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# The Church Lads' and Church Girls' Brigade Risk Management Policy.

September 2021



## **Risk Management Policy**

### **1. Introduction**

- 1.1. This policy details the process for managing risks throughout the year and how these will be reported to the Staff and Finance Committee and Brigade Council.

### **2. Risk Management Process**

- 2.1. Effective risk management and monitoring is a key factor in ensuring that the CLCGB's strategic plan and operational processes are developed with appropriate regard to the associated internal and external risk factors faced by the charity.
- 2.2. The CLCGB's risk profile has changed significantly over the past decade in order to address the challenges that the charity faces in the 21<sup>st</sup> century. In particular, responding to increased safeguarding risks, changes in the local and national Church, maintaining and improving the charity's financial stability, strengthening governance, redeveloping the badgework/programme offer to our members and finally the impact of the current global pandemic, Coronavirus.
- 2.3. A new risk management framework was adopted by the CLCGB, allowing a more effective monitoring of risks and a clearer link between risk management, mitigation, milestones and risk ownership. The framework was intended to allow the leadership to focus on resources to manage those areas which pose the highest risk to the CLCGB, whilst providing assurance that the wider control framework was operating effectively.
- 2.4. The new risk management framework is attempting to identify and provide a level of assurance to the Brigade Council, giving the Staff and Finance Committee (risk management working group) a far easier format in which to review and update risks and greater transparency in mitigation measures and both internal and external assurances of these measures.

### **3. The Risk Management Framework**

- 3.1. The risk management framework has continued to be reviewed and redeveloped through the year in order to merge repeated risks, allocate to strategic objectives and to personnel within the leadership team in order that one officer owns, manages and updates each risk on a regular basis and that the register itself is far less cumbersome and more manageable.



- 3.2. The full risk management framework is controlled, managed and updated at each Staff and Finance Committee meeting with a summary of the top risks being reported and discussed at Brigade Council once a year, reviewing mitigation measures and offering advice and support where necessary.
- 3.3. The current risk management framework now details the following areas:
- Link to committee
  - Owner – senior leader
  - Risk description
  - Risk Cause
  - Risk Effect
  - Score, before mitigation measures
  - Level of assurance - actions taken to mitigate the risk by NHQ/Senior Leadership
  - Confirmation of assurance
  - Score, after mitigation measures
  - Further action required
  - Narrative assessment by S&F
  - Direction of travel (worsened, stand still or improved)
- 3.4. The top five risks have been identified as the:
- Risk of harm
  - Poor Governance
  - Financial stability
  - Growth, marketing and extension
  - Impact of the global pandemic.
- 3.6 Most recently the Coronavirus pandemic was added as a new risk to the framework and identified as a top five risk. In addition, the impact of Coronavirus has had the impact of worsening the risk scores across many of the current risk areas. It is not clear how long this risk will remain in the framework but it is likely to impact throughout 2020 and 2021.

#### **4. Staff and Finance Committee**

- 4.1. The risk management framework is managed by the Brigade's Governor who ensures it is updated after each Staff and finance Committee meeting. Senior leadership are responsible in ensuring the delivery of each mitigation measure as identified in the register.
- 4.2. Throughout the year the Staff and Finance Committee has met every 6-weeks to discuss, update, evaluate and define mitigation measures required for each high valued risks. The Governor, as Chair of this committee, has diarised meetings through the coming year.






- 4.3. Once updated the risk management framework is tabled at the Autumn Brigade Council where it is robustly challenged, giving Trustees the opportunity to consider mitigation measures, risk scoring and overall coverage of the register based on knowledge of the sector.

## 5. Control Framework

- 5.1. In order that risks and mitigations are effectively managed, meetings have regularly taken place with leaders to discuss risks associated to their area of responsibility.
- 5.2. Individual risks have then been updated, noting any improvements in systems of control, current external factors impacting the risk, control mechanisms, frequency of these control activities, methods of control testing and their effectiveness. This then leads to a reassessment of the overall risk score, thereby resulting in the risk 'standing still', worsening or improving.
- 5.3. Risk scoring is completed using the following table:

Risk Scoring Matrix:						
<div></div>	Primary Risk	<div></div>	Medium Risk	<div></div>	Low Risk	
Impact:						
5.	Catastrophic	5	10	15	20	25
4.	Major	4	8	12	16	20
3.	Moderate	3	6	9	12	15
2.	Minor	2	4	6	8	10
1.	Almost none	1	2	3	4	5
		1.Rare	2.Unlikely	3.Possible	4. Likely	5.Almost Certain
						Likelihood

- 5.4. Each risk is reviewed by the Staff and Finance Committee, considering current market conditions and mitigation measures and rescored if required. A direction of travel arrow then indicates if any risk has changed since the previous review.

Direction	
	Improved
	Remain unchanged
	Deteriorated

- 5.5. All major project work undertaken throughout the year will be captured in the risk management framework and will have its own project risk

register which will be reviewed and updated by the project management team.

## **6. Summary**

- 6.1. Throughout 2020/21 the management of risks has gone through a robust review programme whereby low priority risks and repeated risks have been removed and all mitigation measures have been updated and risk scores reviewed and amended. The risk management framework and summary table has been refined in order to support the review and interpretation by Officers and Trustees.
- 6.2. All high level risks are now included in the risk management framework. This has made the risks easier to review and update and gives Trustees greater transparency of risks, mitigation measures and both internal and external verifications of these mitigations.

## **7. Attachment**

- 7.1. The only attachment to this policy is the risk management framework, contained in an excel workbook.

