BM
AE9	Active Essex Board and internal workforce not displaying Active Essex values of 'We are Inclusive' and creating an Inclusive Culture	3 x 4 = 12	Team & Culture Stretch Group for continuous improvement. Ongoing training for Equality, Diversity & Inclusion including Inclusive Leaders programme	3 x 3 = 9	Review recruitment and on-boarding processes for the inclusion of Values expectations. Training log being developed to capture EDI training	ongoing	2 x 2 = 4	HC/HW	BM

Strategy	Description	Inherent Risk	Control/ Mitigating Action	Residual Risk	Action Plan	Timescale	Target Risk	Owner	Board Sponsor
AE12	Reputation Risk. Board members adhere to code of conduct and the values of Active Essex as they join and exit the Board.	3 x 3 = 9	ToR and Nolan principals contained with governing documents outlining expectations of Board members.	3 x 3 = 9	Board members follow the principles contained within policy to ensure AE reputation is protected. Comms team to support with briefings and/ or queries	ongoing	3 x 3 = 9	JF/RH	WB
AE25	Support / Advocacy to Sport and Physical sector. Leisure Providers and/ or clubs & local groups	4 x 4 = 16	Use networks to scope, advocate and drive support into these groups	3 x 3 = 9	Create a network of AE, Sport England, Local Authority Officers and contract managers to advocate, share practice and learn. Replicate this and support work of NGB's in this space with community sport	Dec-23	3 x 3 = 9	JF/ RL	BM
AE26	AEF Development/ growth	3 x 3 = 9	Investigate opportunities around further grants, CSR and commercial opportunities that would benefit AEF	3 x 3 = 9	Scope grants/ CSR/ commercial opportunities and progress those most suitable	Sep-23	2 x 2 = 4	RH	BM
AE 27	AE Board doesn't maintain its skills mix, expertise and commitment of Board members. Board members retire and corporate memory is lost and recruitment fails to provide suitable replacements	4 x 4 = 16	Board recruited according to the skills required and following procedures agreed by the Governance paper.	3 x 3 = 9	Chair annual review of Board members skill set and ensure it is fit for purpose.	Dec-23	3 x 3 = 9	JF/RH	WB
Delivery	Description	Inherent Risk	Control/ Mitigating Action	Residual Risk	Action Plan	Timescale	Target Risk	Owner	Board Sponsor
AE 13	Local Delivery Pilot bid is successful with Active Essex continuing to play a lead role in the brokering and facilitation of this project, placing pressure on resources of AP to deliver.	3 x 3 = 9	Organisational capacity and operation in line with requirements funding conditions enables project to work effectively	2 x 3 = 6	Respond with adapted organisational and programme plan linking AP and LDP outcomes.	Dec-23	2 x 2 = 4	JF	WB
AE19	Health and safety. Impact of remote working/ new ways of working on Active Essex team. Need to ensure focus on maintaining health and wellbeing of staff.	3 x 4 = 12	Work with host agency to maximise use of technology and inform ECC policy around new ways of working.	3 x 3 = 9	Ensure staff are supported around health and wellbeing as ways of working develop through host agency policies and supported by line management structure of ECC	Dec-23	2 x 3 = 6	RH	CR
AE 20	Holiday Activities and Food Programme programme fails to put in place programme structures, project infrastructure and deliverables.	3 x 4 = 12	Work with system partners to lever resources, impact on policy and structures required improve outcomes for target audience.	3 x 3 = 9	Ensure HAF programme, Year 2 & 3, are successfully delivered and continue to advocate for policy change and additional resources in this space.	Mar-25	2 x 3 = 6	LV	AF
AE 21	Find your active - Behaviour change campaigning	3 x 4 = 12	Resources are in place. Provide advice and expertise to add value to delivery, support role out and continue strong advocacy.	3 x 3 = 9	Ensure the campaign is successfully delivered and evaluated in order to continue to advocate for additional resources in this space.	Dec-23	3 x 3 = 9	HA/GH	CR
AE 22	Safeguarding - Internal: Ensure the AE has robust internal process/ training in place for staff and Board . Organisations Groups we fund have policy and procedure in place.	3 x 4 = 12	Work with AE leads to support the processes already in place and ensure they are fit for purpose.	3 x 3 = 9	Ensure staff are supported to implement policies and supported by line management structure of AE.	ongoing	2 x 3 = 6	JF/JM	DS
AE 23	Safeguarding: Externally - to champion policy and procedures to sector and provide independent check and challenge. Incorporate the need to champion and advocate Duty of care of participations, coaches and athletes	3 x 4 = 12	Work with AE leads to support the development of policy and guide best practice in this space.	3 x 3 = 9	Provide an independent voice to check and challenge and support AE lead in advocacy with external partners	ongoing	3 x 3 = 9	JF/JM	DS
AE 24	Lack of diversity of beneficiaries across Active Essex funded programmes or a perception of inequitable awards of funding.	3 x 4 = 12	Open and transparent processes to awarding funding against criteria. Delivery of targeted funding for under-represented groups (Together Fund, HAF, Local Delivery Pilot)	3 x 3 = 9	Ensure all funds have clear criteria and a transparent approval process. Add inclusion question to all application forms. Prioritise inclusive projects and projects for under-represented groups for upcoming funding streams	Sep-23	2 x 3 = 6	HC	DS