

# The Sulgrave Club

## Risk Management Framework

### KEY

- L = Likelihood of an event occurring
- I = Impact of an event occurring
- R = Level of risk (Likelihood x Impact)

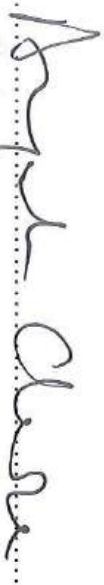
	L1	Unlikely	L2	Possible	L3	Likely
I1 Low impact	R1	No action	R2	Monitor	R3	Monitor
I2 Medium impact	R2	Monitor	R4	Action	R6	Action
I3 High impact	R3	Monitor	R6	Action	R9	Stop


The Sulgrave Club Management Committee has ultimate responsibility for risk and is expected to review and assess the risks faced by the organisation in all areas of its work and plan for the management of those risks.

The Sulgrave Club will undertake to make a risk management statement in their annual report as good practice.

The Club Manager is responsible for identifying the key risks faced by The Sulgrave Club and any significant changes to them and must ensure that processes are in place to discuss and manage identified risks on a regular basis.

The Sulgrave Club Management Committee will review the key risks once a year and will discuss and agree any changes to risks and/or mitigating actions.

Signature:   
 Position: Chairman  
 Date: 22 November 2021

Signature:   
 Position: Club Manager  
 Date: 22 November 2021

Review date: November 2022

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Hazard	Outcome without action	Risk level	Action	By when	By whom	Risk level after action
<b>1 Governance</b>						
1a Lack of direction, strategy and forward planning	No clear objectives, priorities, or plans Issues addressed too late  Financial management difficulties  Needs of children and young people not fully addressed  Loss of reputation	12*L2 =R4	Update 3-year business plan, including fund-raising strategy  Create financial plans and budgets  Monitor financial and operational performance  Get feedback from children & young people and their parents / carers  Up to date reports to funders / Promotion on social media	June 2022  Ongoing  Ongoing  Ongoing  Ongoing	Staff & Committee  Treasurer  Treasurer / Club Manager  Club Manager  Club Manager	12*L1 =R2
1b Management Committee lacks relevant skills or commitment	Poor decision making	12*L2 =R4	Skills audit of current committee and plan for recruitment of new / future committee members	Ongoing	Committee & Club Manager	12*L1 =R2

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1c	Ineffective organisational structure	Lack of information flow and poor decision-making procedures	13*L1 =R3	Regular review of policies and procedures	Annual	Committee	13*L1 =R3
		Distance of committee from operational activities		Termly / quarterly reporting on Club activities	Ongoing	Club Manager / Staff Team	
		Uncertainty as to roles and duties		Trustees training and support on governance roles and responsibilities.	If required	Chair	
		Decisions made at inappropriate level		Strong and clear leadership by Chair.	Ongoing	Chair	

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<b>2</b>	<b>Operational</b>					
2a Poor employment practice	Employment disputes  Health and safety issues  Claims for injury, harassment, unfair Dismissal, etc  Equal opportunity and diversity issues  Adequacy of staff training  Child protection issues  Low morale	12*L2 =R4	Review recruitment policies and procedures regularly, eg: Recruitment & Induction; Code of Conduct; Grievance Disciplinary; Health & Safety; Safeguarding (incl Whistleblowing); Equal Opportunities  Be aware of employment law requirements  Ensure relevant job training and development taking place  Staff vetting and legal requirements (eg DBS checks, designated person, etc)  Proper staff conditions and benefits in place	Annually	Management Committee          Management Committee & Club Manager          Management Committee	12*L1 =R2



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2b	Loss of key staff	Experience or skills lost	12*L2 =R4	Regular support & supervision sessions Personal development training programmes in place Agreed notice periods and handover procedures Review and agree recruitment processes All systems, plans, and projects properly documented Conduct exit interviews	Ongoing	Management Committee and Club Manager	11*L1 =R1
		Operational impact on key projects and priorities Loss of contact base and corporate knowledge			Annually Ongoing	Management Committee Club Manager	
2b	Service provision	Beneficiary complaints Loss of contracts / funding Reputational risks	13*L2 =R6	Regularly review service delivery and attendance Satisfaction surveys / Evaluation reports Review complaints procedure	Ongoing Ongoing Annually	Club Manager Staff team Management Committee	13*L1 =R3

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2c	Poor project or service development	Incompatibility with objects, plans and priorities  Lacks funding and financial viability	12*L2 =R4	Strong project, budgeting costing, and authorisation procedures in place	Ongoing	Club Manager and Management Committee	12*L1 =R2
2d	Competition from ONSIDE	Loss of contract income  Reduced fund-raising potential  Reduced public profile	13*L2 =R6	Monitor development of ONSIDE.  Membership and lobbying of YHFF / representations to Local Authority  Monitor and assess performance and quality of service  Agree fund-raising strategy  Ensure regular contact with funders	Ongoing	Club Manager     Fundraising & Development Worker	12*L2 =R4
2e	Capacity and use of premises	Under-utilised building space  Age of premises impacting on operational performance  Spare capacity not being utilised or turned to account	13*L2 =R6	Major refurbishment project being undertaken    Research potential lessors	Ongoing	Management Committee and Club Manager    Club Manager	12*L1 =R2

