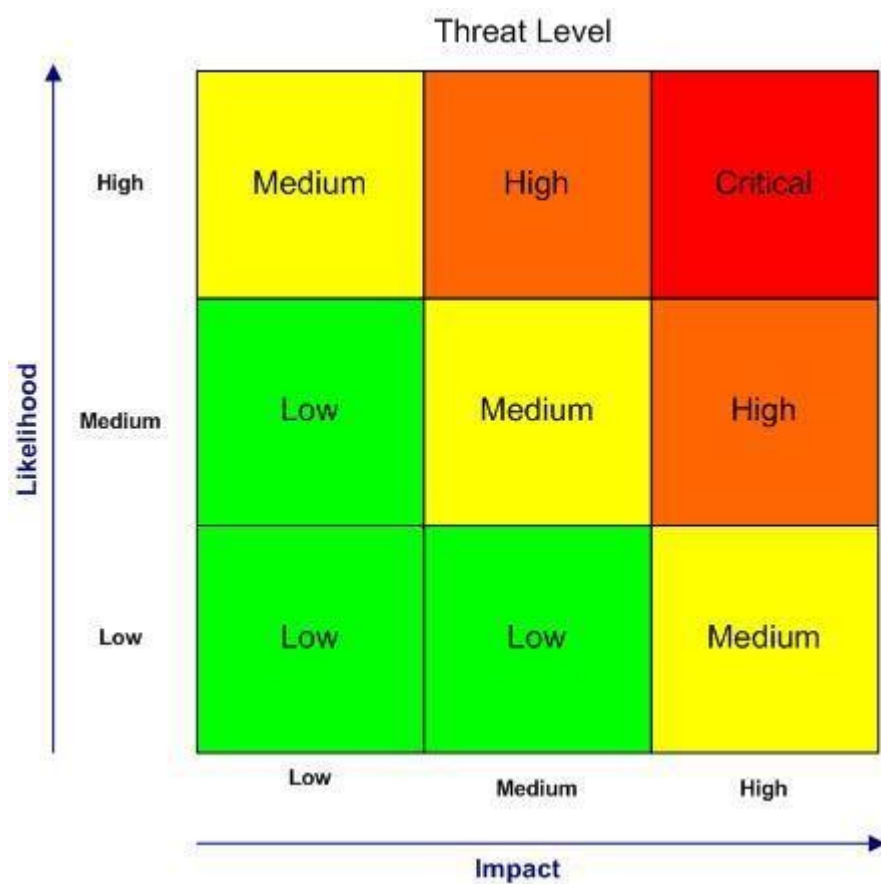




Risk Management Plan 2025/26

Key



BRITISH ASSOCIATION FOR SEXUAL HEALTH AND HIV

The Risk What can Happen?	The Source How it can happen?	Risk Assessment			Mitigation What are we going to do to mitigate this risk?	Person responsible
		Likelihood	Impact	Threat Level		
GOVERNANCE RISKS						
Moving away from or otherwise doing things that are not within the remit of BASHH's stated Aims and Objectives or Mission	<p>Mission creep</p> <p>Doing things which are outside BASHH vires and inadvertently opening up to challenge</p> <p>Mission/Vision not reviewed regularly in line with activities.</p>	Low	High	Medium	<p>Vision and objectives of the Board and Groups reviewed annually.</p> <p>Develop a strategic plan that directly links to/informs work programme and decision making.</p> <p>All Groups report formally to the Board on a quarterly basis with a view to describing how activities link with strategic aims.</p>	President, CEO and Officers

