



Cheshire Cricket Board

Risk Management Register



Risk Assessment and Management Register for Cheshire Cricket Board (adopted April 2023). This document identifies assessed risk levels for Cheshire Cricket Board and the current assessed probability of occurrence based on resourcing, skills, policies and processes in place. The Register sets out assessed and current risks for Cheshire Cricket Board across defined risk areas based on identified risk management and mitigating actions in place. This Register has been agreed and will be subject to continuous review, including a formal Annual review by the Cheshire Cricket Board. **It sets out key identified risks and should be read in conjunction with the Cheshire Cricket Board Countywide Strategic Plan 2025-2028 which details strategic priorities, key enablers and underlying strategies and core values. The Strategic Plan sets out a framework for the delivery of cricket in Cheshire, and additionally provides a considered, strategic framework for managing key risks identified in this Register. The Cheshire Cricket Board Countywide Strategic Plan 2025-2028 can be accessed at -**

<https://www.cheshirecricketboard.co.uk/wp-content/uploads/2025/07/Cheshire-Cricket-Board-Countywide-Strategic-Plan-2025-2028.pdf>.

This Risk Register applies an assessment of risk based on Probability of Occurrence and the associated Severity/Impact using the model below.

Probability of Occurrences			Severity / Impact				
			Catastrophic	Critical	Moderate	Minor	Insignificant
Likelihood	Meaning	Value	5	4	3	2	1
Frequent	Will be continuously experienced unless action taken	5	25	20	15	10	5
Likely	Occurs less frequently if corrective action taken	4	20	16	12	8	4

Occasional	Discovered through investigation	3	15	12	9	6	3
Seldom	Rarely reported	2	10	8	6	4	2
Improbable	Never previously reported	1	5	4	3	2	1

Risk level

- ❖ high for **RED** (take immediate action),
- ❖ medium-high for **ORANGE** (intervene),
- ❖ medium-low for **YELLOW** (be aware) and
- ❖ low for **BLUE** (monitor).

Identification of Risks for Cheshire Cricket Board

Operational:

- Financial, Human Resources, Safeguarding
- Director – skill set and presence, Staff – skills set and presence
- Strategy - decision making and delivery
- **Facilities – identify opportunities to enhance facility access in line with central aim to promote access, experience and enjoyment of cricket for communities in Cheshire.**

Reputational:

- Poor practice – staff and/or directors, Poor delivery
- Inappropriate Communication, Network discontent

Risk area OPERATIONAL	Risk detail	Likelihood	Impact	Total	Risk management/mitigating actions	Risk Owner (sub group)	Early warning signs and Risk Proximity
Governance and Compliance	County Partnership Agreement (CPA2) Gold Tier requirements not understood or met, including constitutional, membership, legal, EDI and	4	4	16	Appropriate structures, people and processes are put in place, and function, to achieve CPA Tier 1 standards. Continuing awareness and review at regular Board meetings.	Cheshire Cricket Board	Not meeting standards Sub groups not functioning [Inability to evidence compliance]

	GDPR requirements. Reputational, functional and financial risk associated with failure to understand and implement governance requirements.				Gap analysis to be performed by the Board to ensure that evidence of compliance is documented and ownership is clear. Governance to be a standing agenda item on all Board meetings. CPA compliance reviews to be presented to the Board. Governance Group formed and meeting to discuss CPA2 – Ongoing. Governance group continued to meet in 2025-2026 on regular basis in with input from Directors and subject matter experts from within Cheshire Cricket Board staff. Board reviews CPA Governance requirements, reviewing compliance and adoption of identified good practice and CPA2 requirements, including assessment of required changes to Board Constitution and associated governance documentation to align with CPA2 Gold accreditation requirements. Good governance identified as a key enabler in Countywide Strategic Plan 2025-2028.		Current and ongoing Risk Indications of Non-compliance with CPA2 Gold standard and potential impact on Board capability and future funding.
Data Protection and GDPR compliance	Breach of members and employees personal data where there is a high risk that an individual suffers damage (identity theft, financial loss, harm or discrimination). Data breach impacting wider cricket network, for example data provided in relation to safeguarding matter of complaint. Breach of Data Protection Act 2018 or GDPR requirements Lack of policies and procedure relating to management, retention and protection of members and employee personal	2	5	10	Continuing review of data protection provisions. Where uncertain, proactive consultation with Information Commissioner's Office located in Wilmslow to be considered. Create, retain and review annually policies regarding – Processing of data Sharing information with other organisations Review strategy and legislative requirements when implementing new technology or changes in personnel. Annual staff training. Adoption of compliant procedures for management and destruction of material and data in accordance with legislation and statutory requirements. CCB have progressed liaison with ECB previously to confirm Policies are in line with current legislation.	Board, Managing Director	Communications distributed or disseminated without adequate GDPR disclaimers. Notification of breaches. Media coverage. Notification that data is being used for purposes other than that for which it was supplied. Board, Directors and Staff not clear on statutory obligations and what is and isn't permitted. Ongoing and future risk

