

SPORT ABERDEEN



STRATEGIC RISK REGISTER (2017/08 Last updated 12th September 2017)

Date created: 21st February 2013

Next formal review due: Feb-17

KEY TO RISK TYPES			RISK OWNER	
Compliance	Risk that changes in legislation increase the Company's operating costs		SAB	Sport Aberdeen Board
Strategic	Risk that Sport Aberdeen cannot meet its business objectives		SMT	Sport Aberdeen Senior Management Team
Reputational	Risk that Sport Aberdeen's public / media perception will be adversely affected by its performance		DBD	Director of Business Development
			DOAD	Director of Operations and Asset Development
			DSAL	Director of Sport and Active Lifestyles
			HFCR	Head of Finance and Corporate Resources
			HHROD	Head of HR and Organisational Development
IMPACT			FORMAL RESPONSE TO RISK LEVEL	
IMPACT	LIKELIHOOD	RISK LEVEL	ACTION REQUIRED	
Extreme	5 Certain	5	16+	Immediate action to reduce and / or remove the risk
Very high	4 Likely	4	11 - 15	Urgent action required to remove and - or reduce the risk
Medium	3 Possible	3	6 - 10	Action that is cost effective to reduce the risk and is properly planned in a reasonable timescale
Low	2 Unlikely	2	3 - 5	Where appropriate action only required is inexpensive and / or easy to implement
Negligible	1 Rare	1	1 - 2	No action required (reassess if any changes occur)
	Impossible	0		
			Terminate	Business activity causing risk should be stopped
			Transfer	Outsourcing / Indemnity required
			Treat	Further controls / migration are required
			Tolerate	The risk is acceptable

Risk No	Strategic Objective to which risk relates	Description	Risk Type	Date Added / Amended	Risk Owner	Impact	Likelihood	Risk Level	Control Measures	Further Action Required	Residual Risk	Formal Response to Risk Level
C1	SO7	Changes to existing NNDR and Charitable Rate Relief legislation removing part or all of SA's NNDR relief	Compliance	17/02/2015	SAB	4	2	8	No specific control measures in place.	In the event of any proposed alterations discussions with ACC via Governance hub meetings.	8	Tolerate
C2	SO6 / SO7	Changes / additions to existing employment law impacting on SA's contractual arrangements	Compliance	17/02/2015	SAB	4	2	8	Ellis Whittam retained as specialist Employment Law Advisors. Insurances and indemnities in place as part of that agreement. Changes to National Living Wage considered but SA already compliant.	None at this time. Review of risk following any change or on advice from Ellis Whittam.	8	Tolerate
C3	SO7	Changes to VAT Regulations impacting adversely on SA's financial situation	Compliance	20/02/2013	SAB	3	2	6	SA is part of SPORTA Scotland network. Updates from their specialist advisors will enable SA to plan for any impact in timely manner, including negotiations with ACC. Finance and Service Provision Agreement provides for VAT treatment.	Review of further information from Sporta of PwC VAT report for Trusts as it becomes available.	6	Tolerate
C4	SO7	Changes in health and safety legislation impacting adversely on SA's financial situation	Compliance	20/02/2013	SAB	3	2	6	Updates on legislation included as part of QLM Retainer service enabling SA to plan for any impact, including negotiation with ACC in a timely manner.		6	Tolerate
C5	SO7	Legal documentation including Finance and Service Provision Agreement constrains ability of Sport Aberdeen to operate as an independent arms length company.	Strategic	Updated 26/07/2016	SAB	3	3	9	Communication processes in place via Governance Hub and Partnership Meetings. Revised FSA to be developed and agreed as part of decision to transfer additional functions and responsibilities to Sport Aberdeen, with updating of SA's contract being considered at F,P&R Committee in March 2017.	Agreement of transfer of responsibilities and functions to Sport Aberdeen reduces this risk further	9	Tolerate