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Ignoring the public interest aspects of BASHH's work	Failure to fulfil public education remit of the organisation	Low	Medium	Low	BASHH to react to news events and assist the wider media with accurate factual information relating to HIV and STI's. BASHH to develop campaign's supportive of BASHH objectives. Clinical Effectiveness Group (CEG) 's role in developing patient information based on BASHH guidelines PPP's role in developing patient focused information materials. Collaborate with community organisations and the PPP to ensure accessible BASHH led resources and to support wider public education and public health activity.	President, CEO and Trustees
	Concentrating on BASHH membership at the expense of the requirement to be of service to the public	Low	High	Medium	Lay member and chair of PPP are members of the BASHH Board to represent views of wider public. CEO, President and Officers to build strong relationships and connections with stakeholders and to ensure that there is strong two-way information sharing between communities and BASHH members.	President, CEO and Trustees
Loss of position as primary source of UK STI management guidelines.	Failure to update guidelines in line with current evidence base. Loss of credibility of guidelines and guideline development process.	Low	High	Medium	CEG leads guideline review process ensuring a minimum of review every 5 years. CEG ensures guidelines writers meet standards of required by previous NICE accreditation scheme and other standards of best practice. Role of special interest groups in developing guidelines. Relationship building with stakeholders such as NICE and DHSC to ensure role and credibility of BASHH guidelines is maintained and understood.	Chair CEG
Loss of leading position in the training and competency setting for healthcare workers	Failure to develop in line with potential competitors; failure to attract attendees onto courses and events.	low	High	Medium	Maintenance and development of STIF including e learning and assessment. Educational Committee role in Spring and Scientific meeting agendas BASHH representation on undergraduate and postgraduate training committees. Regular surveys and other product review mechanisms to ensure being responsive and competitive. Strong marketing of BASHH USP in training	Chair Education Committee, CEO and HoED

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					aligned with GUM.	
Ensuring aims and objectives of the organisation remain relevant to the membership	Disconnect between Board, Sub-committees and the wider membership.	Low	Medium	Low	Members can be elected to the Board Two way communication to with members through newsletter and Clinical Governance group membership. Feedback to Board from chair of Clinical Governance group. Biannual membership survey.	President, CEO and Trustees
Failure to meet Regulatory requirement e.g. Charity law Companies Acts Disability Discrimination Act Employment Law (Redundancy, unfair dismissal, minimum wages) Trustees Act Human Rights Act Race relations Health and Safety law (Fire regulations etc) Data Protection Act	Lack of horizon scanning for new pertinent legislation Failure to keep up with annual schedule of activities and stator returns Impacts: - Regulatory action. - Reputational risks. Impact on funding.	Low	High	Medium	Identify key legal and regulatory requirements. Compliance procedures and allocation of staff responsibilities. Preparation and submission of required documentation to Charity Commission and Companies House	Secretary

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Failure to review all aspects of the organisation in each planning cycle	Issues are addressed piecemeal with no strategic reference.	Low	Medium	Low	Issues are dealt with by the Board on a cyclical timetable basis so that they are all covered at least once in a stated period of time. Development of a strategic plan with key milestones and timeframes.	CEO and General Secretary
Board or Officers committees lack relevant skills or commitment to perform roles	Election process leaves skills gaps or vacancies on Board/Committees Board/Officers as 'decorations' with little engagement.	Low	High	Medium	Skills review and co-opting where required Board and Officer training as required. Attendance record Potential for 'vote of no confidence' in extremis Induction training and mentorship an option	Board of trustees
Conflicts of interest amongst officers potentially causing damage to the organisation	Impact on decision making and strategic direction Reputational damage if decisions perceived to be partial or potentially not in best interest of organisation or wider membership.	Medium	High	High	Protocol for disclosure of potential conflicts of interest. Procedures for standing down on certain decisions. Recruitment and selection processes. Understanding of Charity/Trust law guidance issued to all Board Members	President or Committee Chair
Board or Officers committee dominated by one or two individuals, or by connected individuals.	Risk that important decisions could be made bypassing the Board Potential for Regulatory action and conflicts of interest	Low	High	Medium	Scheme of Delegation Procedures/methods to establish fair and reasonable decision-making. Conflict of interest policy with mechanisms to manage potential conflicts	Board/ Trustees

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Loss of key personnel on Board or staff leading to operational difficulty	Impact on key projects and priorities. Loss of organisation memory Experience or skills lost.	Low	High	Medium	Documentation of systems, plans and projects. Training programmes. Notice periods and handover periods/training for Officers. Recruitment and appointment processes in line with Governance documentation. Succession planning.	F&G committee/ Board
Financial Risks						
Fraud or error	Financial loss. Reputational risk. Regulatory action. Impact on funding.	Low	high	Medium	Financial control procedures including dual authorization of payments. Segregation of duties. Authorisation limits. Security of assets. Insurable risks Indemnity from Provider of services to BASHH Trademarking of STI Foundation and BASHH logos	Treasurer