	data, or data relating to the wider cricket network.						
Insurance	Do not hold sufficient insurance policies or over insured for activities and property. Lack of understanding regarding level of excess and what is covered. Policy premiums not paid.	2	4	8	Consult with ECB regarding appropriate cover and appoint specialist advice as necessary. Insurance policies to be reviewed annually and details supplied to the Board and Management Group Insurance premiums paid by transfer, direct debit or standing order.	Board Managing Director, Treasurer	Premiums not paid. Insurance claims not adequately covering loss Insurance premiums higher/lower than other counties or Boards/sporting providers Insurance premiums increasing faster than expected. Ongoing and future risk.
Financial	Funding isn't in place to pay staff and deliver operational responsibilities	2	4	8	Close relationship with ECB and C2S. Annually, detailed monthly cash flow forecast prepared and submitted to ECB. This cash flow forms the basis for budgeted management accounts. Regular monitoring of situation and progress. On monthly basis, Board Treasurer compares actual cash balance to forecast balance to ensure funding in line with expectations and sufficient funds available to meet commitments. Any identified material differences would be subject to investigation. On quarterly basis, set of management accounts prepared comparing year to date actual figures with budgeted figures. Figures circulated and discussed within the Management Group. Significant variances investigated and operational impact assessed. All impact on long-term availability of funds initially discussed by Management Group and brought to the main Board as appropriate. Annual budget creation and monthly management accounts as detailed below. Continuing awareness and review.	Cheshire Cricket Board	From ECB/C2S Deficit on monthly accounts. Ongoing and Future Risk.

	Income and expenditure is not accounted for in a clear transparent way	2	4	8	Annual budget, management accounts, standing item on Board agenda. Income and spending subject to continuing review and subject to Board agreement and approval processes. As set out above, cash flow analysis and quarterly accounts facilitate analysis of income and expenditure on a continuing basis. Bank balance reconciled to Sage accounts on a monthly basis, forming platform for Treasurer review, cash flow monitoring and budget versus actual review. Murray Smith producing annual accounts for review and adoption to Board meeting.	Board Chair, Managing Director Treasurer	Confusion or challenge at Board meetings. Current and Future Risk.
	There are no measures in place to prevent fraud and/or embezzlement	1	4	4	Clear approval process. All bank transactions processed by nominated member of Board Staff, only with authorisation from the Managing Director. Expenditure is submitted by respective managers/staff/suppliers requesting payments, which is then subject to review and authorisation by Managing Director. Payment run made each month, which is subject to prior Treasurer review and approval of invoices and prior authorisations. Subsequent checks then completed to ensure payments made correctly through the bank and correctly posted to the sage accounting system by designated member of staff. The management group maintains a master file of employees pay scales, salaries and pension arrangements. The payroll continues to be administered by Board Accountants on Sage. The accountants receive a monthly summary sheet that shows gross wage and adjustments in the month, pension rates etc. Board Treasurer on a monthly basis checks that wages processed through Payroll are in line with master salary sheet and monthly summary sheet. Treasurer checks that appropriate payments are then made to staff via online banking, and that appropriate payments have been made to HMRC and pension provider. Further checks conducted by Treasurer to	Board Chair, Managing Director Treasurer	Money is unaccounted for; Identified discrepancies in internal reporting and accounting processes noted. Unexplained fluctuations between forecast and actual income and expenditure. Current and ongoing risk.

