



Policy	Risk Management Policy
Approved By The OHI Board	December 2024
Next Review	December 2026

Preamble

Risk management is broadly defined as the amount of risk an organisation is willing to take to achieve its strategic objectives. This policy sets out the process by which the OHI Board and staff will identify, evaluate, mitigate and manage any significant risks faced by the organisation. It is intended that this policy will encourage a proactive risk management culture within OHI.

This policy contains the following:

1. Risk Appetite Statement
2. Risk Procedure
3. Risk Register

1. Risk Appetite Statement

OHI has created a risk appetite statement that explains the amount of risk the Board are willing to take, related to the strategic objectives set out in its Strategic Plan 2022-2037.

Understanding OHI's risk appetite will help the Board govern effectively, making informed decisions across all areas of the organisation. There are certain risks that we will not tolerate, and some in which we have a high tolerance for.

The following scale highlights the spectrum of risk tolerance:

RISK SEEKING: We believe that taking greater risks is justified to reap significant rewards and achieve strategic objectives.

RISK TOLERANT: We are willing to take some risks and take some negative impact than we normally would to achieve strategic objectives

RISK NEUTRAL: We will take a balanced and informed approach, willing to accept both positive and negative impacts

MODERATELY RISK AVERSE: We will take a cautious approach to taking risks, with only a small negative impact being tolerated

RISK AVERSE: We will not tolerate any risk nor any negative impact

OHI's strategic goals each have a differing tolerance level:

STRATEGIC AREA	Context	Risk Appetite Rating
Educate and Engage	There is significant potential for participation in Handball to be increased based on the significant number of school children playing the sport in Ireland (4000+). A key strategic focus is transitioning these existing participants into club, social and academy structures within the sport.	Rating: Risk Seeking Participation is a key driver and increasing this will have significant benefits across the sport.
Develop and Grow	The growth of the sport in Ireland depends on the structures that exist within the OHI clubs, competitions and membership framework. A key aspect to growing the sport is in building the governance and delivery infrastructure at all levels, from national office, to club and school/university level.	Rating: Risk Averse The effective governance of the sport and organisation is paramount. A need to ensure unwavering commitment to effective operations and transparency is needed to enable the growth the OHI aspires to achieve.
Promote and Perform	A key aspect of developing OHI is in promoting its benefits and offerings. As such, much must continue to be done in marketing the sport and the organisation.	Rating: Risk Tolerant We will tolerate risk to achieve promotional and performance outcomes. Cautious management of the financial cost of promotion is needed to ensure resources are prioritised to the areas of greatest value.
Monitoring & Review - The risk appetite statement will be reviewed quarterly when strategic objective progress reports are published. A risk management summary will be included in the OHI annual report at each AGM.		

2. Risk Procedure

The Board of OHI will ensure that a register of perceived risks (the Risk Register) is maintained and reviewed by the entire Board at least annually. The risk register, and any supporting action plans/mitigation, will be developed and maintained as the responsibility of the OHI Finance and Risk sub-committee of the Board.

The OHI Finance and Risk Committee will review and update the risk register on a quarterly basis and subsequently provide this information to the OHI board. The most senior member of OHI staff will attend these quarterly update meetings and will provide input and insight to the risk register.

The most senior member of OHI Staff (ie Operations Director or equivalent) will maintain a risk register at the OHI office and shall prepare a risk management action plan for agreement by the Finance and Risk Committee that will subsequently be approved by the Board. The risk management register will include risks, management action plan, dates to action and individual responsible for managing each identified risk.

At its regular board meetings, the Board will, via a standing agenda item, invite any status updates to the risk register from the most senior member of OHI staff. This approach seeks to ensure a regular and effective channel for the escalation of risk from staff to Board level.

3. Risk Register

The OHI risk register will operate on a template following the following structure, or similar:

