

## Introduction

### Assessing The Risks

Once the risks have been identified, they need to be assessed. The key factors are:

- Likelihood  
Refers to the probability that a threat will materialise
- Impact  
Relates to the effect that would be felt if the event did occur.

Likelihood		
1	Very unlikely	Barely feasible to occur
2	Unlikely	Extremely unlikely in the near future (current year) but possible longer term
3	Possible	Not very likely in the immediate future, but reasonably likely in the longer term
4	Likely	Possible in the current year, and probable in the longer term
5	Highly likely	Probable in the current year, and highly probable in the longer term

Impact		
1	Insignificant	Nothing to worry about
2	Fairly serious	Possibly important but can be managed although it would take up some time and resources
3	Serious	A threat which could cause us reasonable problems and would definitely take up time and resources
4	Very Serious	Would hinder the achievement of our strategic objectives and/or would take up considerable time and resources
5	Major disaster	Could seriously undermine the standing and position of the organisation

<b>Governance &amp; Management</b>				
<b>Potential risk</b>	<b>Potential impact</b>	<b>Priority Risk Ranking</b>	<b>Steps to mitigate risk</b>	<b>Revised Ranking</b>
1) UKU loses its direction, strategy and forward planning.	a) UKU lacks clear objectives, priorities or plans. b) Issues are addressed piecemeal with no strategic reference. c) Loss of trust/engagement from members d) Financial management difficulties. e) Loss of reputation f) Impact on staff morale		Working towards strategic plan (for first time) Action Plan and (so far only loose) Objectives each year to drive progress Management accounts produced regularly and discussed at Board Regular monitoring of relative KPIs and stakeholder satisfaction surveys Significantly increase membership communications	
2) Board loses members and their key skills and commitment	a) Technically cannot function without Board. b) Decisions are made bypassing the Board. c) Impact upon direction, strategy and oversight roles d) Lack of understanding of financial matters e) Inguorate meetings		<i>Elections</i> <i>Visibility when Board members planning to resign in order to plan succession</i>	
3) Key Committees lose members and commitment	a) Decisions not made at all b) No forward planning c) Everything handled in reactive manner d) Even "reactive" work done poorly		<i>Natural replacements process</i> <i>Try to engage all committees into meeting in person rather than just by email</i>	
4) Board / Committees dominated by one or two individuals, or by connected individuals	a) Board becomes powerless in terms of oversight b) Potential for conflicts of interest. c) Pursuit of personal agenda. d) Culture of secrecy or deference. e) Arbitrary over-riding of control mechanisms.		Open debate in Board meetings Regular reporting	
5) Conflicts of Interest	a) UKU unable to pursue its plans b) Decisions may not be based on relevant considerations. c) Impact on reputation			
6) Organisational structure	a) Lack of information flow and poor decision making procedures. b) Management remoteness from operational activities.		Clarity of organisational structure. • Ensure sub-committees/ working groups have clear terms of reference	

Governance & Management				
Potential risk	Potential impact	Priority Risk Ranking	Steps to mitigate risk	Revised Ranking
	c) Uncertainty as to roles and duties. Leads to over-reliance on individuals (primarily SH) who then become bottleneck		<ul style="list-style-type: none"> <li>clarity as to any delegated powers</li> <li>clarity as to reporting back to the Board</li> </ul> <p>Particular focus on:</p> <ul style="list-style-type: none"> <li>Biggest activity areas – eg GB squads, Competitions; SoTG Committee</li> <li>ensuring that we are not over-reliant on individual staff or Board members. (Medical Staffing cited as a good example)</li> </ul>	
7) Loss of key staff (paid and/or volunteers)	a) Experience or skills lost. b) Operational impact on key projects and priorities. c) Loss of contact base and “corporate” knowledge.		Positive succession planning (people and systems) Effective information dissemination – see also 6 above Delegation – both upwards and downwards from SH Actions re “administrative” support for SH – initially in the form of accounting Training and involvement for new team members Staff: continue to build organisational financial strength so that packages are less reliant on “goodwill”	
8) Reporting to Board (accuracy, timeliness and relevance)	a) Inadequate / unbalanced information resulting in poor quality decision making. b) Failure of Board to fulfil its control functions. c) Board becomes remote and ill informed.		Insist on regular reporting and consider mechanisms for ensuring balance	