					ensure correct postings made to Sage accounting package. Nationwide monies (90 day notice savings account). Dual authorisation needed (from pool of 3 designated directors) to make a payment from invested monies and can only be transferred to Board bank accounts.		
	There is not a clear process to commit correct levels of funding into projects or programmes	2	4	8	Annual budget produced against delivery plan. Established and managed by appropriate Management group and ratified at Board level. Continuous monitoring and reprioritisation in agreement with Board Treasurer. Finance meetings take place via the management group meetings. External accountants appointed, who prepare annual accounts from the Sage accounting system used. Accountants also undertake monthly payroll work.	Board Chair, Managing Director, Treasurer	Requests made for funding when not in annual budget. Ongoing Risk.
Human Resources	Recruitment and employment does not occur in line with UK legislation	2	5	10	HR personnel receive regular updates to current UK legislation. Clear and correct processes are updated and applied. Safer Recruitment understood and practised. External contractor Croner retained to assist with HR function including management of payroll and associated appointment and HR processes. Safer Recruitment processes applied in recruitment processes. 5 staff members attended/attending NSPCC Safer Recruitment training	Managing Director	Our HR practices are challenged, Whistleblowing events; Increase in employment disputes, increase in need to consult with employment lawyers retrospectively. Turnover of staff increases. Ongoing and future risk.
	Contracts are not issued for all staff in an appropriate way	2	4	8	HR personnel have time and capacity to work to agree timelines in issuing contracts. External contractor Croner engaged and assists with implementation of HR systems and processes including employment matters, contracting and related administration.	Managing Director	No contracts Current and future risk.

					Staff handbook and Staff health and safety document reviewed annually with Croner. Health & Safety reviewed May 2024. Staff Handbook updated June 2024 and subject to review. Staff reissued with Annualised hours contract in January 2024. CCB Sexual Harassment Policy and online training issued to staff in Nov 2024. All requirements subject to continuing review and oversight on a proactive basis.		
	Changes and updates to HR practices are not quickly implemented	2	4	8	HR personnel receive regular updates to accepted HR practices and have the time and capacity to implement them across the business. Reference to highlighting and reporting concerns included in Staff Handbook and awareness of ECB whistleblowing helpline. Handbook subject to continuing and annual Review to ensure updated and current. Processes implemented to identify and manage payroll risks and under/over payment of taxes and NIC. Communication conducted and ongoing with Croner regarding varying topics throughout the year...issues previously engaged include Maternity, Termination of contract, Internship agreement, Contract of Services, Statement of Engagement, Employees Assistance Programme. Finance and Operations identified as a key enabler in Countywide Strategic Plan 2025-2028.	Board, Managing Director	Our HR practices are challenged Current and future risk.
Safeguarding	Safeguarding is not seen as a major operational area for Cheshire Cricket Board	2	5	10	Safeguarding remains a standing item on Board agendas, and has remained up the “batting order” to reflect Board engagement and commitment. Safeguarding Board lead in place and County Safeguarding Officer in a paid capacity. Review of CSO resourcing conducted and hours increased to reflect published CSO job specification, reactive and proactive responsibilities and commitment to embed	Board Safeguarding Lead, County Safeguarding Officer	Not given time on agendas. Negative feedback and remedial action identified during ECB Audit processes, or through representation or engagement with

