HCC Trustees Strategic/Business Risk Register

Risk ID	Risk area	Potential Impact of Risk	Likeli-hood	Sever-ity	Control Procedures	Retained Risk	Monitoring process	Respon-sibility
					GOVERNANCE RISKS			
G1	Failure to comply with charity law requirements (annual report, trustee eligibility, paying trustees, etc)	1. Fines, penalties and revoking of charitable status 2. Loss of confidence from stakeholders, funders, beneficiaries and members 3. Closure of the charity	Low	High	1. Identify all legal and regulatory requirements and allocate responsibilities for compliance procedures 2. Trustee training on legal responsibilities before appointment 3. Trained administrative staff 4. Obtain external professional advice (TrustAdvice)	Low	1. Compliance checks and reports/input from auditors and external advisors 2. Implementation of relevant policies reviewed annually	Chair of Trustees
G2	Change overload	1. Loss of confidence amongst church members and volunteers 2. Church activities fail or reduce in effectiveness 3. Church fails to fulfil all God is calling it to do	Medium	Medium	1. Involve all trustees and leadership/key staff in major changes of direction 2. Appoint change project leader and hold accountable 3. Ensure good communication with those affected 4. Obtain feedback after change is completed	Medium	1. Trustees monitor Eldership team minutes 2. Trustees assess health of church in this regard	Senior Leader
G3	HCC lacks direction, strategy and forward planning	1. No clear plans 2. Poor issue resolution 3. Outcomes unlikely to be achieved 4. Financial challenges 5. Loss of reputation 6. Church fails to fulfil all God is calling it to do	Medium	High	1. Creation and use of a strategic plan which sets out the key outcomes, aims and objectives 2. Creation of financial plans and budgets 3. Trustees ensure strategic direction maintained by Senior Leader 4. Monitoring of financial and operational performance. 5. Periodic review of strategic plan	Medium	1. Senior Leaders statement at Trustee meetings 2. Monthly financial management information	Chair of Trustees

G4	Trustee body lacks relevant skills or commitment	1. Trustee body cannot operate effectively as strategic body 2. Conflicts of interest 3. Decisions are made bypassing the trustees 4. Apathy amongst leadership 5. Deviations from legislation occur	Medium	Medium	1. Trustee skills review 2. Competence framework and job descriptions 3. Trustee training 4. Ensure trustees have read Charity Commission trustee briefing documents 5. Review trustee recruitment processes 6. Mechanisms agreed to deal with potential conflicts of interest 7. Periodic refresh of Trustee Board composition	Medium	1. Chair of Trustees reviews Trustee Board composition with Senior Leader on annual basis	Chair of Trustees
G5	Trustee Body Dominated by one or two Individuals, or by connected individuals	1. Board does not operate effectively 2. Decisions made outside of Board 3. Personal agendas 4. Culture of secrecy or deference 5. Overriding of controls 6. Conflicts of interest	Low	High	1. Trustees drawn from wide variety of backgrounds 2. Conflicts of interest declared at each board meeting and noted in minutes 3. Strong recruitment vetting process 4. All meetings minuted 5. Strong chairmanship	Low	1. Minutes from all Board meetings agreed, signed and logged.	Chair of Trustees
G6	Trustees are inappropriately benefiting from charity (eg. remuneration)	1. Poor reputation 2. Impact on overall control environment 3. Conflicts of interest arise 4. Regulatory action occurs 5. Discord amongst leadership	Low	Medium	1. Ensure legal authority for payment or benefit 2. Terms and procedures to authorise/approve expenses and payments. 3. Procedures in place to agree remuneration without involvement of affected trustees	Low	1. Financial management information	Chair of Trustees
G7	Confidentiality issues	1. Breaches of confidentiality render Trustee Board decision making ineffective 2. Loss of confidence among membership	Medium	Medium	1. Confidentiality written into all policies where relevant 2. Confidentiality clauses in job specifications, contracts and volunteer agreements	Low	1. Senior Leader reports to Trustees on any major breaches of confidentiality	Chair of Trustees
G8	Conflicts of interest arise amongst decision makers	1. Decisions may not be based on relevant considerations 2. Reputation impact 3. Private benefit	Low	Medium	1. Protocol for disclosure of conflicts of interest agreed. 2. Procedure for disclosure of potential conflicts of interest and for standing down from discussions on certain decisions. 3. Trustee selection process considers this issue before appointment	Low	1. Minutes from all Board meetings agreed, signed and logged.	Chair of Trustees
G9	Activities are undertaken which are outside the trust deed or scope of financial gifts	1. Loss of funding and/or funder confidence. 2. Breach of regulatory requirements. 3. Loss of confidence among membership	Low	High	1. New projects reviewed to ensure consistency with charitable objects, powers and terms of funding. 2. Financial systems to identify restricted funds and their application. 3. Regular monitoring by Trustees of plans of Senior Leader and Eldership	Low	1. Monthly project and finance reviews with management information and performance reporting 2. Strong policies and policy implementation/monitoring	Chair of Trustees

