

HOCKEY PARTNERSHIP FOR PROGRESS

# FINANCIAL MANAGEMENT IN SPORT ORGANIZATIONS

RISK MANAGEMENT TEMPLATE

*STEP BY STEP GUIDE*

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2019



Co-funded by the  
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of the European Union

Template & Example can be obtained from hp4p.eu website - [Knowledge Library](http://www.hp4p.eu)

Risk Assessment should be performed in regular monitoring cycles (Yearly, Quarterly) and discussed with the Board Members of the Organization.

## PREPARING THE EVALUATION REPORT

### 1. Enter Risk Description

Risk Description	Indicator	Odds [1-5]	Impact [1-5]	Score [1-25]	Preventive Measure	Response Measure
<b>Sponsor doesn't pay on due date</b>						

### 2. Enter Risk Indicator: How will you discover that the risk will occur.

Risk Description	Indicator	Odds [1-5]	Impact [1-5]	Score [1-25]	Preventive Measure	Response Measure
Sponsor doesn't pay on due date	<b>Payment not received as agreed in the contract</b>					

### 3. Evaluate Risks and get Risk Rating Score: Evaluate Odds (likelihood) of occurring and estimate its Impact on your organization, if it occurs. Assign score according to the levels below.

Odds	Definition	Impact	Definition
5	Almost Certain	5	Catastrophic
4	Likely	4	Major
3	Possible	3	Medium
2	Unlikely	2	Minor
1	Rare	1	Insignificant

Risk Description	Indicator	Odds [1-5]	Impact [1-5]	Score [1-25]	Preventive Measure	Response Measure
Sponsor doesn't pay on due date	Payment not received as agreed in the contract	<b>3</b>	<b>5</b>			

4. Risk Rating (Score): Upon entering Odds and Impact the Risk Rating Score will be calculated and evaluated automatically according to the priority matrix provided by the University of Adelaide (2016).

Risk Rating		Required Action
1 - 5	Low	Unlikely to require specific application of resources; manage by routine procedures. Monitor and review.
6 - 9	Medium	Likely to cause some damage, disruption or breach of controls. Board attention needed and officer/management responsibility specified. Treatment plans to be developed and endorsed by the Board.
10 - 15	High	Likely to cause serious damage, disruption or breach of controls. Board attention needed and officer/management responsibility specified. Treatment plans to be developed and endorsed by the Board.
15 - 25	Extreme	Likely to threaten the survival or continued effective functioning of the program or the organisation, either financially or politically. Immediate action required; must be managed by a designated officer of the organisation and a detailed treatment plan reported to the Board.

5. Describe Preventive Measure: Describe how you can actively monitor or reduce likelihood (odds) of risk occurrence.

Sponsors don't pay on due date	Payment not received as agreed in the contract	3	4	12	Dully monitor payments, compared to the contractual agreement (monthly).	
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6. Describe Response Measure: Describe what will be your counter measure in case a risk will occur.

Sponsors don't pay on due date	Payment not received as agreed in the contract	3	4	12	Dully monitor payments, compared to the contractual agreement (monthly).	Discuss payments in smaller installments
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*Sports organizations should perform regular risk assessment, risk occurrence indicators, and mitigation measures. When assessing financial risks in sports organisations, among other risks (e.g. loss of assets), the most important thing to consider is the longevity and certainty of revenue sources.*

*The Approach to Financial Risk Assessment can be followed to assess other types of risks (operating, public image, technical, etc.)*

## LEARN MORE ABOUT FINANCIAL MANAGEMENT IN SPORT

To access the complete “Financial Management Toolkit” and other free learning materials we invite you to

Visit our [knowledge database](#) where you can download:

- Financial Management Guide
- Financial Management Budget (Step by Step guide), Template, and Example
- Financial Management Monthly Report (Step by Step guide), Template and Example
- Financial Risk Management Report (Step by Step guide), Template, Example

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- Private and Public Financing of Sport and Logic of Evaluating Investments in Sports Facilities by Tomaž Čater Ph.D., University of Ljubljana, School of Business and Economics [\[watch\]](#)
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- Rok Snoj, Ice Hockey Federation of Slovenia by Rok Snoj, Ice Hockey Federation of Slovenia [\[watch\]](#)

## ABOUT HPP PROJECT

The Hockey Partnership for Progress (HPP) is a joint effort of five ice hockey federations (IHF) in Western Balkan Region to improve governance in ice hockey with a goal to address key aspects of sports ecosystem that have been neglected and thus lacked progress ever since the establishment of ice hockey federations in Croatia, Bosnia & Herzegovina, Northern Macedonia, Serbia, and Slovenia. A three-year project is co-funded by the Erasmus+ programme in the amount of 394.010 euros.

The participating IHFs used to share competitions and country, but unfortunately, their cooperation was violently interrupted by the Balkan wars that disintegrated Yugoslavia. Today the participating federations have reached a maturity level when they have managed to establish a new joint International Hockey (IHL) League. However, in order for the ice hockey in the region to attract media, sponsors, governmental and fan affection, and thus grow, a joint effort should be made to establish good governance practices and turn the vicious circle of negative consequences into a positive direction.

The HPP project focuses to improve the abilities of all relevant stakeholders involved through various educational activities, building on each other and guiding participants from all levels towards better alignment with Good governance principles. Primarily the project aims to improve the management which influences all the other subsystems and stakeholders, while other stakeholders (coaches, referees, players) will also be addressed with specific topics to help them improve their role as full members of the ice hockey ecosystem and develop their skills to reach minimum standards.

With the help of expert project partners, including Sport Institute of Finland, IHF Austria, International Ice Hockey Federation (IIHF) and University of Ljubljana (Faculty of Economics & Faculty of Sports), the project aims to enable Project Partners access to high-quality educational contents and experts who will help them step up their efforts in development of ice hockey in their respective countries and start closing the quality gap with more advanced ice hockey nations across the world.

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Contact: [office@hp4p.eu](mailto:office@hp4p.eu)



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