					safeguarding and safeguarding culture across core Board business. Board Safeguarding Steering and Support Group formed and implemented with full support of Board, now meeting throughout the year to enhance focus on safeguarding across all cricket in Cheshire, act as a confidential reference body and source of support and maintain an overview of safeguarding compliance and provide support/guidance for stakeholders. SSSG composition includes independent representative and Club Safeguarding Officers to reflect current issues and range of experience/perspectives. In addition, Safeguarding policies reviewed by Board on continuing and/or annual basis in accordance with best practice. Full engagement with safeguarding aspects of ECB/Cricket Regulator CPA Audits, with evidence and attendance of key Board members and staff facilitated. Continued throughout 2025-2026 with meetings held with CSA and Regulator. Work continues to embed Safeguarding culture across all Board activity and decision making, representing a key Agenda item and discussed/updated at Board meetings and via proactive engagement and provision of support to key stakeholders across Cheshire cricket family, including the Board and staff, CCCCs, Cheshire County Cricket Club, CYC, Talent Pathway and CWCL. Training facilitated and delivered to Board and staff, including ECB and Cricket Regulator courses and to meet identified learning and training needs, for example in respect of Safeguarding Adults and in respect of the Talent Pathway. Safe Hands seminars and training delivered to wider network, delivering key safeguarding messages to Club Safeguarding Officers and others involved in delivery of cricket across network. Support adoption and application of ECB Safe Hands Management System (SHMS) and other Safeguarding Strategies. County Safeguarding Officer represented on network stakeholder Boards and working groups, proactively working to ensure safeguarding and safeguarding		stakeholders and wider Network. Lack of engagement with training delivery, Safe Hands seminars and/or SHMS in Cheshire. Current and ongoing risk.
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					culture remains a key consideration and priority across the Network. Club visits and networking meetings facilitated by CSO to share key updates, answer questions and identify trends or concerns. Awareness and implementation of “listening” initiatives, proactive CSO facilitation of network meetings, CSO attendance at meetings with players, parents, clubs, leagues, CYC and key stakeholders, development and sharing of posters across network to facilitate safeguarding reporting/contact, and appointment of an extended network of Youth Ambassadors to ensure safeguarding a key component across all aspects of activity. being finalised with aim to implement in Summer 2025. Safe and Welcoming for All identified as a key enabler in Countywide Strategic Plan 2025-2028.		
	Risk to children and adults of abuse or harm caused during activities or through contact with staff and volunteers.	2	5	10	Safer Recruitment processes in place and implemented. Person centred approach to be promoted as part of safeguarding strategy and communication/education. Workforce training for safeguarding, safeguarding policies and procedures maintained, updated and subject to regular review, including DBS vetting and other statutory and ECB/Cricket Regulator requirements. Reporting and referral mechanisms in place and clearly understood and accessible across Network. Board website updated with current safeguarding guidance and good practice, including clear contact details, referral processes and links to training and resources. Proactive delivery at networking meetings and training events, club visits and attendance at CYC and Talent pathway introductory meetings to highlight importance of safeguarding culture, commitment to listening and outline reporting processes, including the importance of Low Level Concerns. Support to clubs and club safeguarding officers regarding DBS and wider safeguarding requirements, including maintaining records and updating checks	Board Safeguarding Lead, County Safeguarding Officer	Reporting of low-level concerns and referrals/requests for advice and assistance. Non-adherence or application of processes and policies. Feedback from stakeholders. Outcomes of cases, referrals and de-briefs. Sampling of sessions and risk assessment documents. Use of surveys to obtain feedback as part of pathway and CAG training and playing facility. Current and ongoing risk.

					required. Club safeguarding education regarding ECB strategy and guidelines, legal and legislative changes and procedural updates. Updates shared via CSO continued attendance and representation at network meetings (leagues; clubs, officials), training and sharing of key updates across network. Engagement/reporting processes with staff and wider stakeholders on safeguarding matters, including clubs, coaches, volunteers, parents and participants engaged with Pathway. Attendance of CSO at CAG and parent/carer meetings to discuss safeguarding issues as preparation for 2026 season. Briefings and dip-sampling of Pathway and CAG sessions, including Academy/EPP. Cheshire CB staff and volunteers engaged in pathway received face to face Safeguarding in the Talent Pathway training delivered for new staff. Board Safeguarding Lead, CSO and Board staff attend ECB and CR training appropriate to role on a continuing basis. Risk assessments in place for facilities used by Board staff for training and matches. Risk assessments and ECB obligations understood and implemented for attendance at fixtures, or in the event of away matches involving overnight stays. Agreements with hub clubs continue to reflect key safeguarding requirements, including facility risk assessments for activities and venues utilised for playing and training purposes.		
	Appropriately experienced and skilled people are not assigned to oversee it	2	5	10	Safeguarding Board lead in place and experienced County Safeguarding Officer employed in a paid capacity. Board Lead and County Safeguarding Officer continue to attend ECB and Cricket Regulator training and CPD ensuring knowledge current and applied in respect of safeguarding across the Cheshire Network.	Board Safeguarding Lead, County Safeguarding Officer	Not able to recruit. Ongoing and future risk.
	Safeguarding instances are not dealt with quickly and appropriately	2	5	10	Clear response protocols and confidentiality consistent with ECB/Cricket Regulator requirements understood, adopted and adhered to.	Board Safeguarding Lead, County	Unease in network with regards to safeguarding.