G10	Loss of trustees or key staff	1. Trustee Board becomes ineffective 2. Loss of confidence of membership 3. Poor performance of charity	Medium	High	1. Succession planning 2. Systems, plans and procedures are well documented 3. Training programmes 4. Notice periods and handovers 5. Recruitment processes in place 6. Monitor staff morale; continuous feedback 7. Good HR processes	Medium	1. Chair of Trustees/Senior Leader to monitor staff morale and aspirations	Senior Leader
G11	Lack or loss of records	1. Legal requirement for storage of records not met 2. Penalties, fines 3. Poor planning	Low	Medium	1. Put appropriate record storage system in place and enforce its use	Low	1. Periodic checks by Senior Leader for compliance	Senior Leader
G12	Poor reporting to trustees (accuracy, timeliness and relevance)	1. Inadequate information resulting in poor quality of decision making 2. Trustees unable to fulfil their control functions 3. Trustees Board becomes remote and ill-informed	Medium	High	1. Proper strategic planning, objective setting and budgeting processes 2. Timely and accurate project reporting 3. Timely and accurate financial reporting 4. Proper project assessment and authorisation procedures 5. Regular contact between trustees and staff team	Low	1. Review monthly reporting documentation	Chair of Trustees

OPERATIONAL RISKS

O1	Project delivery poor	1. Complaints and loss of confidence of members/beneficiaries 2. Withdrawal of funding and support by stakeholders 3. Reputational risk 4. HCC does not fulfil what God is calling it to do 5. Volunteers lose willingness to serve 6. Membership lose confidence in leadership	Medium	High	1. Robust quality control and performance monitoring procedures in place 2. Complaints management procedure 3. Good relationship management between Church leadership, membership and beneficiaries 4. Good project management procedures put in place	Medium	1. Senior Leader to report to Trustee Body on major project evolution 2. Senior leader held accountable for implementing projects on annual plan	Senior Leader
O2	Crisis, workload or moral failure incapacitates Senior Leader	1. Senior Leader unavailable to drive affairs of church 2. Church loses direction	Low	High	1. Staff encouraged to look out for one another's health and attitudes 2. Senior leader workload and job spec reviewed annually by Chair of Trustees 3. Early intervention on signs of overload 4. Awareness of pastoral team	Low	1. Trustees to monitor Senior Leader's behaviour	Chair of Trustees
O3	Income insufficient to meet church's costs	1. Projects poorly financed and executed poorly 2. Staff hours curtailed 3. Low morale 4. HCC does not fulfil what God is calling it to do	Medium	Medium	1. Review teaching on giving 2. Maximise use of gift aid scheme 3. Intensify marketing of centre room space 4. Undertake specific fundraising activities 5. Trim programme and costs to match available funds 6. Pray over church finances 7. Maintain and review reserves	Medium	1. Monthly management accounts	Senior Leader
O4	Volunteer issues	1. Volunteers not managed appropriately leading to them being unwilling to serve 2. Insufficient volunteers to run church programme 3. Poor morale amongst congregation	Medium	Medium	1. Be positive, appreciative and supportive of volunteers 2. Review what is being asked of volunteers 3. Enable regular replacement 4. Ensure healthy dialogue with each volunteer to check on how they're feeling; get regular feedback	Medium	1. Senior Leader, staff team and elders to monitor morale among volunteers	Senior Leader
O5	Key staff leaving at short notice	1. Staff unavailable to pursue church programme 2. Major and sudden loss of expertise and ability in key area 3. Key areas set back for considerable time	Low	High	1. Line managers to regularly meet with staff to ascertain levels of contentment 2. Good HR policies and practices 3. Ensure HCC is a good place to work	Medium	1. Senior leader to work with line managers to maintain constant awareness of staff attitudes	Senior Leader

