



## Risk Management Policy Version 2 May 18 2019

*This policy applies to Trustees, group members/ volunteers/ activities*

### Why we have a policy

A risk is something uncertain – it might happen or it might not. It matters because the outcome could have an effect on HBTSR, our objectives or those with and for whom we work. No activity is risk-free and all organisations must accept some degree of risk, or they would be unable to do anything. But, to ‘manage’ risk, we need to consider how likely it is that something will happen, how serious an impact it would have if it did, what we can do to minimise the risk, and how we can properly assess and monitor risks.

HBTSR is not large enough to be legally obliged to include a risk management statement in the trustees’ annual report. However, our small size, reliance on volunteers and the variety of activities and venues in which we work contribute to significant levels of risk. The trustees will regularly review and assess the risks faced by HBTSR in all areas of its work and plan for the management of those risks. Charity Commission Guidance is provided in [Charities and Risk Management \(CC26\)](#). See also [Risk Management for Charities](#), from the Institute of Risk Management. Trustees and HBTSR officers should read these documents.

### What risks should we consider?

There are five main types of risk. The table below gives examples of each type which might affect HBTSR (it is not an exhaustive list):

<i>Risk-type</i>	<i>Examples of risks specific to HBTSR</i>	<i>When to identify and review</i>
Governance	Poor organizational structure; trustees lacking skills or commitment; conflicts of interest; failure to recruit and replace trustees, officers and key volunteers	At trustees meetings and specific report to AGM
Operational	Safety for refugee guests or volunteers; vulnerable people safeguarding; problems with venues, transport or equipment	Before each event or project, with guidelines for recurring events (e.g. Welcome days)
Financial	Insufficient funding; lack of fund-raising; inadequate reserves;	Treasurer’s reports to group meetings and AGM
External	Hostile responses within communities; changes in drop-in and other organizations working	Before each event or project
Compliance	Failure to meet Charity Commission or other regulatory requirements; failure to complete reporting for project funders	At AGM

## How can risks be managed?

Accept that all activities carry some degree of risk

1. Risks should be identified
2. Assess risks by determining the likelihood of something happening and the severity of impact if it does happen
3. Taking action to deal with risks. The obvious alternatives are:
  - a. Transfer the risk to third parties, usually by sharing, insurance or outsourcing
  - b. Avoid risk by stopping the activity
  - c. Manage or mitigate the risk
  - d. Accept risk as unavoidable if activity is to continue
4. Monitoring and reviewing risk

## Who should be responsible?

HBTSR designate one Trustee as Risk Management Officer- Currently Melrose East.

Each major event or activity should explicitly identify the person responsible for risk management. This will usually be the event organiser but, for larger events or projects, it may be advisable to designate another person to focus on risk.

## What actions should be taken?

As noted in the table, most **Governance, External and Compliance** risks can be dealt with by the Trustees and the AGM.

**Financial** risks will be dealt with by the Treasurer and reviewed at Group Meetings, Trustee Meetings and the AGM.

The most important and complex areas of risk for HBTSR are **operational** – in the planning and execution of our activities and projects.

**Recurrent activities:** a set of Risk Guidelines will be drawn up for each of HBTSR's major recurrent activities. A copy of a risk assessment should be given to the organiser of each event.

**One-off activities:** a risk assessment should be drawn up ad hoc for each activity

### Monitoring and reporting:

1. The Trustee Risk Management Officer will discuss risk management with event organisers and request and collect a report, whether verbal or written, after each activity of any risks identified or impacts occurring in the course of the activity.
2. These risk reports will be discussed at the Group Meeting and, if necessary reported to the Trustees and AGM
3. Risk Guidelines should be revised in the light of specific risk reports
4. The Risk Management Officer should report to the AGM any changes necessary to this Policy or to future risk management.

This Policy should be reviewed annually and any changes agreed at the AGM.