					County Safeguarding Officer to take lead on all operational matters, providing guidance, assistance and support in an effective and timely manner when allegations and referrals notified, working appropriately with ECB Safeguarding Team, Cricket Regulator and external partners. Records of cases and low-level concerns maintained on a confidential basis with access limited to those with a need to know. Records maintained and auditable. CSO participated in trial of CLUE reporting system, and cases managed and updated in accordance with CR requirements and practice. Reported Low Level Concerns identified and recorded on Cricket Regulator system on a continuing basis. CSO resourcing previously subject to review by Board Management Group and increased CSO hours agreed and implemented based on identified role responsibilities, and to reflect commitment to safeguarding strategically and operationally.	Safeguarding Officer	Quantity and quality of referrals relating to safeguarding matters, highlighting awareness and understanding of safeguarding across wider Network. Feedback and debriefing of cases, allegations and referrals. Reporting through Whistleblowing either direct or via ECB policies and platforms. Ongoing and future risk.
	Incomplete or inaccurate safeguarding referral or case management records. Operational and reputational risk of non-recent safeguarding concerns not being managed or as a result of failure of business continuity or resilience based on personnel changes	2	5	10	Operational cases recorded on case management system and held on a confidential basis and in compliance with GDPR and related legislation. County Safeguarding Officer to lead on operational matters and associated record keeping, providing advice to the Board on cases or risks as necessary. Training matrices and associated documentation maintained and updated in support of key stakeholders within network. Safeguarding training, policies and processes in place and applied, including case management. Regular review of records and case management processes. Application of ECB and Cricket Regulator Safeguarding Strategy, policies and processes and direct, proactive engagement with Cricket Regulator CSA and Safeguarding Team and Audit processes.	Board Safeguarding Lead, County Safeguarding Officer	Issues identified through ECB Audits, feedback from Network, liaison with partner agencies or case studies. Ongoing and future risk.

Director – skill set and presence	Directors do not have the skills, experience and representation to run the business	2	5	10	Directors are appointed against the skill sets required to run the business, and are representative of the community. Director skill sets subject to continuing review into 2025, including assessment of legal skills available. Audit conducted of Director Skills, and will be implemented/maintained on a continuing basis. New Independent Director identified and appointed in 2025 to ensure Board has access to legal skills, a key requirement identified in Board skillset Audits.	Board Chair Managing Director Directors	The Board is unable to respond, or has limited capability to respond to challenges. Current and Future risk.
	Directors do not have the time and commitment to deliver their responsibilities	2	5	10	Directors are made aware of their responsibilities and required time commitment to perform their role. 80%+ Director attendance at the 4 Board meetings in 2024.	Board Chair Managing Director Directors	Work areas assigned to Directors do not happen. Current and future risk.
	There are not enough directors, or too many directors to run the business effectively.	1	5	5	The Board of Directors has people in place to deliver against every aspect of running the business. Board to be structured in accordance and compliance with ECB Governance guidelines and best practice, including numbers and responsibilities of Board members. Board membership and make-up continue to be reviewed on continuous basis in line with ECB Governance and compliance requirements. A new Independent Non-Executive director has been appointed in 2025 to ensure Board has a to legal skills, a requirement highlighted in Board Skills Audit. Changes to Board membership proactively reviewed and changes identified and implemented to ensure compliance with ECB CPA2 Governance requirements. The implemented changes have been subject to liaison with the ECB to ensure that Governance requirements are understood and required changes implemented.	Board Chair Managing Director Directors	The Board has limited capability to respond to, and manage challenges effectively. Board constitution and capability highlighted as concern in ECB Audit process. Future Risk.
Staff – skill set and presence	There are not enough staff to carry out operational responsibilities	2	4	10	Clear staffing structure in place to deal with running the business as well as delivering the business.	Managing Director	Not hitting CPA (and other targets)

					Online timesheets and realigning of certain positions to create greater staff accountability and provide key management information.	Management Group	Ongoing and future risk.
	Staff do not have the required experience and skill set	2	4	8	Staff are recruited against a clear role description and person specification, and challenge to further develop their skills through a performance review process. Annual staff appraisals with mid-term reviews currently take place. Annual reviews with each member of staff conducted on continuing basis Board members skills and experience forms part of appointment process and reflected in Board responsibilities.	Managing Director Management Group	Not hitting CPA (and other targets) Ongoing and future risk.
	Staff are not motivated to do the job	2	4	8	Motivations of staff are understood and supported and/or incentivised as required. Regular communication with staff applied, and system includes use of bonus incentives, at least one annual pay review, staff social events and application of listening to staff.	Managing Director Management Group	Staff discontent Ongoing and future risk.
Strategy - Decision making and delivery	Across the business it is not clear where responsibility, authority or accountability for decision making rests.	2	4	8	Terms of Reference for key working groups being developed and established; management group and any sub-groups populated showing clear roles and responsibilities across the organisation including Board, staff and sub-groups. Member representatives of Cheshire cricket network and key stakeholders represented on Board and provide reports and updates at Board meetings.	Board Chair Secretary Directors	Confusion, frustration and delay in actions and decisions. Lack of clarity regarding decision making and accountability. Current and future risk.
	There is no delegated authority	2	3	6	There is a clear understanding confirmed and highlighting what authorities (especially financially) people within the structure have. Ongoing with current structure 2024.	Board Chair Secretary Directors Treasurer	Slow or delayed process to agree budgets or make other key strategic decisions. Ongoing and future risk.

