



Appendix 11: Risk Management Policy

Of the risks facing the organisation, those identified below are deemed by the Trustees to be the most serious when likelihood of occurrence is combined with severity of impact.

1. Risk: funder ceasing support

Reduction or withdrawal of grant funding by a major provider could leave CVS unable to rent accommodation, retain staff and/or carry out its programme of work.

Control procedure

- Pursuing diversity of funding sources
- Managing time-frames so that as far as possible funded projects are not due to end simultaneously
- Maintaining good relationships with funders, continuing where relevant to make the case for longer-term grants
- Building up reserves to cover possible redundancies.

Retained Risk

Slightly reduced, but CVS' funding will remain dependent on the agendas of other bodies and their financial constraints. This risk is one that must be borne.

Monitoring

Through regular reports on budgetary and staffing situations, with Exec continuing to keep these on its agenda.

1. Risk: not enough trustees

The situation could arise where not enough new trustees are recruited to replace those retiring and/or to extend the size, diversity and/or skills base of the Exec.

Control procedure

- Reviewing recruitment annually well in advance of AGM
- Open discussion among trustees re job satisfaction, appropriate induction and other relevant issues
- Pro-actively seeking new trustees, in particular from under-represented sections of membership

Retained Risk

Slightly reduced. Social and cultural pressures will probably continue to limit the supply of able, willing and available individuals. Some risk will remain.

Monitoring

Through regular processes of review, nomination and election.



2. **Risk: loss of key staff**

We believe there is little risk of being unable to fill paid positions. However the departure of a key staff member (e.g. Manager, Office Manager or Finance Officer) would lead to short-term loss of effectiveness. In some circumstances it might be necessary to pay for additional work during a period of transition.

Control procedure

- Avoiding unreasonable workloads on key staff
- Ensuring office systems are as clear and accessible as circumstances allow
- Periodic reviews of all staff remuneration
- Reserves to cover possible temporary funding of additional staff hours
- Ensuring the Treasurer has reasonable knowledge of Finance Officer's procedures.

Retained risk

Somewhat reduced, but cannot be eliminated.

Monitoring

Through Trustees' oversight of staffing and budgetary issues, and self-monitoring by Treasurer.

3. **Risk: fire, flood or similar**

We believe the precautions already operated by both CVS and its landlord make the risk of significant fire damage negligible at times when the building is occupied, and only small at other times. However while the eventuality is unlikely, its effects could be drastic.

Control procedure

- Periodic checks (including fire drills) that procedures for preventing and responding to fire are adequate for current circumstances and known to all relevant people
- Ensuring electrical equipment is safe & getting competent advice to avoid overloading power supply
- Checking insurance policies are adequate and any stipulations re use of electrical appliances etc are being complied with
- Whenever possible, keeping copies of computer-based data securely stored off-premises.

Retained Risk

Considerably reduced though potential impact on operational capacity still serious. Risks of malicious damage and of landlord becoming negligent are outside CVS' control but considered to be slight.



Monitoring

- Regular PAT testing of equipment
- Review of insurance policies at renewal times
- Induction of staff & volunteers, including relevant aspects of control procedure.

4. Risk: loss of premises

Fire risk is dealt with separately. Other risk factors might include the building (or part of it) becoming unsuitable for occupation, or an unforeseen hiatus in an intended move to new premises.

Control procedure

- Reserves to cover possibility of moving to more costly premises between grant applications
- Contingency plans for possibility of working from temporary premises and/or homes
- Maintaining clear, up-to-date understanding between CVS and present & any future landlords.

Retained Risk

As with fire risk, reduced insofar as CVS has control.

Monitoring

Exec meetings; regular contact with landlord; representation on group developing potential future premises.

5. Risk: loss of data

a) computer collapse

b) loss of data other than through computer failure eg

- loss of paper records
- departure of staff member who has information not known, or not readily accessible, to anyone else.

Control procedure (6a)

- Regular backing-up on to removable medium. (See also control procedures for fire risk.)

Control procedure (6b)

- Efficient record-keeping
- Ensuring staff members' info systems are comprehensible to others

Retained risk

Operational impact reduced though still significant.

Monitoring



Lancaster District Council For Voluntary Service – Risk Management

Largely self-monitoring through staff routines.