Risk Register 2017 08 Updated 12092017
Current Strategic Risks

Risk No	Strategic Objective to which risk relates	Description	Risk Type	Date Added / Amended	Risk Owner	Impact	Likelihood	Risk Level	Control Measures	Further Action Required	Residual Risk	Formal Response to Risk Level
C6	SO7	Loss of charitable status by virtue of not being deemed to be arms length company	Compliance	17/02/2015	SAB	3	2	6	ACC clearly define SA as an Arms Length Organisation, as evidenced by recent audit of SA as part of the ACC AELO Review of Organisations. Recent OSCR report confirms it is happy with status of ALEO's as Charities .	Discussions with ACC to formally amend SA Memorandum and Articles of Association to reflect this.	6	Tolerate
C7	SO7	Increased control of Board by ACC	Compliance	15/05/2013	SAB	2	2	4	Discussions with ACC to formally amend SA Memorandum and Articles of Association to reflect this.		4	Tolerate
C8	SO7	Ineffective reporting arrangements, scrutiny by, and recording of, Sport Aberdeen's key governance Board and Committees decisions leading to poor decision making	Compliance	23/01/2014; Downgraded 17/02/2016	SAB	2	2	4	Improved agenda and report preparation, circulation one week in advance and full recording of decisions taken		4	Tolerate
C9	SO7	Business Planning processes and timetable not adhered to by SA resulting in late submission / agreement of future business plan	Compliance	23/01/2014	SAB	3	2	6	Timetable prepared and agreed by Sport Aberdeen Board.		6	Tolerate
C10	SO6 / SO7	Employment Appeal Tribunal findings in relation to overtime to be included within holiday pay	Financial	17/02/2015	SMT	3	4	12	Advice received is that there will be a time limit for claims and that no payment is required in the event of a break in service.		9	Tolerate
C11		Employment Tribunal Claims- removal of fees which may increase number of claims made	Compliance	19/06/2017	SMT	3	3	9	Retained HR Employment Lawyers to ensure Sport Aberdeen always complinat with all employment law		9	Tolerate
C12		Barclay review of Business Rates for charities	Compliance	25/08/2017	SMT	5	4	20	Sporta leading on sector-wide response to highlight potential for facility closures as a result of implementation of cessation of NNDR relief.		20	Terminate
C13		Risk of ALEO structure as a result of changing policy direction of Scottish Govt with associated fiscal, revenue and access risks	Compliance	26/09/2017	SMT	4	3	12	Sporta advising on joined-up approach for ALEO's to communicate impact and on actions that ALEO's themselves can take.		12	Tolerate
S1	SO1/ SO2 / SO3 / SO4 / SO5 / SO6 / SO7	SA lacking strategic direction, leadership and forward planning through composition, skill and experience of Board	Strategic	20/02/2013	SAM	3	2	6	Governance arrangements amended to allow for rotation of Director appointments and resignations. New Director appointment procedure in place to secure additional Directors with broader range of skills.		6	Tolerate
S3	SO1 / SO3 / SO7	Lack of customer support for SA's strategic and operational plans	Strategic	20/02/2013	SMT	3	2	6	Usage and other performance information monitored on a monthly basis.	Customer engagement process to be developed and to inform SA's strategic and operational plans.	6	Tolerate

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S5	SO2 / SO7	Limited borrowing capability of SA limiting investment in improved facilities and services	Strategic	Updated 26/07/2016	SMT	4	3	12	ACC agreement to provide £5M bank guarantee to enable investment by SA has now been confirmed by F,P&R Committee.	Loan facility also obtained from Clydesdale Bank to support refurbishment programme.	9	Treat
S8	SO2 / SO7	Outcomes of strategic reviews of built assets and playing pitch strategy and potential impact on SA's business	Strategic	17/02/2015	SMT	3	3	9	SA to play a key role in roll out of outcomes of reviews as part of transfer of additional functions and responsibilities to Sport Aberdeen. Progress now being made with drafts of Facilities Strategy and Sport and Physical Activity Participation Strategy in preparation.		9	Treat
S12	SO7	Funding and Services Agreement not fit for current purpose	Strategic	Updated 26/07/2016	SMT	3	3	9	FSA to be revised and agreed between SA and ACC as part of extended contract term arrangements.		9	Tolerate
S13		Northfield Pool -Significant investment for replacement of Air Handling Unit and other plant and equipment	Strategic	Updated 26/07/2016	SMT	4	4	16	Ryden Reports commissioned to assess future R and M requirements of all leisure assets	Additional professional advice sought. ACC made aware of significance of works required.	16	Treat
S14		Kincorth Sports Centre - Significant investment required for works to roof	Strategic		SMT	4	4	16	Quotes obtained for partial and complete works. Ryden Reports provide detail as to condition.	Additional quotes obtained for works required. ACC made aware of significance of works required.	16	Treat
S16		Negative balance sheet due to pension liabilities	Strategic	123/09/2017	SMT	5	2	10	Risk would only materialise at some future point - in line with many other public sector organisations		10	Tolerate
R1	SO7	Breaches of health and safety legislation and any consequent prosecutions by HSE	Reputational	20/02/2013	SAB	4	1	4	QLM Ltd retained as specialist H & S Advisors. Risk Assessments for all sites now fully completed and review programme in place. Review and approval of H & S Policy on annual basis by SAB.		4	Tolerate
R2	SO7	Loss of skilled and experienced Board Members	Reputational	20/02/2013	SAB	3	3	9	Governance arrangements amended to allow for rotation of Director appointments and resignation.	New trustee director appointment procedure to be implemented to secure additional trustee directors with broader range of skills on extension of contract term.	6	Tolerate