	Decisions are not made against a set of common and agreed objectives	2	4	8	Review Countywide Plan/Strategy as reference point for decision making. Operational plan supports delivery of key points across strategic objectives and stakeholder groups. Board vision agreed and shared values/objectives confirmed, providing basis for strategic decision making, responsibilities and actions. ECB national guidelines and CPA2 actively adhered to, with decision making applied reflecting requirements of Cheshire Network and stakeholders. Cheshire CB currently engaged all stakeholders (internal & external) to determine priorities prior to writing up the Countywide plan 2025-28 now adopted and implemented.	Board Chair Secretary Directors Treasurer	Board documentation /management committee cannot reference documentary or operational requirements of ECB CPA. Ongoing and future risk.
	We do not deliver what we need to in order to meet contractual and regulatory obligations	2	5	10	An annual delivery plan is established and approved by ECB/C2S which is regularly monitored against. Management group to play key role in delivering against ECB and Cheshire Network objectives. CCB continues to meet targets with funding partners and remains focused and committed to achieve this objective moving forward.	Board Chair Secretary Directors Treasurer	Higher level of ECB 'warning' emails Current and future risk.
	Projects and programmes are delivered without identifying risks	2	5	10	A risk assessment process/form is agreed for key delivery areas (eg. Coach education, C2S, CAG, EPP) and mitigating actions are identified. ECB developments proactively monitored and applied across delivery and outputs. Risk Assessments in place and adopted 2024.	Managing Director Treasurer	Targets not met (delivery or financial) Current and future risk.
	Projects and programmes delivered without respect for EDI	2	5	10	EDI Strategy adopted, under-pinning and reflected in Board activity and decision making. Strategy to reflect work of Board to increase engagement across full Cheshire CB Network, with full range of activity and proactive work to engage with different groups reflected and confirmed. Commitment to fully integrate EDI into Board Strategy, decision making and processes. Appointment of Community Development and Coaching Officer and commitment to creating cricketing opportunities for	Cheshire Cricket Board	Key parts of Cheshire cricket community not represented or engaged. Tokenism and not a committed strategic direction. Media and social media comment, responses to ECB

