



Risk management Policy

Policy Owner: Treasurer

Date Approved: 9th December 2025

Review Date: Dec 2028

1. Purpose

The purpose of this Risk Management Policy is to ensure that the United Kingdom Practical Shooting Association ("UKPSA"), as a registered charity and national governing body for IPSC shooting, identifies, assesses, manages, and monitors risks that may affect its ability to achieve its charitable purposes.

This policy supports good governance, complies with the UK Charity Commission's guidance Charities and Risk Management (CC26), and promotes a culture of responsibility, transparency, and proactive mitigation.

2. Scope

This policy applies to:

- Board of Trustees
- Associate Directors
- Officers
- Volunteers
- Contractors or third-party service providers acting on behalf of the UKPSA

It covers all operational, financial, governance, safeguarding, strategic, reputational, compliance, and external risks relevant to the charity.

3. Policy Ownership & Review

- Policy Owner: Treasurer
- Approval: Board of Trustees



- Review Frequency: Annually, or more frequently if required by the Charity Commission, significant organisational change, major incident, or emerging risk.

4. Definitions

- Risk: Any event or circumstance that could adversely affect the charity's ability to meet its objectives.
- Risk Management: The process of identifying, evaluating, controlling, and reviewing risks.
- Existential Risk: A threat capable of significantly impairing or permanently preventing the charity from achieving its purpose.

5. Responsibilities

Trustees

1. Maintain overall responsibility for risk oversight.
2. Ensure an appropriate risk management framework exists.
3. Confirm that high-level and existential risks are understood and mitigated.

Treasurer (Policy Owner)

1. Maintain the Risk Register.
2. Lead annual reviews and report findings to trustees.
3. Ensure financial and operational controls are current and effective.

Operational Leads (e.g., Associate Directors, Match Directors, Range Masters, Regional Director)

1. Identify and manage risks within their areas of responsibility.
2. Ensure compliance with both legal and UKPSA-specific standards.

Volunteers / Members

1. Follow safety policies and report newly emerging risks.

6. Risk Management Framework

The UKPSA will use a four-stage cycle:

1. Identify risks (strategic, operational, financial, regulatory, external).
2. Assess risks using a standard scoring matrix (likelihood \times impact).
3. Mitigate using proportionate controls.
4. Monitor & Review continuously and as part of an annual review.

A Risk Register will be maintained detailing risk category, severity, owner, mitigation actions, and review dates.



7. Key Risk Categories & Example Risks

Below is a draft structure (for inclusion in the Risk Register).

7.1 Existential Risks

Risks that could prevent the UKPSA from continuing its charitable activities.

1. Withdrawal or severe restriction of civilian firearms licensing by UK government.
2. Loss of recognition as a National Governing Body by national or international authorities.
3. Prohibition or restriction of IPSC shooting disciplines due to legislative or political change.
4. Catastrophic financial failure, insolvency or inability to meet insurance obligations.
5. Major governance failure, including trustee misconduct or systemic non-compliance.
6. Loss of insurance cover (public liability, member-to-member, event cover).
7. Significant reputational damage (e.g., national media scandal, major safeguarding failure).

7.2 Strategic Risks

1. Failure to deliver the charity's objectives due to poor planning, prioritisation of resources, or inadequate volunteer engagement.
2. Loss of competitive alignment with IPSC international standards.
3. Failure to maintain training pathways, coaching quality, or safety standards.
4. Failure to maintain an effective NROI able to deliver the planned national competition calendar.

7.3 Operational Risks

1. Serious injury or fatality at an event.
2. Inadequate range safety controls or inconsistent application of the IPSC safety rules.
3. Insufficient volunteer base for competitions and governance tasks.
4. Data breaches or cyber-security incidents affecting member information.
5. Supply chain disruptions affecting match equipment, targets, props, and ammunition.

7.4 Financial Risks

1. Falling membership numbers leading to reduced income.
2. Increasing insurance premiums or withdrawal of insurers from shooting sports.
3. Fraud, misappropriation, or poor financial controls.
4. Unrecoverable debts from match organisers or partner clubs.

7.5 Governance & Compliance Risks

1. Non-compliance with Charity Commission reporting requirements.
2. Inaccurate accounting or late statutory submissions.
3. Conflicts of interest unmanaged or undisclosed.
4. Failure to maintain fit-and-proper status of trustees.



7.6 Safeguarding Risks

1. Harm to children, young people, or vulnerable adults at UKPSA activities.
2. Inadequate safeguarding training or reporting pathways.
3. Failure to act promptly on concerns.

7.7 National, International & Global Risks

Risks originating beyond the UKPSA that may disrupt operations.

National

1. Changes to UK firearms legislation, Home Office guidance, club approval rules.
2. Shifts in policing policy affecting licensing delays or suspensions.
3. Negative public sentiment toward shooting sports.
4. National economic downturn reducing discretionary spending and membership engagement.

International

1. IPSC governance changes affecting rules, recognition, or match qualification.
2. International sanctions affecting equipment supply or international competition travel.
3. Changes in international event security requirements.

Global

1. Pandemics limiting travel or sporting events.
2. Global supply-chain disruption affecting ammunition, reloading components, or equipment.
3. Geopolitical instability or conflict affecting member travel and international matches.
4. Climate events affecting ranges, outdoor competitions, or logistics.

7.8 Reputational Risks

1. Media coverage linking the charity to unlawful firearm use (external incidents).
2. Member misconduct affecting perception of the sport.
3. Poor communication or lack of transparency with membership and public bodies.

8. Risk Appetite

The UKPSA recognises that some risk is inherent in all sporting and governance activities. The charity's appetite is as follows:

1. Zero tolerance for risks involving illegality, safeguarding failures, serious health and safety breaches, data breaches, financial misconduct, or actions that threaten charitable status.
2. Low tolerance for strategic or operational risks that could materially impact reputation or core functions.
3. Managed tolerance for innovation, growth, and development activities where potential benefits outweigh carefully assessed risks.



9. Mitigation & Controls

Risk mitigation should be proportionate and may include:

1. A focus on the safe use of firearms, supported by athletes, match official and instructor training, and adherence to the IPSC safety rules.
2. Mandatory safeguarding training and DBS checks where appropriate.
3. Strong financial procedures (dual authorisation, controls, independent examination).
4. Insurance policies reviewed annually.
5. Legal and compliance monitoring.
6. Business continuity planning.
7. Clear incident reporting systems.
8. Documented policies (health & safety, data protection, safeguarding, whistleblowing).
9. Trustee induction and regular governance training.

10. Reporting & Escalation

1. High-risk or existential issues must be escalated immediately to the Chair and Treasurer.
2. Serious incidents must be reported by the Chair, on behalf of the Trustees in accordance with Charity Commission guidance (Serious Incident Reporting, SIR).
3. Annual risk report submitted to Board, summarising trends, mitigations, and outstanding actions.

11. Assurance

The Trustees will obtain assurance that risk controls are effective through:

1. Annual independent financial examination
2. Insurance reviews
3. Internal audits or spot checks
4. Incident analysis and lessons learned
5. Trustee training and governance reviews