OHI Risk Register - DEC 2024
VO DRAFT

RISK ID	DATE RISK RAISED	RISK TYPE	RISK CATEGORY	RISK DESCRIPTION	RISK OWNER	Consequence of non-mitigation	Source / Contributing Factors	UNREATED			Mitigating Actions	MA Owner/s	TARGET DATE	PROGRESS WITH MITIGATION ACTION	DATE REVIEWED	CURRENT			RISK PROXIMITY	Risk Score at last review	Status	
								Likelihood	Impact	Score						Likelihood	Impact	Score				
R002	Nov-20	Finance	Financial Stability	The company does not have sufficient funds to run the organisation due to cashflow management related issues	CEO	The company will be in breach of its corporate obligations and not be fulfilling its mandate	Financial impacts being suffered due to reduced grants from Sport Ireland and the Department of Sport	4	4	16	1	Continued monitoring required by OI	Board	01-Dec-22	October 2022 update 1. OI working with Sport Ireland and other NGBs on recovery planning...	24-Nov-20	3	4	12	Medium-term		Ongoing
R003	Jan-21	Finance	COVID-19 Sponsors/Broadcast partners	Negative financial impact from Covid-19 on sports events industry and on the sport	CEO	Financial impact of COVID-19 may result in	Financial impacts being suffered due to Covid-19 reported widely by sports businesses	4	4	16	1	Continued monitoring required by OI	Board	01-Dec-22	October 2022 update 1. OI working with Sport Ireland and other NGBs on recovery planning...	24-Nov-20	3	4	12	Medium-term		Ongoing

Risks will be assessed based on their Likelihood and the Impact of Consequence as follows:

Likelihood	Score					
Almost Certain	5	5 Medium	10 High	15 High	20 V High	25 V High
Likely	4	4 Medium	8 Medium	12 High	16 High	20 V High
Possible	3	3 Low	6 Medium	9 Medium	12 High	15 High
Unlikely	2	2 Low	4 Low	6 Medium	8 Medium	10 High
Rare	1	1 Low	2 Low	3 Medium	4 Medium	5 High
		1	2	3	4	5
	Impact	Negligible	Minor	Moderate	Major	Extreme

Based on their score, risks will then be treated utilising the following approach:

Very High	20 to 25	Rating: Unacceptable level of risk exposure that requires immediate mitigating action.
		Reporting: Urgently escalate to highest reporting level
High	10 to 19	Rating: Unacceptable level of risk which requires controls to be put in place to reduce exposure.
		Reporting: Escalate to highest reporting level for consideration and action.
		NB: For escalation management, judgement is required based on the nature and scale of the specific risk.
Medium	4 to 9	Rating: Acceptable level of risk exposure subject to regular active monitoring.
		Reporting: Ensure controls are in place and ensure regular active monitoring.
Low	1 to 3	Rating: Acceptable level of risk exposure subject to regular passive monitoring.
		Reporting: Consideration should be given as to whether risks recorded as low are still extant.

The risk assessment output within the register will be structured as follows:

	Risk Area / Scenario	Rating
1	Sporting Risk – Facilities and Equipment / Activities & Events <ul style="list-style-type: none"> Potential for civil liability resulting from serious personal injury suffered by a person playing in or attending an IOHA sanctioned event. 	High
2	Sporting Risk – Volunteers and Staff / Training of Officials <ul style="list-style-type: none"> Lack of provision of first aid and/or treatment of injuries resulting in liability claims against the Association 	Medium
3	Sporting Risk – Volunteers and Staff / Training of Officials <ul style="list-style-type: none"> Liability claims against the Association in respect of medical expenses incurred due to injury suffered by an official or volunteer participating in an IOHA sanctioned event 	High
4	Sporting Risk – Volunteers and Staff / Training of Officials <ul style="list-style-type: none"> Potential for serious incident in relation to breach of child protection 	High
5	Sporting Risk – Volunteers and Staff / Training of Officials <ul style="list-style-type: none"> Potential for lack of adherence to child protection guidelines 	Medium
6	Sporting Risk – Volunteers and Staff / Training Officials <ul style="list-style-type: none"> Potential for serious incident in relation to Player or Official safety involving a player with significant disciplinary history 	Medium
7	Sporting Risk – Volunteers and Staff / Training Officials <ul style="list-style-type: none"> Sudden loss of Operations Director Employee grievance or dispute leading to financial exposure for the Association 	Medium
8	Sporting Risk – Facilities and Equipment / Activities & Events <ul style="list-style-type: none"> Potential for a significant number of registered schools, clubs and officials to choose not to re-engaging with the sport once the COVID-19 restrictions are lifted to allow handball activities re-commence following the hiatus on handball sporting activities of over 12 months 	High
9	Financial Risk – <ul style="list-style-type: none"> Failure to comply with Financial obligations as required under Company Law 	Medium
10	Financial Risk – <ul style="list-style-type: none"> Failure to maintain adequate financial records including details of outlay of Government funding as required by Sport Ireland 	High
11	Governance Risk – <ul style="list-style-type: none"> Failure to adhere to governance code as mandated by Sport Ireland 	High



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