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Current Strategic Risks

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R3	SO7	Ineffective or illegal governance arrangements	Reputational	17/02/2015	DBD	3	2	6	Experienced Business Development Director appointed with remit for governance arrangements. Governance arrangements reviewed by ACC as part of ALEO requirements.		6	Tolerate
R7	SO1/ SO2 / SO3 / SO4 / SO5 / SO6 / SO7	Non-delivery of strategic objectives and / or raised expectations of key partners and stakeholders	Reputational	Updated 26/07/2016	SMT	2	3	6	Robust business plan incorporating strategic objectives and performance measures agreed by Board for 2016/17 -2018/19	Business plan for 2016/17 includes both company specific and strategic-lead activities, including AAP establishment	6	Tolerate
R11	SO6 / SO7	Freedom of Information Act - requirement to publish information and respond to FOI requests may expose Sport Aberdeen to reputational risks	Reputational	17/02/2015	SMT	4	3	12	Contents of Publication Scheme reviewed prior to publishing. Sport Aberdeen's operations kept under continual review.	External support obtained to support development and implementation of a new Management System and Improvement Planning Process, based on the principles of 'Plan, Do, Check, Act'.	9	Tolerate
R12	SO6	Employment appeals through failure to enact relevant employment law and Sport Aberdeen's own procedures	Reputational	17/02/2015	SMT	3	3	9	Ellis Whittam retained as specialist Employment Law Advisors. Insurances and indemnities in place as part of that agreement. SA HR policies in place.	Additional management training in employment law and implementation of SA procedures	6	Tolerate
R13		Closure of Kincorth and Hazlehead Pools	Reputational	06/05/2016	SMT	4	5	20	Detailed and robust strategic review of all Sport Aberdeen operated indoor facilities undertaken. Board received frequent updates to challenge conclusions reached.	Additional engagement process with Councillors, Ward group, affected users and staff. Mitigating measures put in place.	16	Terminate
R14		Arrest, subsequent court appearance and guilty verdict of member of staff	Reputational	27/03/2017	SMT	3	3	9	Precautionary suspension in place and not engaged in any Sport Aberdeen work due to driving ban of 15 months. Disciplinary process underway	To be reviewed pending outcome of disciplinary process	9	Tolerate
R15		Impact of Operations Restructure	Reputational	18/06/2017	SMT	3	3	9	Every effort made to ensure no loss of service until newly recruited staff are in place and inducted. Considered a short-term risk.		9	Tolerate
R16		Requirement for Sport Aberdeen to comply with regulations governing ACC Bond / Stock exchange	Reputational	12/09/2017	SMT	2	2	4	ACC providing training session on implications to Board of Directors and SMT		4	Tolerate

UPDATES SINCE LAST UPDATE

- C12 Barclay review of Business Rates
- R16 ACC Bond
- S16 Negative balance sheet
- C13 Risk of ALEO structure as a result of changing policy direction of Scottish Govt with associated fiscal, revenue and access risks