Operational risk				
Potential risk	Potential impact	Priority Risk Ranking	Steps to mitigate risk	Revised Ranking
9) Members unhappy with UKU services	<ul style="list-style-type: none"> <li>a) Member complaints.</li> <li>b) Loss of membership income.</li> <li>c) Loss of engagement with competition structure and representative teams</li> <li>d) Reputational risks.</li> </ul>			
10) Suppliers, dependency, bargaining power	<ul style="list-style-type: none"> <li>a) Dependency on key suppliers</li> <li>b) Lack of suppliers to meet key operational objectives.</li> <li>c) Non-competitive pricing/quotes.</li> <li>d) Insufficient buying power.</li> </ul>			
11) Capacity	<ul style="list-style-type: none"> <li>a) Mismatch between staff allocations/availability and key objectives.</li> </ul>		<ul style="list-style-type: none"> <li>Continue to review key objectives and challenge if they aren't achieved</li> <li>Ensure our activities are scaleable</li> <li>Locate capacity for: finance, coaching and tournament running</li> </ul>	
12) Security of Assets	<ul style="list-style-type: none"> <li>a) Loss or damage.</li> <li>b) Theft of assets.</li> <li>c) Infringements of intellectual property rights.</li> </ul>		<ul style="list-style-type: none"> <li>Obtain UK Sport recognition to protect position</li> <li>Continually review success of competition structures (most valuable assets)</li> </ul>	
13) Fund-raising	<ul style="list-style-type: none"> <li>a) Unsatisfactory returns.</li> <li>b) Reputational risks of campaign or methods used.</li> <li>c) Actions of agents / commercial fund-raisers.</li> <li>d) Compliance with law and regulation.</li> <li>e) Overly focussed on raising money from current members</li> </ul>		<ul style="list-style-type: none"> <li>Start slowly in areas that are "good story" (e.g. GB Juniors)</li> <li>Build links to ex-players (without necessarily hitting them up for money straight away)</li> <li>Build capacity for the required communication activities to support broader fund-raising</li> </ul>	
14) Employment issues	<ul style="list-style-type: none"> <li>a) Employment disputes.</li> <li>b) Health and Safety issues.</li> <li>c) Claims for injury, stress, harassment, unfair dismissal.</li> <li>d) Equal opportunity issues.</li> <li>e) Adequacy of staff training.</li> <li>f) Child protection issues.</li> <li>g) Low morale.</li> </ul>		<ul style="list-style-type: none"> <li>Effective HR support and use of it</li> <li>Focus on resolving employment issues rapidly</li> <li>Training for all staff</li> <li>What about Tournament Directors?</li> <li>Development of competency framework</li> </ul>	

Operational risk				
Potential risk	Potential impact	Priority Risk Ranking	Steps to mitigate risk	Revised Ranking
15) Volunteers	<ul style="list-style-type: none"> <li>a) Competences and training.</li> <li>b) Vetting and reference procedures.</li> <li>c) Recruitment and dependency.</li> </ul>		Improve communication Volunteer "handbook" to help people get started Build standard practices for reference checking on appropriate roles – maintain checklist	
16) Health, safety and environment	<ul style="list-style-type: none"> <li>a) Staff / Player injury.</li> <li>b) Events liability.</li> <li>c) Ability to operate (see Compliance risks).</li> </ul>		Focus on actions in competition rules, event management and trips – event safety Review and upgrade TD pack and follow-up every event by using administrative resources	
17) Procedural & systems documentation	<ul style="list-style-type: none"> <li>a) Lack of awareness of procedures and policies.</li> <li>b) Actions taken without proper authority.</li> </ul>		Better open documentation about policies, etc Handbooks for staff and volunteers	
18) Disaster recovery and planning	<ul style="list-style-type: none"> <li>a) Computer system failures or loss of data.</li> <li>b) Destruction of property, equipment, records through fire, flood or similar damage.</li> </ul>		Disaster Recovery Plan Improve organisational finances – incl reserves.	
19) Information Technology	<ul style="list-style-type: none"> <li>a) Systems fail to meet operational need.</li> <li>b) Failure to innovate or update systems.</li> <li>c) Loss/corruption of data</li> <li>d) Lack of technical support.</li> </ul>			

