

## **BAWFC Risk Management Policy**

### **Purpose of this document**

This Risk Management Policy (the policy) forms part of Bristol Academy Women's Football Club (BAWFC, The Club) internal control and governance arrangements. Risks will be identified, assessed and categorised in terms of the impact on the Club's financial position and the impact on its image and reputation. Controls will be put in place to mitigate the major risks.

The policy explains the Club's underlying approach to risk management, documents the roles and responsibilities of the Board, the Risk Management Group, Management Team and other key individuals. It also outlines the key aspects of the risk management process, and identifies the main reporting procedures.

In addition, it describes the process BAWFC will use to evaluate the effectiveness of the Club's internal control procedures.

### **Underlying approach to risk management**

The following key principles outline the Club's approach to risk management and internal control:

- The Board has responsibility for overseeing risk management within the Club as a whole
- An open and receptive approach to solving risk problems is adopted by the Club
- The Board and Management Team supports, advises and implements policies approved by BAWFC
- The Club makes conservative and prudent recognition and disclosure of the financial and non-financial implications of risk
- The managers are responsible for encouraging good risk management practice within their departments and risk management is an agenda item at all team meetings
- Key risks are identified and closely monitored on a regular basis

### **Role of the Board**

The Board's role in the management of risk is to:

- Set the tone and influence the culture of risk management within the Club including:
  - Determining whether the Club is 'risk taking' or 'risk averse' as a whole or on any relevant individual issue – the Club's stance is normally to be 'risk neutral' but judgements would be made in any circumstances in which it was considered to be appropriate either to take risk or to be risk averse
  - Determining which types of risk are acceptable and which are not
  - Setting the standards and expectations of staff with respect to conduct and probity

## **Risk Management Policy (continued)**

### **Role of the Board (continued)**

- Approve major decisions affecting the Club's risk profile or exposure
- Monitor the management of significant risk to reduce the likelihood of unwelcome surprises

- Satisfy itself that the less significant risks are being actively managed, with the appropriate controls in place and working effectively
- Annually review the Club's approach to risk management and approve changes or improvements to key elements of its processes and procedures

### **Role of the Risk Management Group**

The Risk Management Group is chaired by the Chairman and will include the Director of Football, Clerk and Director of Operations. The role of the Risk Management Group in the management of risk is to:

- Take overall responsibility for the administration and implementation of the risk management process
- Identify and evaluate the significant risks faced by the Club for consideration by the Board
- Provide adequate information in a timely manner to the Board and its committees on the status of risks and controls
- Undertake an annual review of the effectiveness of the system of internal control and provide a report to the Board.

### **Risk management as part of the system of internal control**

The system of internal control incorporates risk management. This system encompasses a number of elements that together facilitate an effective and efficient operation, enabling the Club to respond to a variety of operational, financial and commercial risks. These elements include:

- Policies and procedures  
Attached to significant risks are a series of policies that underpin the internal control process. The policies are set by the Board and implemented and communicated by Senior Management to staff. Written procedures support the policies where appropriate
- Quarterly reporting  
Key risks and their controls will be monitored and any shortcoming considered at regular meetings of the Senior Management team and, if appropriate, a decision made to rectify such problems. The action taken will be reported to the Audit Committee who will note it in their termly report to the Board.

### **Risk Management Policy (continued)**

#### **Risk management as part of the system of internal control (continued)**

- Business planning and budgeting  
The business planning and budgeting process is used to set objectives, agree action plans and allocate resources. Progress towards meeting business plan objectives is monitored monthly
- High level risk management plan (major risks only)  
The risk management mitigating controls are compiled by the Risk Management Group and help to facilitate the identification, assessment and ongoing monitoring of risks significant to the Club. The document is formally reviewed annually, but emerging risks are added as required, and mitigating controls and risk indicators are monitored regularly

- Departmental risk plans (where risk management is embedded within the strategic planning process)  
Heads of the Football and Operations Department develop and use these plans to ensure that significant risks in their department are identified, assessed and monitored. The document is formally appraised annually but emerging risks are added as required, and improvement actions and risk indicators are monitored by business units
- Third party reports  
From time to time, the use of external consultants will be necessary in areas such as health and safety and human resources. The use of specialist third parties for consulting and reporting can increase the reliability of the internal control system
- Quality Control  
Audit of documentation will be undertaken on a risk basis, identifying areas, qualifications, subjects or even individuals where a risk to improvement in student success is perceived

## **Risk Management Policy (continued)**

### **Annual review of effectiveness**

The Board is responsible for reviewing the effectiveness of internal control of the Club based on information provided by the Risk Management Group. Its approach is:

For each significant risk identified the Board will:

- Review the previous year and examine the Club's track record on risk management and internal control
- Consider the internal and external risk profile for the coming year and consider if current internal control arrangements are likely to be effective

In making its decision the Board will consider the following aspects:

- Control Environment
  - The Clubs objectives and its financial and non-financial targets
  - Organisational structure and the calibre of the Senior Management Team
  - Culture, approach and resources with respect to the management of risk
  - Delegation of authority
  - Public reporting
- On-going identification and evaluation of significant risks
  - Timely identification and assessment of significant risks
  - Prioritisation of risks and the allocation of resources to address areas of high exposure
- Information and communication
  - Quality and timeliness of information on significant risks
  - Time it takes for control breakdowns to be recognised or new risks identified
- Monitoring and corrective action
  - Ability of the Club to learn from its problems
  - Commitment and speed with which corrective actions are implemented

The Risk Management Group will prepare a report of its review of the effectiveness of the internal control system annually for consideration by the Board.