

**RISK MANAGEMENT PLAN**  
**FOR**  
**THE GREAT BRITAIN WHEELCHAIR BASKETBALL**  
**ASSOCIATION.**

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## **1 INTRODUCTION**

### **1.1 PURPOSE**

The GBWBA underwent a Management Audit, commissioned by the UK Sports Council that audit recommended, “GBWBA should consider the implementation of a system to identify and manage key risks”. This document addresses that requirement.

### **1.2 WHAT IS RISK AND HOW CAN IT BE MANAGED?**

A Risk is anything that can jeopardize the business of GBWBA from taking place in a focussed, productive and continuous manner.

A Risk can be addressed in several ways:

**Accepted.** If the potential impact from a risk is deemed to be sufficiently small i.e. loss of a computer house or video camera, or the risk to be sufficiently improbable i.e. the GBWBA being held ransom by aliens, then the risk may be accepted by the GBWBA and no further action needs to be taken.

**Removed.** Here action is taken which negates the cause of the risk and thereby removes the risk altogether.

**Reduced.** Actions are taken to reduce the risk to a level where the impact from a risk, should it materialise, becomes acceptable to the GBWBA i.e. the impact is low enough that it does not affect normal operations.

**Transfer.** Here the impact from a risk is transferred to somewhere other than the GBWBA. An instance of this would be insurance, whereby the impact from a risk i.e. Fire within the Loughborough offices, is transferred to another person or group, the insurance company, in exchange for a fee or service.

The act of assessing the risk, determining whether to accept, reduce, remove or transfer the risk and actioning that assessment is known as Risk Management.

### **1.3 SCOPE**

The scope covered by this document includes the GBWBA, its staff, offices and resources. The list should not be exhaustive, nor should it be considered infinite.

### **1.4 DISCLAIMER / APOLOGY**

Several sections within this report consider potential risks from internal staff and makes recommendations to prevent such actions occurring. The writer does not wish to infer from this report that such actions have taken, or are taking, place or to imply that staff in position would undertake such actions. However, the opportunity and means for such an action must be considered as a risk and recommendations made to remove the possibility.

## **2 PERSONNEL RISKS**

There are various risks to the GBWBA arising from the staff resource:

- Loss of critical staff through illness, death, resignation or dismissal.
- Inefficiency of staff through lack of training and progression.
- Theft or fraudulent actions by members of staff.

### **2.1 LOSS OF CRITICAL STAFF THROUGH ILLNESS, DEATH, RESIGNATION OR DISMISSAL**

Loss of staff members who undertake critical business functions can result in those business functions being delayed or even not undertaken.

#### **2.1.1 Impact upon GBWBA**

Dependent upon what work a member of staff undertakes this could result in GBWBA suffering the following impacts upon its operations:

- Failure to meet its commitments to its members i.e. provide insurance
- Failure to manage its funds correctly.
- Inability to maintain records of sport activities.

#### **2.1.2 Actions required to address the risk.**

To ensure that the specialised knowledge held by staff into the functioning of GBWBA systems is not lost should they become unavailable it is important that all of the operational processes and procedures are documented as soon as possible and continuously adhered to and updated. These documents will become the operating guidelines for any alternative staff members who may have to take over or complete the actions of unavailable staff.

The documents produced need to be maintained to ensure that they do not become out of step with existing procedures or invalid due to the introduction of new procedures.

### **2.2 INEFFICIENCY OF STAFF THROUGH LACK OF TRAINING AND PROGRESSION.**

If the staff members are not given on-going training then they may not be able to maintain their efficiency should it systems, GBWBA operations or external requirements change.

#### **2.2.1 Impact upon GBWBA**

If the staff become de-skilled or fail to receive the necessary training then their work will suffer. Either they become demotivated or they do not tackle work that they feel they have not been trained for. They may also carry on working without the training which may be worse as they could finish up making mistakes, resulting in major impacts on GBWBA from public embarrassment or financial loss.

#### **2.2.2 Actions required to address the risk.**

Each member of staff needs to undertake a regular meeting with their line manager at which any requirements for additional training should be discussed. It is then up to the line manager to assess that requirement and prioritise the provision of funds within a budget.

## **2.3 THEFT OR FRAUDULENT ACTIONS BY MEMBERS OF STAFF.**

### **2.3.1 Impact upon GBWBA**

The loss of goods, resources and faith in a member of staff will have an impact on the ability of GBWBA to deliver its services and morale with colleagues, the Board and membership. In all cases this will generate distrust in all quarters and not result in a good working environment in terms of the ability to deliver or the confidence to deliver.