OPERATIONAL RISK REGISTER (2017/02) Last updated 23/02/2017

Date created: 21st February 2013

Next formal review due: Sep-17

KEY TO RISK TYPES				RISK OWNER	
Financial	Risk that the Company's financial situation is such not to be able to meet its business objectives			SAB	Sport Aberdeen Board
Operational	Risk that the Company's operational costs vary from budgeted, that performance standards decline or that basic services cannot be provided			SMT	Sport Aberdeen Senior Management Team
External	Risks arising from circumstances not within the control of Sport Aberdeen's Board eg national and local factors			BDB	Director of Business Development
				DOAD	Director of Operations and Asset Development
				DSPAL	Director of Sport and Active Lifestyles
				HFCR	Head of Finance and Corporate Resources
				HHROD	Head of HR and Organisational Development
IMPACT				FORMAL RESPONSE TO RISK LEVEL	
	LIKELIHOOD		RISK LEVEL	ACTION REQUIRED	
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Risk No	Strategic Objective to which risk relates	Description	Risk Type	Date Added / Amended	Risk Owner	Impact	Likelihood	Risk Level	Control Measures	Further Action Required	Residual Risk	Formal Response to Risk Level
F3	SO1/ SO2 / SO3 / SO4 / SO5 / SO6 / SO7	Uncertainty around future funding agreements beyond 201/18 impacting on strategic planning	Financial	Amended 27/07/2016	SMT	4	4	16	Business Planning process to consider future years to start in August 2016, identifying range of service efficiency measures	ACC requested to conform future years financial settlement at the earliest possible opportunity.	12	Treat
F4	SO2 / SO7	Pension liability uncertain impacting on ability to make sound financial and investment decisions	Financial	17/02/2015	SMT	4	4	16	Current actual pension deficit £135K. Current FRS17 liability £1266K.	To be reviewed on periodic basis and regular discussions with NESPF.	6	Tolerate
F5	SO1 / SO7	Continued downturn or slow recovery from recession and recent adverse impact of lowered oil prices on Oil and Gas sector in Aberdeen.	Financial	Amended 26/07/2016	SMT	3	3	9	Key prices remain unchanged to support participation	Increased targeting of new membership offers to attract new users	6	Tolerate
F6	SO7	Increases in utility costs in excess of level of inflation	Financial	17/02/2015	SMT	3	4	12	Currently included as part of ACC-wide contract for utilities. Expenditure currently within budgetary estimates.		12	Treat
F7	SO2 / SO7	Legal interpretation of SA's responsibilities for building maintenance adversely impacting on SA's financial position, now exacerbated by result of Ryden reports.	Financial	20/02/2013; updated 21/09/2014; updated 24/08/2015 and 17/02/2016	SMT	4	3	12	ACC/ SA to prepare long term plan following external Asset Review. Ryden were commissioned to produce PPM schedules for indoor and outdoor venues with firm costs over 5 years.		12	Treat