					all diverse communities through support/commitment to objectives and implementation of the CCB Communities (Urban) Action Plan and related initiatives. Strategic and value-driven use of media and social media to proactively highlight the commitment of Board to EDI as core responsibility. EDI remained a core agenda item at every Board meeting in 2025. Moved up the agenda 'batting order'. CCB EDI Group formalised in 2024. Representation includes LGBTQ+, Disability, female and ethnically diverse. To ensure all latest EDI initiatives and best-practices are shared and recognised. The sub-group also links directly into the Board via the EDI Lead Board level and CCB staff attendance at various seminars/training days around EDI, this has previously included LGBTQ training via Stonewall (a charity specialising in giving a voice to minority groups) and Islamophobia Awareness (via the Cheshire FA). Continued commitment to building on previous face-to-face meeting at Lords with the ECB EDI Lead to share and discuss ideas, and to discuss strategies to avoid EDI fatigue. Previously implanted an EDI social media campaign over one full week - with key messaging for all target audiences and hot topics including disability cricket, women's and girl's cricket, safeguarding, full inclusivity and encouraging involvement with communities and clubs. The drive to remove "EDI" as a separate item on the Board's quarterly agenda - the vision is that it will become ingrained across everything CCB does. Based on commitment to EDI and continuing initiatives, risk level has been reviewed and reduced. This does not imply any lack of commitment to EDI across all Board business and activity, and it will remain a key focus and driver for all delivery and initiatives moving forward. In addition, the CCB EDI Steering Group will continue to meet on a regular		national EDI consultation and reporting through Whistleblowing and public platforms. Current and future risk.
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					basis and key risks identified will be escalated to the Board for review and action.		
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Facilities	Playing and clubhouse facilities not able to accommodate strategic priorities and central aim to promote access, experience and enjoyment of cricket for all communities in Cheshire.	3	4	12	Robust Facility Strategy incorporated as key enabler in Cheshire Countywide Strategic Plan 2025-2028; Identification of need for, and proactive appointment of Cheshire CB Facilities Support Officer to engage with partners and work proactively with key stakeholders providing funding, technical and facility enhancement/sustainability advice; Scoping and adoption of County Facility Strategy – including key 10 year priorities including provision of high quality indoor/outdoor facilities to support participant needs and development, welcoming + inclusive spaces for all participants, inclusion of environmental and sustainability considerations. Support development of female friendly spaces and changing/playing facilities, providing advice on sources of funding to upgrade and modernise facility and playing facility access; Support investment in non-turf match and practice facilities to support transition to hard ball play; Encourage all Cheshire Clubs to review facilities in line with ECB Creating Welcoming Environments Guide. Utilise County Grants Fund to develop modern, inclusive facilities and spaces and provision of technical advice for large scale projects, signposting clubs and partners to further avenues of advice and support; Develop more non-turf pitches in public spaces and increase access for underserved groups, in urban areas. Ensure affordable access to indoor facilities for non-traditional cricket forms, promoting community engagement and inclusivity. Investment in “Performance Hubs” at club venues to upgrade facilities and boost playing capacity for representative teams. Establish long term agreements to access cricket appropriate indoor venues and partner with schools, local authorities	Board Chair Directors Managing Director CCB Facilities Support Officer and designated CDO with responsibility for grounds management and maintenance	Playing facilities outdated and unable to support access to cricket for all participants – disincentive for potential participants and players; Clubs and leagues unable to complete fixtures based on lack of ground/facility availability; Poor quality of pitches or facilities impacting cricket experience negatively; Lack of skills and training available to maintain standards and access to playing facilities; Available sources of funding and financial/practical support not understood and utilised, representing a missed opportunity for cricket in Cheshire. No succession planning or sharing of experience and skills, impacting provision of cricket negatively and ability of clubs or
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					and other stakeholders to upgrade existing facilities and provide technical guidance, ensuring cricket provision is prioritised. Share the ECB Environmental Sustainability Plan to raise awareness of climate change and encourage clubs to include sustainable facility solutions in Devpt Plans and utilisation of County Grants Fund and other ECB funding sources for “green” projects, in addition providing advice and guidance for securing funding from local authorities, landfill operators and other stakeholders. Identity and support clubs with unsecured tenure and promote understanding of rights and responsibilities; engage with local authorities to develop Playing Pitch Strategies that prioritise protection, enhancement and provision of cricket facilities in Cheshire and provide all affiliated clubs with support from County Pitch Advisors, offering subsidised Pitch Power reports and guidance on available funding sources. Work closely with, and signpost support available from Cheshire Association of Groundspeople in managing playing facilities, sharing ECB guidelines and facilitating provision of Pitch Advisory Services including support from Cheshire County Pitch Advisors. Provision of advice regarding Grass Pitch Improvement Fund, promoting access to good quality, safe playing facilities for targeted groups, including women and girls cricket, cricket in diverse communities and disability cricket, including installation of hybrid pitches, sustainable site management and improved quality of playing services and outfielders. Support applications for England and Wales Cricket Trust (EWCT) interest free loans for facilities rated “good” or “advanced”, with CCB reviewing and discussing funding availability and eligibility. Cheshire CB to promote attendance at training and workshops facilitated by the CAG.		other stakeholders to identify groundspeople with requisite skills.. Current and future risk.
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					Oversight and updating of Cheshire “Grounds for Hire” scheme, connecting clubs with ground needs to clubs with capacity, maintaining records and contact details to facilitate access.		
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Risk area REPUTATIONAL	Risk detail	Likelihood	Impact	Total	Risk management/mitigating actions	Risk Owner	Early warning signs
Poor service delivery (staff)	Delivery is of poor quality, including time-keeping, physical appearance	2	4	8	Strong recruitment process Quality assurance mechanism in place. Employees reviewed and actions identified. All staff issued with company clothing. Online timesheets introduced. Feedback on performance from customers via annual survey and schools. In the field staff training.	Board, Managing Director	Feedback, satisfaction surveys and complaints from service users Ongoing and Future risk.
Inappropriate behaviour of staff	Employees do not understand what appropriate behaviour is, or behave inappropriately	2	5	10	Policies in place and clearly communicated. A system and process is in place to quickly and efficiently deal with inappropriate behaviour. Education/training provided (eg. around EDI and safeguarding) Staff Handbook sets out expectations and standards. Constantly reviewed and monitored by staff Management. Procedures and policies in place to investigate inappropriate behaviour. Staff continue to attend training identified to support delivery of role, including EDI training. CSO delivered training and appropriate eLearning courses attended by staff via BrightHR system.	Managing Director	Feedback, satisfaction surveys and complaints from service users. Ongoing and Future risk.
Inappropriate behaviour of directors	Directors behave in a way that damages the reputation of Cheshire Cricket Board	1	5	5	Directors are clear on their roles and responsibilities. A system is in place to quickly and efficiently deal with inappropriate behaviour. Education/training provided (eg. around EDI)	Board Chair Secretary Treasurer Directors	Comments from Cricket community; Non-attendance at meetings and courses. Future risk.