### **2.3.2 Actions required to address the risk**

- GBWBA have a Fraud protection policy within its Financial regulations
- All staff are vetted with a Criminal Record Bureau Check and references are received upon the offer of a post.
- All Financial processes are checked and monitored by the honorary treasurer to that account, checked by the Chief Executive and a full audit is carried out by Alexander Layton of Crewe.

### **3 LOCATION**

The GBWBA operates from a rented office located at SportPark in Loughborough University in Leicestershire. It shares this location with Volleyball England, The Youth Sport Trust, British Swimming, Institute of Sport and Recreation Managers, The English Federation of Disability Sport, Leicestershire and Rutland County Sport Partnership and UK Sport.

#### **3.1 LOSS OF LOCATION**

The office facilities occupied by GBWBA are open to the following risks:

- Fire
- Burglary
- Vandalism
- Failure to pay Rent / lease.
- Cancellation of lease or rental agreement by location owner or agents.

#### **3.2 IMPACT UPON GBWBA**

The loss of premises will impact on the:

- Productivity.
- Central contact via the telephone for the membership.
- Coordinated management of staff.
- Loss of data.

##### **3.2.1 Actions required to address the risk.**

To address these risks the GBWBA has developed a Business Continuity Plan. Actions to reduce the risk include:

- A Voip Telephone system allowing the office telephones to be placed anywhere in the UK with the same number and network at no additional charge
- The back-up of data retained on site in a secure site and off site in the form of a regular back-up.
- Lap tops have been purchased for staff to retain offsite (out of hours) to spread the risk of theft/damage across the employees.
- Four year contract to ensure a stable office.
- Insurance.

## **4 IT INFRASTRUCTURE**

The GBWBA uses the following IT Infrastructure to maintain its provision of services:

- Loughborough University 'Janet' Internet system.
- Server on site for data with backup system to Hard Disk.
- External Server for email and website services.
- Network of computers, printers and scanners.

The items are owned by GBWBA and are subject to maintenance contracts with Kyocera (main printer) and Microtrading of Birmingham (Server and Computers).

### **4.1 LOSS OF WHOLE IT INFRASTRUCTURE**

The IT Infrastructure used by GBWBA is open to the following risks:

- Loss through fire, theft or vandalism
- Full failure due accidental or malicious actions by staff.
- Full failure due to equipment failure.

A full scale failure would require these to take place over several sites.

#### **4.1.1 Impact upon GBWBA**

- Time would be lost if the whole system failed. This would impact on the short term delivery of services.
- Data could be lost as a result of such an infraction.
- Records would be lost electronically.

#### **4.1.2 Actions required to address the risk.**

- The system adopted by GBWBA should allow, with the purchase of laptops or reinstatement of 'old laptops' (in storage offsite) to allow data to be restored within two days.
- Data is backed up on a daily basis and a paper copy of all records for the membership is stored.
- Wireless throughout the University would allow the email and telephone service to continue.
- Ensure a contingency within the budget is present to replace and repair damaged equipment.

## **4.2 LOSS OF PARTIAL IT INFRASTRUCTURE**

The IT Infrastructure used by GBWBA is open to the following risks:

- Loss through fire, theft or vandalism
- Partial failure due accidental or malicious actions by staff.
- Partial failure due to equipment failure.

### **4.2.1 Impact upon GBWBA**

Whilst there is not a complete loss of access to IT Systems a partial loss will result in some delays, and, should this occur at a particularly important time i.e. whilst organising a competition or preparing a mailing then these delays could be crucial.

### **4.2.2 Actions required to address the risk.**

- Ensure all back-ups are made on a regular basis.
- Identify a place/facility to gain access to the internet on a short term basis.
- Ensure a contingency within the budget is present to replace and repair damaged equipment.

## **5 DATA**

The GBWBA maintains a data resource, which helps it perform its management role for Wheelchair basketball within Great Britain. This data can be in the form of electronic data stored upon media within GBWBA IT Infrastructure, be it desktops within the Loughborough location or within laptops held and used by staff members.

### **5.1 IMPACTS ON GBWBA DATA**

The Data used by GBWBA is open to the following risks:

- Breach of confidentiality.
- Failure of integrity.
- Lack of availability.

### **5.2 IMPACT UPON GBWBA**

A breach of confidentiality could result in the GBWBA being in breach of Data Protection legislation and potentially facing legal action.

A failure of integrity could result in the GBWBA taken action upon incorrect data. This could result in public embarrassment should the failure form part of a press release or be the basis of a management decision, financial loss if the business decision contained a monetary element or the incorrect data result in a legal action from a person would suffered loss due to the incorrect data.

A lack of availability could result in the GBWBA being unable to maintain its services due to a lack of access to current and correct information.