O6	Security of Physical Assets (vandalism, theft, etc)	1. HCC property unavailable for use 2. Cash unavailable for use	Low	Medium	1. Regular reviews of security 2. Safe custody arrangements for vital documents. 3. Minimise cash holdings 4. Ensure building alarms operational 5. Annual insurance reviews	Low	1. Periodic security reviews	Senior Leader
O7	HR/Employment Issues	1. Staff resignations 2. Staff discontent 3. Excessive time spent resolving avertable issues 4. Poor performance of staff team	Low	High	1. Robust recruitment processes. 2. Reference and qualification checking procedures, job descriptions, contracts of employment, appraisals and feedback procedures. 3. Job training and development. 4. Staff vetting and legal requirement checks. 5. Staff handbook and contracts 6. External HR support in place	Low	1. Periodic review of recruitment policy 2. Trustees exercise oversight of recruitment processes 3. Periodic review by Senior Leader with Line Managers of staff issues	Senior Leader
O8	Building maintenance issues	1. Health and safety hazards 2. Parts of building unavailable for use 3. Costly repairs needed	Low	Medium	1. Regular monitoring of building health by admin staff 2. Reserve funds for building maintenance 3. Respond quickly when faults discovered	Medium	1. Senior Leader regularly reviews building maintenance issues with admin staff	Senior Leader
O9	Health and safety issues	1. Injuries among staff, volunteers, church members or building visitors 2. Poor morale amongst staff if they perceive they're working in an unsafe environment 3. Visitors hesitant about entering church premises	Low	Medium	1. Robust Health & Safety policy and processes in place 2. Regular H&S training for staff and volunteers 3. Weekly physical checks of building 4. Emphasise responsibility of building users to report potential issues 5. Robust incident reporting system 6. Prioritised response to any issues that arise	Low	1. Annually review H&S issues in dedicated meeting	Senior Leader
O10	Data breach/loss of data	1. External investigation required; reputational damage 2. Loss of confidence among members	Low	Medium	1. Robust Data Protection policy and procedures in place and followed 2. Sensitive data and personal documents restricted to those authorised to view 3. Those handling personal data briefed on data protection requirements 4. Thorough and regular briefing of all those handling personal data of the requirements for safeguarding that data	Low	1. Annual review of data protection measures	Senior Leader
O11	Disaster Recovery and Planning	1. Church operations severely limited	Low	High	1. Develop business continuity plan 2. Disperse assets, including electronic, as much as possible	Low	1. Annual review of preparedness	Senior Leader

SAFEGUARDING RISKS								
S1	Lack of training	1. Safeguarding principles not followed during HCC activities 2. Breach of safeguarding principles occur 3. Safeguarding concerns not detected and reported properly	Low	High	1. Formalise and record training for staff and volunteers 2. Ensure safeguarding included in staff induction process	Low	1. Assess state of training at annual safeguarding review	Trustee Safeguarding Lead
S2	Lack of understanding and awareness in the congregation	1. Safeguarding principles not followed during HCC activities 2. Breach of safeguarding principles occur 3. Safeguarding concerns not detected and reported properly	Medium	High	1. Safeguarding is promoted in posters around building and other church communications 2. Safeguarding referred to in services periodically 3. Regular training for all relevant volunteers 4. Team leaders to emphasise safeguarding issues to all team members periodically	Medium	1. Assess state of Congregational safeguarding awareness at annual safeguarding review	Trustee Safeguarding Lead
S3	Lack of policies and procedures, or such documents not adhered to	1. Safeguarding principles not followed during HCC activities 2. Breach of safeguarding principles occur 3. Safeguarding concerns not detected and reported properly	Low	High	1. Ensure all necessary policies and procedures in place and reviewed annually or more often if necessary 2. Good communication with staff and volunteers 3. Line management supervision; senior leader supervision of line managers	Low	1. Assess state of adherence to policies and procedures at annual safeguarding review	Trustee Safeguarding Lead
S4	Lack of safer recruitment practice (eg no DBS check, lack of references)	1. Unsuitable staff/volunteers engaged in sensitive roles leading to safeguarding concerns	Low	High	1. Robust recruitment policy in place and followed 2. External support sought where necessary	Low	1. Trustee Board oversight of recruiting activities	Trustee Safeguarding Lead
S5	Lack of accountability across roles in the church	1. Safeguarding principles not followed during HCC activities 2. Breach of safeguarding principles occur 3. Safeguarding concerns not detected and reported properly	Low	High	1. Church makes itself accountable externally to 31-8 and Ground Level 2. Robust line management	Low	1. Regular staff/volunteer performance reviews and feedback 2. Trustees reviewing safeguarding processes annually	Trustee Safeguarding Lead
S6	Use of photography	1. Parental/carer confidence breached 2. In extreme cases, safeguarding vulnerabilities created	Medium	High	1. Appropriate notices and consent notices in place 2. Only permit designated photographers 3. Robust briefing of photographers	Medium	1. Assess state of adherence to policies and procedures at annual safeguarding review	Trustee Safeguarding Lead