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Loss of assets (security of assets)	Loss, damage or theft of assets. Infringements of intellectual property rights.	Medium	High	High	Asset register and inspection programme where appropriate. Safe custody arrangements for title documents. Management of patent and intellectual property. Insurance reviews. Investments held safely in registered format	Secretary Treasurer
Budgetary control and financial reporting causing risk to Organisation's ability to deliver it's objectives	Decisions made based on unreliable costing data. Budget does not match key objectives and priorities. Decisions made on inaccurate financial projections or reporting. Inability to meet commitments or key objectives. Poor credit control. Poor cash flow and treasury management.	Medium	High	High	Budgets linked to business planning and objectives. Timely and accurate monitoring and reporting. Proper costing procedures for product or service delivery. Adequate skills base to produce and interpret budgetary and financial reporting. Procedures to review and action budget/cash flow variances. Payments to be double-signed Scheme of Delegation No financial expenditure without PRIOR authorisation of the Treasurer or in line with Scheme of Delegation Management accounts produced for each Board meeting Implementation of auditors' management report Recommendations. Performance management of the external financial management provider with annual contract reviews.	CEO and Treasurer

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Inappropriate pricing policy	<p>Poor price point of fee structure for events and membership, rising cost of living and inflation.</p> <p>Impacts:</p> <ul style="list-style-type: none"> - Cash flow impact on other activities. - Loss of membership if unattractive. - Non-affordability of services to members - Reliance on subsidy funding from Reserves 	Low	Medium	Low	<p>Appropriate costing of Membership as well as educational services and contracts.</p> <p>Comparison with other learned societies.</p> <p>Procedures to notify and agree price variations.</p> <p>Monitoring of member satisfaction.</p>	CEO and Treasurer
Inappropriate or loss-making non-charitable trading activities	<p>Resources withdrawn from key objectives.</p> <p>Resources and energy diverted from surplus generating fund-raising or core activities.</p> <p>Regulatory action, and accountability.</p> <p>Reputational risk if publicised.</p>	Low	Medium	Low	<p>Monitoring and review of business performance and return.</p> <p>Adequacy of budgeting and financial reporting within the subsidiary or activity budget.</p> <p>Adequate authorisation procedures for any funding provided by charity (prudence, proper advice, investment criteria)</p> <p>Reporting funding and performance as part of charity's own financial reporting system.</p> <p>Viability appraisal</p>	Board
Failure of investment policies –financial loss	<p>Losses through inappropriate or speculative investment.</p> <p>Financial loss through poor advice, lack of diversity.</p> <p>Difficulties arising from lack of liquidity.</p>	Low	Medium	Low	<p>Investment policy.</p> <p>Proper investment advice or management.</p> <p>Diversity, prudence and liquidity criteria.</p> <p>Adequate reserves policy.</p> <p>Regular performance monitoring.</p>	Treasurer

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Insufficient Reserves	Lack of liquidity to respond to new needs or requirements. Inability to meet commitments or planned objectives. Reputational risks if policy cannot be justified.	Low	High	Medium	Reserves policy Reserves policy linked to business plans, activities and identified financial and operating risk. Regular review of policy, budget performance and cash-flow projections.	CEO, Treasurer and F&G Committee
Cash Flow sensitivities	Inability to meet commitments. Lack of liquidity to cover variance. Impact on operational activities	Medium	High	High	Prudent cash flow projections. Identification of major sensitivities with quarterly Board reporting. Adequate information flow from bookkeeper. Monitoring and reporting plans.	CEO and Treasurer
Dependency on income sources	Cash flow and budget impact of loss of each income source.	Medium	High	Medium	Identification of major dependencies. Adequate reserves policy. Diversification plans	CEO and Treasurer
Failure to comply with donor/sponsor imposed restrictions	Funds applied outside restriction. Repayment of grant. Change in relationship with donor and beneficiaries. Regulatory action. Change in company objects	Low	Medium	Low	Financial systems are in place to identify restricted funds and their application. Applying a protocol for reviewing new projects to ensure consistency with objects, powers and terms of funding.	CEO and Treasurer