Misuse of social media and other communication channels	Social channels may be hacked. Inappropriate content is posted.	1	5	5	Review of access and administration permissions. Clear operational procedures. Clear guidance issued and adhered to for Directors and paid employees regarding content (Staff handbook). Guidance issued and adhered to regarding personal use of social media by employees and directors.	Board Chair Secretary Managing Director	Feedback received from users. Current and future risk.
Action is not taken to stop inappropriate actions	Things occur which we know are wrong but are not, or cannot be, dealt with in a quick and efficient way.	2	4	8	Clear mechanism in place to report. Efficient system in place to stop inappropriate actions, with reference to Board policies or codes of conduct. Legal HR support from Croner.	Board Chair Secretary Managing Director	Frustration from cricketing community, including reporting of feedback from engagement and meetings with cricket Network, or received via use of whistleblowing helplines including local or ECB system. Increased number of oral and written complaints requiring Board attention. Ongoing and future risk.
A safeguarding incident reflects poorly on the game	Either a safeguarding incident reveals a poor infrastructure, or potential safeguarding incidents do not get dealt with appropriately	2	5	10	County Safeguarding Officer appointed and in role with clear roles and responsibilities centred around the implementation of Safe Hands in the network. Proactive approach applied to networking to support understanding and implementation of safeguarding culture across the Cheshire network and across key stakeholders.	Board Safeguarding lead	Potential safeguarding issues are left untouched or not responded to in timely or appropriate manner;

					Confidentiality is maintained. Expectations and good practice proactively shared across network regarding reporting requirements and expectations, including Low Level Concerns. CLUE system proactively trialled and applied to enhance reporting and ensure compliance with ECB and CR processes/ Timelines and reporting processes are adhered to. Training provided and safeguarding policies and procedures understood and applied. Engagement with ECB Safeguarding Team, Cricket Regulator and other statutory partners in response to identified safeguarding incidents and concerns.		Reporting of incidents in media, including social media. Reduction in engagement with Board and staff on safeguarding requirements, for example attendance at training events or meetings. Ongoing and future risk.
The responsibilities and functions of the Board are not clearly understood across the cricket network	Lower levels of engagement with network. Lower levels of performance across network with low level of support for Board and Board functions Network function declines.	4	3	12	Proactive Board communication and marketing strategy agreed and adopted. Profile of Board and activities shared across network. Key strategic and operational delivery communicated. Proactive and compliant adoption of social media to highlight key Board messages and foster communication and dialogue across network. Board marketing strategy continues to be implemented to highlight role and responsibilities of the Board including individual members, including use of media and social media to effectively report and educate network using variety of content covering Board functions and actions completed.	Board Chair Secretary Directors	Network function and performance declines. Strategic and operational initiatives fail to achieve outcomes. Current and ongoing risk.
Discontent within the cricket network	The Board comes in for criticism from various parts of the cricket community	2	4	8	Strong stakeholder relations and advocacy Allegations and rumours are addressed quickly and factually. Stakeholder engagement planning has been prioritised by Governance Group and progressed in 2025. This plan will be aligned with the wider strategic and operational plans and will be built directly and proactively into performance and decision making across all activity and objectives.	Board Chair Secretary Directors	Criticism of Board

Risk Register Reviewed by Board Working Group – May 2026 – updated version completed July 2026

Date of Next Review – April 2027