Current Operational Risks

F8	SO7	Non-Conformance with Financial Procedures	Financial	17/02/2015	FM	3	3	9	Financial Regulations in place to minimise risk of fraud. Periodic audits undertaken by Sport Aberdeen's Internal Audit Partner, Chiene and Tait, to supplement its own Internal Audit programmes. Additional training for staff to be implemented. Existing disciplinary policies used where necessary.	Internal Audit programme agreed for 5-year term with Chiene & Tait.	4	Tolerate
F11	SO7	Level of SA reserves insufficient to meet unexpected expenditure requirements	Financial	Updated 26/07/2016	SMT	2	3	6	Any decision impacting on level of SA reserves to be approved by the SA Board in advance of incurring expenditure. Reserves Policy forms part of annual business planning process.	Board has recently updated the reserves policy to mitigate against this	6	Tolerate
F13	SO7	Payroll process via ADP leaves Sport Aberdeen exposed to financial liabilities (maximum £490,000) in the event that ADP enters into administration in the 5 day period between payroll funding transfer and payment of employees	Financial	17/02/2015	SMT	5	3	15	ADP recognised as leading outsourced payroll company operating worldwide. AAA Credit Rating in USA by Standard and Poors and Moodys Credit Agencies.	Annual credit check of ADP, sought Feb 2015	10	Treat
F14	SO7	Payroll process via ADP leaves Sport Aberdeen exposed to financial liabilities (maximum £225,000) in the event that ADP enters into administration in the 24 day period between payroll funding transfer and payment of HMRC liabilities	Financial	17/02/2015	SMT	5	3	15	ADP have confirmed that it has confirmed to HMRC that it is responsible for paying these payments on Sport Aberdeen's behalf. These funds are held in a separate Client account by ADP, with a degree of financial protection in the event the company enters administration.	Annual credit check of ADP, sought Feb 2015	10	Treat
F15	SO1 / SO3 / SO4 / SO7	Changing trends in sport, fitness and health nationally and / or regionally	External	20/02/2013; upgraded 21/09/2014;	SMT	4	3	12	New Director team well connected at national level with key professional bodies enabling early identification and adoption of new trends and best practice.		9	Tolerate
F18		Increase in employer contributions to LGPS	Financial	18/06/2017	SMT	3	3	9	Reviewed as part of on-going budget monitoring		9	Tolerate
E1	SO1/ SO2 / SO3 / SO4 / SO5 / SO6 / SO7	SA lease only until 2020	External	Updated 26/07/2016	SAB	5	3	15	Extension of lease discussion on-going.	Awaiting confirmation of ACC Committee approval.	15	Tolerate
E2	SO1 / SO2 / SO3 / SO5 / SO7	Fragmented approach to provision of sports / leisure services in Aberdeen resulting in duplication, competition and reduced income	External	Updated 27/06/2016	SMT	3	3	9		Creation and on-going buy in to AAP reduces this risk with improved partnership working. Sports Facilities Strategy now prepared to provide strategic direction to the City.	6	Tolerate
E4	SO1 / SO7	Potential increase in competition for health and fitness members, particularly from the budget gym sector	External	17/02/2015	SMT	3	4	12	SA Memberships successfully reduced in price during 2012 with on-going commitment to retain VFM memberships. Proposed Beach LC refurbishment and other sites to improve quality of offer.	Competitor analysis undertaken regularly. Programme of membership offers and a more commercial being taken to remain competitive.	9	Tolerate

Current Operational Risks

E9	SO7	SA to act as Guarantor in the event that TLG are admitted into NESPF by virtue of Sport Aberdeen being considered the original employer of grounds maintenance staff	External	04/06/2015	SMT	3	3	9	FRM / BDD engaged in discussions with NESPF. TLG advised of SA's position.		9	Tolerate
E10		Uncertainty and unknown implications of the Brexit Referendum outcome	External	24/06/2016	SMT	3	4	12	Retain links with government / business sectors to be well placed to understand possible ramifications		12	Treat
O1	SO1 / SO7	Adverse weather conditions impacting adversely on service delivery, particularly golf	Operational	17/02/2015	OD	3	4	12	Realistic view of income for forward budgetary planning purposes. Regular monitoring of situation.	Golf Modernisation and Development Action Plan developed and being implemented and monitored.	9	Tolerate
O3	SO7	Failure of IT systems	Operational	20/02/2013	BDD	3	3	9	Back up arrangements and disaster recovery included as part of new ITC contract with Dacoll Ltd	Testing to be undertaken after contract has bedded in.	6	Tolerate
O4	SO7	Major incident, including death, caused by negligence of employee	Operational	20/02/2013	SMT	2	1	2	On-going training for key staff in their roles and responsibilities. Detailed NOP / EAP's for all sites.	Internal QUEST audits and external independent audits undertaken.	2	Tolerate
O5	SO1 / SO7	Legionella outbreak within facilities	Operational	20/02/2013	DOAD	2	1	2	Appropriate arrangements for the control of legionella in place and risk assessed as required.		2	Tolerate

O7	SO1 / SO2 / SO3 / SO5 / SO6 / SO7	Breakdown of key plant and equipment at facilities resulting in loss of service delivery	Operational	20/02/2013	DOAD	5	4	20	Greater focus on R and M with creation of post within Operations and Asset Development Director's remit.	PPM schedules developed within current budgetary provision and strategic review of assets.	12	Treat
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O15		Northfield Pool - failure of AHU and replacement cost identified at £150K	Operational	22/10/2015	DOAD	3	3	9	Revised operating procedures involving closure of service when environmental conditions require it	To be considered as part of Northfield Pool fitness addition / refurbishment works	9	Tolerate
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SPORT ABERDEEN