| S7 | Known offenders joining the church | 1. Offender continues abuse at HCC
2. Loss of confidence/trust amongst those affected and more widely in congregation | Low | High | 1. Institute appropriate contract agreement for supervising known abusers when attending HCC activities | Low | 1. Assess state of adherence to policies and procedures at annual safeguarding review | Trustee Safegu-arding Lead |
| S8 | Safeguarding allegation, concerns and disclosures | 1. Potential severe impact on those directly affected
2. Loss of confidence among wider congregation | Low | High | 1. Robust safeguarding policy and procedures in place
2. Seek external advice/make referrals | Low | 1. Assess state of adherence to policies and procedures at annual safeguarding review
2. Trustee Safeguarding Lead maintains oversight of investigation | Trustee Safegu-arding Lead |

					FINANCIAL RISKS				
F1	Budgetary control and financial reporting	1. Loss of control of expenditure 2. Running out of funds 3. Unable to pay bills	Low	High	1. Annual budget developed by Senior Leader and approved by Trustees 2. Budget amended when necessary during year 3. Monthly reporting, to include performance against budget and monthly spend details	Low	1. Monthly review by Trustees	Chair of Trustees
F2	Cash flow problems/reserves	1. Unable to pay bills 2. Insufficient reserves for unexpected arisings	Low	High	1. Robust reserves policy in place 2. Trustees review cash available monthly via regular reporting	Low	1. Review reserves policy annually 2. Monthly review of cash available	Chair of Trustees
F3	Loss of income, dependency on a few income sources (who might move or leave)	1. Income drops so activities cannot be financed	Medium	Medium	1. Regular teaching of congregation on important of tithing 2. Seek as wide user base as possible for centre lettings	Medium	1. Review at Trustee Meetings	Chair of Trustees
F4	Fraud, misappropriation or error	1. Church funds dissipated 2. Police investigation 3. Loss of confidence	Low	Medium	1. Trustee monitoring of financial performance 2. Finance manager provides maximum transparency 3. Raise awareness with staff/volunteers	Low	1. Monthly review of management accounts by Trustees	Chair of Trustees
F5	Insufficient insurance cover	1. Church suffers losses where insurance cover should have provided compensation	Low	Medium	1. Thorough review of insurance cover at annual renewal 2. Seek Trustee review when moving to a new provider 3. Seek professional advice	Low	1. Review by Finance Manager and senior Leader on insurance renewal	Senior Leader

EXTERNAL RISKS								
E1	Misinformed press comment	1. Loss of reputation 2. Impact on individuals affected	Low	High	1. Seek external assistance if event occurs that attracts press interest 2. Involve Trustees	Low	1. Ensure preparedness annually	Senior Leader
E2	Relationship with funders (for Thrive YouthWork)	1. Dissatisfied funders will not repeat donations	Medium	High	1. Ensure good dialogue, reporting and feedback to funders 2. Communicate strategic plan/vision	Medium	1. Monitor at Thrive Streering Group meetings	Senior Leader
E3	Relationship with other local churches	1. Loss of confidence and support amongst Christian community in Huntingdon 2. Reluctance to run joint projects	Low	Medium	1. Support as far as possible Church Together in Huntingdon meetings and activities 2. Ensure any potentially controversial positions are fully explained 3. Communicate strategic plan/vision	Low	1. Senior Leader continually monitors	Senior Leader
E4	Poor public perception and reputation	1. Members leave 2. Few join church 3. Public raise complaints 4. Adverse press reporting	Low	Medium	1. Regularly communicate via diverse channels (online, in-person) 2. Communicate strategic plan/vision 3. Be transparent, but be clear what we will and won't share/explain 4. Proper review procedure for complaints	Low	1. Senior Leader continually monitors	Senior Leader
E5	Government policy changes	1. Falling foul of new policy 2. Not taking advantages of favourable changes	Medium	Medium	1. Stay suitably informed 2. Engage external assistance (TrustAdvice)	Low	1. Senior Leader and managerial staff continually monitor	Senior Leader
E6	Flood/adverse weather	1. Parts of building unavailable	Medium	Medium	1. Ensure roof watertight 2. Ensure drains clear 3. Maintain a business continuity plan	Low	1. Senior Leader continually monitors	Senior Leader