

Risk Identification				Risk Dependencies	Risk Class				Functional Area Risk Rating			Primary Type of Impact					Timing			Extent of Risk			Risk Controls							
Risk ID	Division	Functional Area	Risk Statement	Dependencies / Coordination with other Functional Areas	Operational	Financial	Hazard	Strategic	Probability of Occurring	Severity of Impact	Overall Rating (Out of 25)	Revenue Loss	Cost Increase	Games-time Readiness	Athlete Performance	Reputation Loss	Sustainability or Other Impact	Pre-Games	Games	Post Games	Global	Competition	Non-Competition	Existing Controls and Risk Mitigation Measures (e.g. insurance, contingency plans)	Existing Control Rating (Out of 5)	Risk Tolerance / Acceptance (M: monitor, T: treat, A: avoid)	Additional Risk Mitigation Recommendations	Risk Mitigation Owner	Target Completion Date	
GLB01			Pandemic (e.g. SARS, H1N1), leading to sharp decrease in Games attendance, and/or workforce availability.																											
GLB02			Natural disaster (e.g. earthquake, flood) resulting in damage to venues and/or infrastructure and a possible relocation of a sport or an event.																											
GLB03			Severe weather, negatively affecting construction and/or the staging and operations of the Games.																											
GLB04			Terrorist attack, resulting in injuries to persons, damage to venues and/or infrastructure and a possible relocation of a sport or an event.																											
GLB05			Significant increase in threat levels, resulting in increased security costs, possible operational disruptions and/or Games-time delays, postponements or cancellations.																											
GLB06			Emergence of an organized campaign, led by a single-issue interest group or groups, to embroil the Games in controversy over a specific issue, resulting in potential reputational damage to the GOC, sponsors, government partners, the SOC.																											
GLB07			Major economic downturn/recession, resulting in reduced sponsorship and/or ticketing and/or merchandising revenues.																											
GLB08			Scandal, resulting in damage to the reputation of the overall Special Olympics movement and/or the GOC, SOC.																											
GLB09			Inability to attract and/or retain qualified workforce (staff, volunteers, contractors), resulting in reduced Games readiness and/or insufficient services and negatively affecting the quality of the Games experience.																											
GLB10			Major labour relations issue or labour unrest, resulting in service disruptions and failure to meet Functional Area or partner commitments.																											
GLB11			Unforeseen circumstances, resulting in the loss of key GOC management or other personnel.																											
GLB12			Inability of major partners to understand the GOC's vision and strategy for the Games and deliver accordingly, negatively affecting the quality of the Games experience.																											

Risk Identification				Risk Dependencies	Risk Class				Functional Area Risk Rating			Primary Type of Impact					Timing			Extent of Risk			Risk Controls							
Risk ID	Division	Functional Area	Risk Statement	Dependencies / Coordination with other Functional Areas	Operational	Financial	Hazard	Strategic	Probability of Occurring	Severity of Impact	Overall Rating (Out of 25)	Revenue Loss	Cost Increase	Games-time Readiness	Athlete Performance	Reputation Loss	Sustainability or Other Impact	Pre-Games	Games	Post Games	Global	Competition	Non-Competition	Existing Controls and Risk Mitigation Measures (e.g. insurance, contingency plans)	Existing Control Rating (Out of 5)	Risk Tolerance / Acceptance (M: monitor, T: treat, A: avoid)	Additional Risk Mitigation Recommendations	Risk Mitigation Owner	Target Completion Date	
GLB13			Operating budget reductions, resulting in reduced service levels, potential client dissatisfaction, and negatively affecting the Games experience.																											
GLB14			Exhaustion of operating contingency budget, leading to an operating deficit for the GOC.																											
GLB15			Poor transition by the GOC from the planning phase to the operational phase, resulting in organizational dysfunction, reduced Games readiness, potential operational disruptions.																											
GLB16			Inadequate training and/or motivation of workforce (staff, volunteers, contractors), resulting in reduced Games readiness and/or insufficient services and negatively affecting the quality of the Games experience.																											
GLB17			Failure of a Functional Area or Areas to deliver required services, resulting in reduced Games readiness and/or insufficient services and negatively affecting the quality of the Games experience.																											
GLB18			Inadequate contract management, resulting in disputes with contractors, additional costs for the GOC, reduced Games readiness and/or insufficient services, and post - Games dissolution delays, costs.																											
GLB19			Delays in the GOC's procurement of goods and services, resulting in reduced Games readiness and/or service levels and/or additional costs and negatively affecting the quality of the Games experience.																											
GLB20			Financial difficulties resulting in a sponsor's inability to fulfill sponsorship agreement obligations to provide VIK and/or cash to the GOC.																											
GLB21			Inaccurate VIK valuation, resulting in less GOC budget relief than anticipated.																											
GLB22			Ambush marketing, resulting in sponsor dissatisfaction and possible sponsorship revenue reductions.																											
GLB23			Counterfeit Games merchandise in the marketplace, resulting in sponsor/licensee dissatisfaction and revenue reductions.																											
GLB24			Counterfeit tickets or other fraudulent ticket sales, resulting in client dissatisfaction and revenue loss.																											