Financial Risks				
Potential risk	Potential impact	Priority Risk Ranking	Steps to mitigate risk	Revised Ranking
20) Budgetary control and financial reporting	<ul style="list-style-type: none"> <li>a) Budget does not match key objectives and priorities.</li> <li>b) Decisions made on inaccurate financial projections or reporting.</li> <li>c) Decisions made based on unreliable costing data.</li> <li>d) Inability to meet commitments or key objectives.</li> <li>e) Poor credit control.</li> </ul>		Budget responsibilities and creation process Budgets set by December of year prior to financial year and agreed by Management Committee at January meeting. Budgets predicted for 3 years and only amended for subsequent years – current year	

Financial Risks				
Potential risk	Potential impact	Priority Risk Ranking	Steps to mitigate risk	Revised Ranking
	<ul style="list-style-type: none"> <li>f) Poor cash flow and treasury management.</li> <li>g) Ability to function as going concern.</li> </ul>		not amended (allows challenge of figures). Cash flow forecasts incorporated into budgetary planning. Financial Reporting systems reviewed Sufficient staffing capacity and skills	
21) Reserves policies	<ul style="list-style-type: none"> <li>a) Lack of reserves to respond to new needs or requirements.</li> <li>b) Inability to meet commitments or planned objectives.</li> </ul>		Realistic targets set through budgetary process to build reserves.	
22) Cashflow sensitivity	<ul style="list-style-type: none"> <li>a) Inability to meet commitments.</li> <li>b) Inability to handle irregular income.</li> <li>c) Impact on operational activities.</li> </ul>		Cash flow forecasts incorporated into budgetary planning.	
23) Dependency on income sources	<ul style="list-style-type: none"> <li>a) Cash flow and budget impact of loss of income source.</li> <li>b) Short Term Funding</li> </ul>		Be clear on relationship between funding sources and associated costs Continue to actively seek alternative funding sources -> current aim is to create "donations" income stream.	
24) Compliance with donor imposed restrictions	<ul style="list-style-type: none"> <li>a) Funds applied outside restriction.</li> <li>b) Repayment of grant.</li> <li>c) Future relationship with donor / beneficiaries.</li> <li>d) Regulatory action.</li> </ul>			
25) Fraud / error / Insurance	<ul style="list-style-type: none"> <li>a) Financial loss.</li> <li>b) Reputational risk.</li> <li>c) Regulatory action.</li> <li>d) Impact on funding.</li> <li>e) Insurance Cover</li> </ul>		Ensuring that our Insurance cover is adequate and possible litigation issues are identified and reported early	

Environmental/external factors				
Potential risk	Potential impact	Priority Risk Ranking	Steps to mitigate risk	Revised Ranking
26) Adverse publicity	a) Loss of ability to recruit new players. b) Players loss of ability to obtain venues for playing			
27) Relationship with funders & stakeholders	a) Deterioration in relationship may impact on funding and support available			
28) Government Policy	a) <i>Probably are issues to consider here – not sure what...</i>			

Compliance Risk (Law & Regulation)				
Potential risk	Potential impact	Priority Risk Ranking	Steps to mitigate risk	Priority Ranking
29) Compliance with legislation and regulations. Main areas for UKU: <ul style="list-style-type: none"> <li>• Companies Act</li> <li>• Equality &amp; Diversity</li> <li>• Own constitution</li> <li>• Data Protection Act</li> <li>• Disability Discrimination Act</li> <li>• Safeguarding</li> <li>• Employment Laws</li> <li>• Health and Safety law (esp re events)</li> </ul>	a) Fines, penalties or censure from licencing or activity regulators. b) Employee or consumer action for negligence. c) Reputational risks.		Ensure UKU is up to date with changes in legislation and effects changes where required. Compliance review process established as per Governance Review Safeguarding for clubs – linked to club affiliation and club insurance	
30) Regulatory reporting requirements	a) Regulatory action. b) Reputational risks. c) Impact on funding		Ensure that UKU is aware of changes in regulations and requirements.	
31) Taxation	a) Penalties, interest and “back duty” assessment. b) Loss of income c) Changes to VAT – much of income is currently exempt d) Failure to utilise tax exemptions and reliefs			
32) Professional advice	a) Lack of investment strategy or management b) Failure to optimise fiscal position. c) Contract risks. d) Failure to address compliance risks.		Ensuring that UKU uses professional advice as appropriate.	