

Overall Risk Area	MAJOR RISKS SUMMARY			Monitoring Process	Further Action Required
	Risk Factor	Control Procedure	Responsibility		
Objects of Charity and Mission Statement	Aims and objectives do not mirror the Constitution Document.	Annual review of Constitution, Policies and Mission Statement	Trustees	June Trustees' Meeting	
Governance and Management	Structure/Skills of Board inappropriate	Periodic checks made on skills of Board and any 'gaps' identified.	Trustees	Governance issues discussed by Trustees as and when required	Selected Trustees to meet to discuss, advertise and recruit.
	Reporting to Trustees inadequate	Project Steering Groups report to Trustees each quarter.	Trustees	Trustees meet at least four times per year plus hold additional meetings when required.	Each Project to be assigned to a Trustee
	Lack of business and development planning	Governance Committee of Trustees meet regularly to discuss.	Trustees	Trustees' meetings	Plan and Strategy to be written
External Factors	Change in public perception of charity	Trustees alerted by FRG in first instance	Trustees	Trustee meetings	As and when required
Operational	Reputation impact of adverse event, accident, fraud, media coverage etc	Occasional review of Policies & Procedures	Trustees and Project Mgrs.	Trustee Meetings and Steering Groups.	As and when required
	Lack of Safeguarding of staff, volunteers, guests and visitors	All staff are given training in safeguarding and codes of practice.	Trustees and Project Mgrs.	Steering Groups and Trustee Meetings	Regular Trustees' Agenda item?

Overall Risk Area	Risk Factor	Control Procedure	Individual Responsibility	Monitoring Process	Further Action Required
Operational cont'd	Lack of Safeguarding of assets	Insurance cover only as no assets.	Trustees	Annual insurance cover	
	Lack of planning and control of offsite activities	Operational plans drawn up for each activity and discussed with Trustees.	Project Mgrs. Steering Groups and Trustees	Persons responsible for activities report back to Trustees.	
	Lack of written policies and/or failure to keep them updated and communicated.	Policies written as and when required by legislation or procedure	Secretary to Trustees	Policies to be reviewed on a regular basis.	Reviews to take place at least every two years.
Human Resources	Loss of key members of staff	Effective communication systems in place supported by regular formal meetings.	Trustees	Steering Groups and Trustee meetings	On-going
	Difficulties in recruiting/retaining good staff	Annual review and appraisal of staff.	Trustees and Project Managers	Elected Trustee discusses Terms and Conditions of Employ. with staff annually.	Training plans for all staff.
	Dependence on a key individual	WHP Mgr has an Asst. and effective Steering Group.	Trustees	Mgr. delegates to Asst. and supports and trains wherever required.	Succession planning for all Projects.
Environmental	Difficulty of siting some Projects in residential areas	Care taken in choice of site re potential disruption to others.	Trustees	Notices posted within Projects and regular reminders given to guests.	On-going

Overall Risk Area	Risk Factor	Control Procedure	Individual Responsibility	Monitoring Process	Further Action Required
Technological	Failure of key hardware or software and failure of password controls	IT advice support and advice sought when required. Passwords held by Secretary.	Project Mgrs Secretary and Treasurer.	Trustees and Steering Groups alerted to problems.	On-going
Financial	Weak or ineffective financial controls	Constant appraisal of financial systems.	Trustees	Treasurer and book-keeper alert Trustees on regular basis.	
	Inadequate financial planning and forecasting	Monthly Project income and expenditure reports provided by Treasurer.	Trustees	Treasurer reports to Trustees quarterly.	
	Fundraising levels inadequate	Fund Raising Committee meet regularly to consider funds required and	FRG	FRG report to Trustees quarterly.	Business Plan requires review annually
Health & Safety	Inadequate security and safety arrangements in place for staff, volunteers, guests and visitors	All Projects have H&S Prodecures and Risk Assessments in place for major risks.	Trustees and Project Mgrs.	All Project Mgrs report quarterly to Trustees.	Continual review and communication of Risks and Procedures required.