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2f	Health & Safety (premises)	Injury to beneficiaries and public  Staff injury	13*L2 =R6	Regularly update Health & Safety Policy & Procedure  Train staff  Have in place monitoring and reporting procedures  Comply with law and regulation	Annually  Ongoing  Ongoing  Ongoing	Management Committee  Club Manager  Premises Manager  Premises Manager	13*L1 =R3
2g	Information technology	Ability to operate (legal compliance)  Systems fail to meet operational need  Loss/corruption of data  Lack of technical support  Breach of data protection law	12*L2 =R4	Regularly assess and maintain IT system through IT contract  Update Data Protection Policy	Ongoing  Annually	Club Manager / Soma Data  Management Committee	12*L1 =R2

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<b>3 Financial</b>						
3a Budgetary control and financial reporting	Decisions made on inaccurate financial projections or reporting	13*L2 =R6	Monthly cash flow assessment  Quarterly financial reporting  Annual audit	Monthly  Quarterly  Annually	Club Manager  Treasurer  Treasurer / Management Committee	13*L1 =R3
	Inability to meet commitments or key objectives		Annually review reserves policy	Annually	Treasurer / Management Committee	
	Poor cash flow management					
	Inability to function as going concern					
3b Dependency on income sources	Cash flow and budget impact of loss of income source	13*L2	Ensure diversity of income sources (Local authority, charitable trusts, lettings & sales)	Ongoing	Fundraising & Development Worker / Club Manager	13*L1 =R3
3c Fund-raising	Unsatisfactory returns  Compliance with law and regulation	12*L2	Monitor the adequacy of financial returns achieved  Review regulatory compliance	Quarterly  Ongoing	Management Committee and Fundraising and Development Worker	12*L1 =R2



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3d	Compliance with donor imposed restrictions	Funds applied outside restriction Repayment of grant Future relationship with donor and beneficiaries	I2*L2 =R4	Implement systems to identify restricted receipts Maintain budget control, monitoring and reporting arrangements	Ongoing	Treasurer Club Manager and Treasurer	I2*L1 =R2
3e	Fraud or error	Regulatory action Financial loss Reputational risk Regulatory action Impact on funding	I3*L2 =R6	Review financial control procedures Segregate duties Set authorisation limits Agree whistle-blowing anti-fraud policy Review security of assets Identify insurable risks	Annually	Management Committee In policy In policy In policy	I2*L1 =R2
3f	Money laundering	Financial loss Reputational risk Regulatory action	I3*L1 =R3	Review anti-money laundering policy Appoint money-laundering reporting officer (MLRO)	Annually	Management committee Club Manager	I2*L1 =R2

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4	<b>External</b>						
4a	Adverse publicity	Impact on use of services by beneficiaries  Affect ability to access grants or contract funding	13*L2 =R6	Communicate regularly with supporters and beneficiaries  Ensure good quality reporting of activities and financial situation	Ongoing	Club Manager	12*L1 =R2
		Loss of donor confidence or funding  Loss of beneficiary confidence		Devise public relations training / procedures including a crisis management strategy and a nominated spokesperson	June 2022	Club Manager	
		Impact on morale of staff and Committee					
4b	Relationship with funders	Impact on funding and support available	12*L2 =R4	Ensure regular contact with major funders  Report fully on projects  Meet funders' terms and conditions	Ongoing	Club Manager and Fundraising and Development Worker	12*L1 =R2

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4c	National and local government policy	Availability of contract and grant funding  Impact of general legislation or regulation on activities  Role of voluntary sector	12*L2 =R4	Monitor proposed legal and regulatory changes and funding intentions  Maintain membership of London Youth, Young Hammersmith & Fulham Foundation, and CAVSA	Ongoing	Fundraising and Development Worker	11*L2 =R2
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<b>5</b>	<b>Compliance</b>						
5a	Compliance with legislation and regulations, including regulatory reporting requirements	Fines, penalties or censure from activity regulators  Employee or beneficiary action for negligence  Reputational risks	12*L2 =R4	Identify key legal and regulatory requirements as charity, youth service provider, and manager of premises  Allocate responsibility for compliance (eg Treasurer – Annual Accounts; Fire Safety – Premises Manager)  Put in place compliance monitoring and reporting	Ongoing	Club Manager and Management Committee	12*L1 =R2
5b	Taxation	Penalties, interest and 'back duty' assessments  Loss of mandatory or discretionary rate relief  Failure to utilise tax exemptions and reliefs	12*L2 =R4	Take advice on employment and contract terms, PAYE, tax, and VAT  Understand exemptions and reliefs available (eg rates)	As required	Club Manager and Management Committee	12*L1 =R2



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5c	Professional advice	Contract risks Failure to address compliance risks	I2*L2 =R4	Identify and ensure access to professional advice Identify issues where advice is required	Ongoing	Club Manager and Management Committee	I2*L1 =R2
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