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<p>Unexpected or avoidable tax liability</p>	<p>Penalties, interest and "back duty" assessments.</p> <p>Loss of income eg failure to utilise gift aid arrangements (not registered)</p> <p>Loss of mandatory or discretionary rate relief.</p> <p>Failure to utilise tax exemptions and reliefs.</p>	<p>Low</p>	<p>Medium</p>	<p>Medium</p> <p>VAT review procedures.</p> <p>Understanding of exemptions and reliefs available (direct tax and VAT).</p> <p>Advice on employment status and contract terms.</p> <p>Budget and financial reporting identifying trading receipts, and tax recoveries</p> <p>Use of external advisors when required</p>	<p>Treasurer</p>
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Operational Risk						
Contract risk Failure of performance by BASHH or contractors with subsequent penalties	Liabilities for non-performance or termination of contracts. Non-compliance with charity's objects. Onerous terms and conditions. Poor due diligence on hire of conference venues	Medium	High	Medium	Authorisation procedures. Professional advice on terms and conditions. Performance monitoring arrangements. Insurable risks cover. Cost/project appraisal procedures in place.	CEO and treasurer
Inappropriate or unsustainable project or service development	Funding and financial viability not properly assessed. Lack of skills availability. Compatibility with objects, plans and priorities becomes an issue	Medium	High	Medium	Authorisation procedures. Monitoring and reporting procedures. Project appraisal and costing procedures with business plans developed.	CEO and Board
Competition from other bodies or lack of or cessation of activities currently BASHH aegis	Reduced income raising potential Reduced profile. Loss of profitability of study day educational or activities. Loss of sponsorship income.	Low	Medium	Medium	Maintain credibility and quality of BASHH "product". Review of market and methods of service delivery. Regular contact with members/sponsors/funders. Public awareness and profile. Monitoring performance and quality of service. Build reserves and contingencies Trademarking to protect products from 'passing off' by competitors Potential joint ventures with other agencies	CEO, Educational & Clinical Governance Committees

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Incorrect scientific advice/information promoted by BASHH	Guidelines & educational activities	Low	Medium	Low	<p>Close work with special interest groups to respond to queries and develop information.</p> <p>Clinical Governance Committees to oversee and quality assure guidelines and standards.</p> <p>Education Committee to oversee and quality assure educational products.</p>	CEO and Board
Disaster recovery and planning	<p>Destruction of property, equipment, records through fire, flood or similar damage.</p> <p>Computer system failures or loss of data.</p>	Low	High	Medium	<p>IS recovery plan.</p> <p>Data back-up procedures and precautions.</p> <p>Insurance cover.</p> <p>Disaster recovery</p>	CEO, Board/ F&G Committee
Cancellation/major issue impacting on Spring/Other meeting	<p>Act of God</p> <p>Pandemic</p> <p>Venue problems</p> <p>Double-booking</p>	Low	High	Medium	<p>Specific meeting/exhibition insurance.</p> <p>Retain overall control of meeting and exhibition including financial control</p>	CEO and Conference and Communications Secretary
Problems with website and/or social media content	Out of date or inaccurate information	Medium	High	High	Regular review of content	CEO and Board
Compromising the General Data Protection Regulation (GDPR)	Personal data stored on non-secure equipment	Medium	Medium	Medium	<p>Strong data protection policy and procedure. Central holding of data on BASHH systems and work to reduce proliferation of data sets held in alternative places.</p> <p>Maximise use of website/CRM.</p>	CEO, Secretary, Group Chairs and designated Administration Provider Data Protection Officer

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					Due diligence to ensure GDPR compliance of data processors for BASHH.	
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Environment/external factors						
Adverse publicity and damage to public image	Financial impropriety Inaccurate educational or scientific guidance	Low	High	Medium	Crisis management strategy for handling, consistency of key messages, nominated spokesperson etc.	President & Secretary
Deterioration in relationship with sponsors	Potential impact on funding and support.	Low	Medium	Medium	Regular contact and briefings to major funders and sponsors. Formal project reporting to the Board. Meeting their aspirations, conditions and requirements. Stakeholder engagement and relationship development activities to expand number of sponsors.	CEO, Conference secretary and Group Chairs
Changes in Government policy impacting on organisation	Impact of general legislation or regulation on activities undertaken. Impact from changes to specialist training legislation	Medium	Medium	Medium	Monitoring of proposed legal and regulatory changes. Membership of umbrella bodies and collaborative partnerships with other professional bodies. Building and maintaining strong relationships with DHSC, and other peri governmental/ legislative bodies.	Secretary

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<p>Local market testing/tendering and organisational change</p>	<p>Loss of Membership support and funding due to loss of morale/appreciation of role of BASHH on local procurement and change issues</p>	<p>Medium</p>	<p>Medium</p>	<p>Medium</p> <p>Influence National policy and key strategic bodies</p> <p>Communications with the public and Public Health in Local Authorities</p> <p>Maintain evidence base and standards</p> <p>Maintain professional education and training standards and numbers of places</p> <p>Members given advice and support from colleagues experiential learning from change processes.</p>	<p>CEO, President and board</p>
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