RISK REGISTER (2015/02) Last updated 26th July 2016

REMOVED RISKS (RISKS NO LONGER CONSIDERED RELEVANT / VALID)



KEY TO RISK TYPES		RISK OWNER	
Compliance	Risk that changes in legislation increase the Company's operating costs	SAB	Sport Aberdeen Board
Strategic	Risk that Sport Aberdeen cannot meet its business objectives	SMT	Sport Aberdeen Senior Management Team
Reputational	Risk that Sport Aberdeen's public / media perception will be adversely affected by its performance	BDB	Director of Business Development
Financial	Risk that the Company's financial situation is such not to be able to meet its business objectives	DOAD	Director of Operations and Asset Development
Operational	Risk that the Company's operational costs vary from budgeted, that performance standards decline or that basic services cannot be provided	DSPAL	Director of Sport and Active Lifestyles
External	Risks arising from circumstances not within the control of Sport Aberdeen's Board eg national and local factors	HFCR	Head of Finance and Corporate Resources
		HHROD	Head of HR and Organisational Development

IMPACT	LIKELIHOOD	RISK LEVEL	ACTION REQUIRED	Date created:	Review due:
Extreme	5 Certain	5	16+	21st February 2013	Sep-16
Very high	4 Likely	4	11 - 15		
Medium	3 Possible	3	6 - 10		
Low	2 Unlikely	2	3 - 5		
Negligible	1 Rare	1	1 - 2		
	Impossible	0	No action required (reassess if any changes occur)		

Risk No	Description	Risk Type	Date Added / Amended	Risk Owner	Impact	Likelihood	Risk Level	Control Measures	Reason for Risk Removal	Completion Date
F1	Unlimited damages awarded against SA as a result of the Beach LC accident	Financial	20/02/2013	SAB	5	3	15	Full review of H & S systems and procedures following appointment of new CEO to evidence commitment of SAB to H & S in attempt to minimise level of damages. Implementation of training programme and M and E inspections.	Following Court Case, fine of £8,000 given to Sport Aberdeen. Paid promptly, period in which claim against level of fine has now passed, Limited adverse publicity.	Jul-13
F17	Financial risk associated with the creation of 5 new health and fitness posts supporting new programme delivering, part funded from additional income	Financial	17/02/2015	SMT	2	4	8	Quarterly reports to be reviewed by Corporate Governance Committee	Expenditure for posts and income targets built into 2015/16 budgets. Health and Wellness Action Plan developed and to be monitored.	Aug-15
O2	Industrial action by staff as a result of changed T's and C's of employment	Operational	20/02/2013	SMT	3	4	12	Advised throughout process by Ellis Whittam to ensure SA operating legally at all times. Regular review of situation.	Legally binding settlement agreed with ACAS and Unions, with implementation date of June 2014.	Jun-13
S7	Opening of 50M pool leading to loss of LTS customers, swimming clubs and general customers	Strategic	17/02/2015	SMT	2	3	6	Detailed financial impact now estimated at £58K. (Based on current information available). Detailed financial estimates of potential loss of income and strategic marketing plans to offset this to be	Regular monitoring and review of impact v estimated impact on opening of 50M pool.	Aug-15
S9	Business Planning processes and timetable not adhered to by SA / ACC resulting in late submission / agreement of future business plan	Strategic	17/02/2015	SMT	4	2	8	Process and timetable agreed by SA Board February 2014; Directorate teams aware of timetable.		Feb-15
S10	ACC decision to not pay £229K for Kincorth / Hazlehead Pools funding (received since SA established) places delivery of strategic objectives at risk.	Strategic	21/09/2014	SMT	4	3	12	Business plan for 2103/14 - 2015/16 amended to take account of reduction in funding. Use of reserves for 2013/14 to support a balanced budget. Business Plan 2014/15 onwards identifies efficiencies necessary to achieve a balanced	Further ACC / SA discussions requested by Board.	Sep-14