#### **5.2.1 Actions required to address the risk.**

Through the new system being developed the GBWBA database will be stored offsite and suitable backups will be made in both a paper format and electronically. The integrity of the system will enable GBWBA to maintain and access data remotely.

The finance records are backed up on a regular basis and through electronic banking GBWBA is able to gain access to data remotely.

Whilst GBWBA does not offer a service that could impact on the income of an individual member directly, the database will be developed in a way to limit 'human error' during the 'input phase.

## **6 MONEY**

### **6.1 IMPACT UPON GBWBA**

Funding is necessary to enable programmes and activity to run throughout the sport. Funding is not the sole resource as much emphasis and thanks should be given to the volunteers and members involved in the sport.

There would be an impact on the delivery of the sport if funding were to cease.

Areas to consider are:

- Fraud.
- Loss of funding for staff.
- Contractual obligations with suppliers and sponsors.
- Financial records may be lost

### **6.2 ACTIONS REQUIRED TO ADDRESS THE RISK.**

- Financial regulations in the Financial Policy should reduce the risk of fraud including the vetting of any operational staff/volunteers involved in the finances of the Association.
- A contingency and reserves are being developed to cover the redundancy of staff should this be required.
- The Trustees are appraised of the activity of staff to reduce the impact of a ‘mass loss’ of staff.
- Documents for the delivery of the sport are produced to assist in identifying ‘need’ within delivery.
- The League is managed by the volunteer workforce.
- Contractual obligations are only signed by or with the approval of the Chairman and/or Chief Executive to reduce risk.
- Ensure all back-ups are made on a regular basis and accessible to the Account Trustees.
- Account Trustees should be versed in ‘Quickbooks’ to access the financial records and hold the account password for the GBWBA Bank Accounts.
- A reliance on Government support should be slowly phased out with the identification of other funding partners if possible.

## **7. OTHER ASSETS**

The GBWBA holds other assets that are necessary for the provision of its services to Wheelchair basketball. These consist of the following items (list not comprehensive):

- Basketballs
- Physiotherapists equipment.
- IT Equipment including software and video equipment
- Event Equipment
- Sport Wheelchairs
- Trailers

These items may be stored at the Loughborough location or distributed around the country in various locations.

It is this very uncertainty that outlines the risks to these assets. As a result these items are open to several risks:

- Theft of items.
- Misuse.
- Vandalism.

### **7.1 IMPACT ON GBWBA ASSETS**

These items represent a financial outlay of donated funds that may, or may not, be considerable. Any theft of such items represents a loss to the organisation whilst misuse could result in GBWBA being sued for not exerting due control over the items use. Vandalism could represent a financial loss should the item be rendered beyond use, but should an item be damaged or weakened and an authorised person be injured during proper use then GBWBA could be charged with not rendering due care over their assets and possibly suffer a financial loss as a consequence.

### **7.2 ACTIONS REQUIRED TO ADDRESS THE RISK.**

The following actions need to be undertaken:

1. A full asset register needs to be created detailing ALL assets and their location.
2. The asset register also needs to detail who is responsible for that asset and also who is permitted to use, move or dispose of it.
3. A documented procedure needs to be created for changing this register and the details of any item on it. This includes an “authorisation for use” process as well as a process to ensure that the contents of the register are amended to reflect, accurately, the location and status of all assets.
4. The register will only be changed with the permission of the Chief Executive and / or two trustees.

## **8. LEGISLATORY AND REGULATORY REQUIREMENTS**

The GBWBA, as a registered charity, is bound by certain legal obligations. It also has other conditions, both legal and otherwise, that it must meet in order to function. These include such legal acts as the Health & Safety Act and the Data Protection Act. There are other regulatory requirements that are placed upon it by UK Sport, Auditor etc.

### **8.1 IMPACT FROM NOT MEETING REQUIREMENTS**

Should the GBWBA not meet any or all of the requirements the impacts can vary between minor infractions to major infractions. This may in practice mean not meeting a Health and Safety act provision and a member of staff being injured. This could result in reparations varying from a small fine up to imprisonment of senior staff members in extreme cases such as failing to conform to the conditions of The Data Protection Act.

The regulations that GBWBA have identified as requirements to meet include:

- Charity Law of England and Wales (and Scotland)
- Employment Laws
- IWBF Regulations
- UK Sport and Sport England Regulations
- Health and Safety Acts
- Acts pertaining to the Safety of Children and Vulnerable Adults
- Data Protection Act

### **8.2 ACTIONS REQUIRED TO ADDRESS THE RISK**

GBWBA will endeavour to train their staff and volunteers in the statutory requirements of the law pertaining to the business of wheelchair basketball.

GBWBA will endeavour to educate senior staff and the Trustees in the regulatory responsibilities of their roles and of the organisation.