Risk Identification				Risk Dependencies	Risk Class				Functional Area Risk Rating			Primary Type of Impact					Timing			Extent of Risk			Risk Controls							
Risk ID	Division	Functional Area	Risk Statement	Dependencies / Coordination with other Functional Areas	Operational	Financial	Hazard	Strategic	Probability of Occurring	Severity of Impact	Overall Rating (Out of 25)	Revenue Loss	Cost Increase	Games-time Readiness	Athlete Performance	Reputation Loss	Sustainability or Other Impact	Pre-Games	Games	Post Games	Global	Competition	Non-Competition	Existing Controls and Risk Mitigation Measures (e.g. insurance, contingency plans)	Existing Control Rating (Out of 5)	Risk Tolerance / Acceptance (M: monitor, T: treat, A: avoid)	Additional Risk Mitigation Recommendations	Risk Mitigation Owner	Target Completion Date	
GLB25			Lack of a comprehensive and integrated program of Games readiness exercises (table top exercises, simulations, test events, Games-wide rehearsal(s)), resulting in reduced Games readiness and negatively affecting the quality of the Games experience.																											
GLB26			Inadequate transportation plan and/or traffic management system, resulting in client dissatisfaction, potential event delays, and negative media coverage.																											
GLB27			Inadequate accomodation and/or food and beverage and/or transportation arrangements for workforce, resulting in workforce dissatisfaction, workforce absenteeism (especially for morning shifts), workforce attrition and reduced service levels.																											
GLB28			Insufficient security presence at Games-time, resulting in reduced public confidence in personal safety at Games events, revenue reductions, possible injuries to persons and negatively affecting the Games experience.																											
GLB29			Excessive security presence at Games-time, resulting in public frustration, additional costs and negatively affecting the Games experience.																											
GLB30			Empty seating areas at Games, resulting in negative perceptions of the success of the Games.																											
GLB31			Inadequate Field of Play safety measures, resulting in potential athlete serious injury or death on the Field of Play.																											
GLB32			Injuries to persons at competition and major non-competition venues, resulting in legal liability for the GOC and/or workforce attrition.																											
GLB33			Litigation, resulting in unbudgeted legal expenses for GOC defence.																											
GLB34			Use of new and unproven technology (or alternatively failure to use new and unproven technology) as a result of the rapid evolution of the internet/mobile devices/applications, resulting in negative user experience on GOC site(s).																											
GLB35			Inadequate accessibility provisions in competition and/or non-competition venues resulting in client dissatisfaction.																											
GLB36			Inadequate Venue Emergency Response Procedures resulting in inability to achieve a rapid and orderly evacuation.																											