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Removed Risks

S11	Future delivery of P4 swimming, currently delivered under Services Specification and included within core funding	Strategic	17/02/2015	SMT	3	3	9		Potential implications (specifically staffing / TUPE and ability to continue delivery of remainder of Aquatics Aberdeen programme) to be accurately	Aug-15
R4	Adverse PR following a reduction in crèche service provision at SA leisure sites	Reputational	21/09/2014	SMT	2	3	6	Collaborative working with ACC to deliver budgetary savings.	Agreement of any press releases to protect reputation of SA and its partner.	Sep-14
R6	Potential ET claims from staff affected by changed T's and C's	Reputational	21/09/2014	HRM	3	2	6	Advised throughout process by Ellis Whittam to ensure SA operating legally at all times. Indemnity insurance covered as part of terms of		Sep-14
R8	PWC Audit, a requirement of ACC, and adverse PR as a result of Committee discussions	Reputational	21/09/2014	SMT	3	4	12	Full compliance and support of PWC Audit.	Joint working to agreed action plan.	Sep-14
R9	Adverse reputational risk as a result of Tullos Pool extended closure	Reputational	17/02/2015	SMT	4	4	16	Compensatory arrangements in place for existing Members, regular swimmers and Aquatics customers. Communication plans also in place.	Joint communications plan in place led by ACC Marketing and Communications.	Aug-15
E3	5% year on year reduction in Sport Aberdeen funding adversely impacting on financial position and service delivery	Financial	21/09/2014	FM	4	5	20	3 year business planning cycle being implemented to plan for known reduction in funding. Changes to staff T's and C's agreed with implementation June 2014 key strand to this work.	More stringent budget monitoring and company-wide management accounts to be produced within 2 weeks of month end. Efficiency and procurement reviews to be	Sep-14
E5	COAST - future arrangements for its management out with the control of SA	External	21/09/2014	SMT	3	5	15	Costs of impact of move to 50M pool now included within 2014/15 business plan as best estimate	Discussion with ACC regarding final financial reduction required	Sep-14
E7	Change in approach to commissioning services as a result of new administration	External	17/02/2015	SMT	2	2	4	On-going discussions with ACC and commitment to partnership working.	Further development of partnership working arrangements and measurement of ROI to evidence wider benefits of trust model.	Feb-15
O10	Outcome and unknown impact of Scottish Referendum in September 2014	External	19/03/2014	SMT	3	3	9	On-going appraisal of potential impacts based on latest information available		Sep-14
	Outcome of Grounds Maintenance Tendering process may be in excess of identified budgetary provision or standards may have reduced to meet budgetary provision, impacting on customer satisfaction levels;	Operational	22/02/2015	BDD	3	3	9	Consultant appointed to ensure robust specification and partnership approach to maximise flexibility in contractual arrangements	To review after tender deadline of 13/10/2014.	Feb-15
O10	New Grounds Maintenance Contractor unable to deliver stated intentions of tender bid	Operational	17/02/2015	BDD	4	3	12	Robust evaluation of tender documents and company took place at the tender interviews. Retention of GM Consultant to provide additional	Regular meetings scheduled during mobilisation phase to ensure mobilisation plans on	8
F16	Budget preparation and management: lack of detailed budget preparation including full costing of all assumptions, scenario testing, sensitivity etc. and longer term planning of budgets and inadequate budget reporting processes	Financial	23/01/2014; downgraded 21/09/2014;	SMT	3	3	9	Monthly reporting, including forecasting, now undertaken and reported to FRC and ACC. Improved budget preparation processes in place for 2014/15 budgets and beyond.		Dec-14
O13	Baker Hughes - Merger with Halliburton - Adverse impact on sponsorship / brand awareness of 10K running festival	Operational	04/06/2015	BDD	3	3	9	Planning for this eventuality and a robust PR / social media campaign to launch as soon as confirmation of merger is announced.		Jan-16

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Removed Risks

O8	Software bugs within XN and CoursePro software packages resulting in loss of functionality, customer inconvenience and loss of income	Operational	17/02/2015	BDD	3	3	9	Daily discussions with XN regarding fixes	Meeting with XN Directors. Compensation required for loss of income and inconvenience	Oct-16		
S2	SO1 / SO2 / SO4 / SO5 / SO7 Declining participation levels in sport, particularly in golf and swimming adversely affecting SA's financial position	Strategic	17/02/2015	SMT	3	4	12	New LMIS reporting system introduced to allow effective monitoring and reporting arrangements. Reports monitored on a monthly basis by CSM's and Service Managers as part of KPI process. Financial accounts also prepared monthly.	Cross-company sports-specific teams sets up to deliver the Golf Modernisation and Development Plan and Health and Wellness Action Plan.	6	Tolerate	
S4	SO6 / SO7 Loss of relevant skills and experience of Senior Management Team	Strategic	Updated 26/07/2016	SMT	3	5	15	Experienced SMT appointed. Leadership and development of SA staff throughout organisation	Decision to transfer sports additional functions and	9	Treat	
S6	SO1 / SO7 Cults Pool - delay in securing operating	Strategic	17/02/2015	SMT	3	3	9	None. Currently operating as effectively as	Identified as outstanding within	9	Treat	
R5	SO1 / SO2 / SO7 Customer dissatisfaction from lack of investment and potentially disenfranchised staff	Reputational	Updated 26/07/2016	SMT	3	4	12	Customer engagement processes established internally.	Investment into 4 facilities has been positively receive by customers, with positive impact on	8	Tolerate	
R10	SO5 / SO6 / SO7 Adverse reputational risk if Sport Aberdeen does not deliver ACC's revised expectations following transfer of additional functions and responsibilities	Reputational	17/02/2015	SMT	4	3	12	Experienced SMT in place.	Expectations of ACC to be properly managed. SA structure has been reviewed in light of non-transfer of	9	Tolerate	
F9	SO6 / SO7 Staff recruitment and retention difficult due to economic strengths and low unemployment rates within Aberdeen and SA's T's and C's.	Financial	17/02/2015; reduced 17/02/2016	SMT	3	2	6	New recruitment process in place. MA scheme in place. Commitment to Living Wage.		6	Tolerate	
F10	SO2 / SO7 Refurbishment / building maintenance / capital projects awarded by ACC out with control of SA	Financial	20/02/2013	SMT	3	3	9	CEO to seek SA participation in the contract award meeting and initial contractor appointment	Discussions with ACC to ensure that any future contracts let have	9	Tolerate	
O9	SO7 Limitations of HQ in terms of office space	Operational	21/09/2014;	SMT	3	2	6	Flexible working arrangements, maximising	Consideration of HQ location as	6	Tolerate	
E6	SO7 Network unreliability caused by infrastructure deficiencies	External	17/02/2015; downgrade d 16/02/2106	SMT	4	3	12	Worst performing network enhancements now made.	Dacoll Ltd identified as new preferred supplier. Currently undertaking audit of SA ICT infrastructure as part of their due diligence process	9	Tolerate	
E8	SO1/ SO2 / SO3 / SO4 / SO5 / SO6 / SO7 Lack of support from external partners as a result of ACC proposals to transfer current Council strategic functions and staff to Sport Aberdeen, hindering intended outcomes	External	17/02/2015	SMT	4	2	8	ACC responsibilities have now transferred and new approach and Active Aberdeen Partnership will reduce this risk.		6	Tolerate	
O6	SO7 Inability to deliver School Pools Lifeguarding	Operational	20/08/2013	DOAD	2	3	6	OD / CSM's have understanding of staffing		6	Tolerate	
O12	SO6 / SO7 ICT Tender Outcome - increase in costs of service as a result of additional requirements	Operational	04/06/2015	DBD	3	3	9	Retention of Adapta Consulting throughout the process who will lead negotiations and	ICT contract now signed and costs within budgetary provision.	6	Tolerate	
O14	SO6 / SO7 ICT transfer from ACC to new provider - risks	Operational	22/09/2015	DBD	4	3	12	Appointment of ICT Manager to work closely with	Regular meetings scheduled during	9	Tolerate	
O16	SO6 / SO7 Loss of income as a result of 8 week closure for	Operational	03/10/2016	DOAD	2	4	8	Displaced customers offered alternative venues,	On-going review of impact	8	Tolerate	