

## Policy for Risk Management Policy including Risk Register

| Title                                   | Last Revision                                                                                      | Author                                  | Next Revision  |
|-----------------------------------------|----------------------------------------------------------------------------------------------------|-----------------------------------------|----------------|
| Risk Management including Risk Register | New at 10.09.20 (ratification of Trustees' agreement by email to the Chairman's email of 29.06.20) | Nick Wells                              | June 2021      |
|                                         | 2 September 2021                                                                                   | Nick Wells & Trustees Meeting           | September 2022 |
|                                         | 13 October 2022                                                                                    | Reviewed by Trustees with no amendments | October 2023   |

### 1 Introduction

- 1.1 This policy forms part of Christ Church's governance arrangements.
- 1.2 The policy explains our approach to risk management and documents responsibilities.
- 1.3 While this policy is subject to annual review by the Trustees, risks are addressed as they are identified. All church members are encouraged to bring any new risk matters identified to the attention of the Priest-in-Charge or the Trust's Chair.
- 1.4 Trustees understand the importance of identifying and mitigating risk as unmanaged risk can have a significant negative human and financial cost and can adversely impact our aims.

### 2 Risks and Risk Appetite

- 2.1 Christ Church's major risks have been identified, taking into account the list of risks set out on the Charity Commission website and are set out in the Risk Register below.
- 2.2 Risks identified include those relating to governance, physical, operational, financial and environmental. These risks and their mitigation, where practical, are kept under periodic review.

2.3 Christ Church's appetite for risk is low other than for investment risk where our objective is to preserve capital and achieve a modest level of growth (see Investment Policy). This latter involves taking a modest amount of risk.

### **3 Risk Assessment and Mitigation**

3.1 When presenting significant plans and proposals, it is expected that the total financial commitment is set down on the basis of a realistic budget and prudent contingency based on the assessed degree of risk (e.g. fixed cost v time & materials). Typically, 'what if' scenarios are examined.

3.2 The varied skills and experience of Trustees are used to establish projects on a sound footing, to manage projects and to mitigate risks arising.

3.3 An open approach to mitigating identified risks is adopted. Risks are openly discussed and solutions are put forward for evaluation.

3.4 Identification, management and mitigation of risks is ultimately the responsibility of the Trustees, but certain risks have been delegated to the Priest-in-Charge and/or, through the Priest-in-Charge, to the Church Council, and where risk has been delegated, the owners with day-to-day responsibility are named in the Risk Register.

### **4 Definition of Roles and Responsibilities between the Trust and the Priest-in-Charge**

4.1 In line with the Trust deed, the Trustees have overall responsibility for provision of the church buildings, appointment of the Priest-in-Charge, appointment of new Trustees and the proper management of the Trust's affairs.

4.2 Operational responsibility for Christ Church's worship and ministry is delegated to the Priest-in-Charge working within the structures of the Church of England and the diocese of Bath and Wells.

4.3 Specific responsibilities of Trustees: appointment of Priest-in-Charge; management of the Trust's estate (church building, mews, cottages and car park including liaison with DAC and planning bodies); management of tenants; management of finances in accordance with Charity Commission guidelines; health and safety; employment issues; liaison with ex-officio members; media communications relating to employment and property matters.

4.4 Delegated responsibilities to Priest-in-Charge: liturgy; pastoral ministry; community engagement; participation in diocesan and deanery structures; participation in ecumenical and inter-faith activities; safeguarding; media communications (excluding employment and property matters); management of verger and other paid staff; leadership of Church Council and any matters the Council manages; good relations/joint working with church wardens.

- 4.5 Delegated responsibilities will be subject to annual review through a discussion between the Trustees Chair and the Priest-in-Charge. Such discussion to be documented and reported to the Trustees at the next usual meeting following the review.

### CHRIST CHURCH RISK REGISTER

#### 1. Governance

| Ref | Potential risks                                                                                                 | Potential impacts                                                                          | Mitigation in place                                                                                                                                                                                                                                                                                         | Actions arising                                                                                                                                                                                                                                                                                                                                                                                                          | Day to day owner(s)            |
|-----|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| 1.1 | Lack of clear direction<br>Poor alignment with needs/priorities of congregation<br><br>Lack of forward planning | Drift<br>Disharmony, decline in attendance and life of community<br><br>Piecemeal approach | Regular Trustees meetings<br>Standing Orders in place<br>Clear agendas<br>Opportunity for all Trustees to contribute to agenda and to challenge at meetings<br>Inclusion of Priest in charge and Wardens as attendees at Trustee meetings                                                                   | Trustee selection should ensure good mix of age, gender, experience and will typically be, or have been, members of Christ Church.<br>Develop 5 year financial plan drawing on Quinquennial and other anticipated projects (2021 update: while no 5 year plan as such, a prioritised Outline Maintenance Programme was agreed Dec 2020; and regular project and operational cashflows are regularly provided to Trustees | Chair, Secretary and Treasurer |
| 1.2 | Lack of alignment with Bath & Wells Diocese/Church of England expectations                                      | Strained relationship<br>Withdrawal of support<br>Separation/absorption                    | Trust Deed requires divine worship according to the rites and ceremonies of the Church of England.<br>Archdeacon of Bath & Rector of Walcot (ex officio trustees) receive all agendas and minutes whether or not they are able to attend<br><br>Good communications.<br>Continued payment of diocesan share |                                                                                                                                                                                                                                                                                                                                                                                                                          | Priest-in-Charge and Secretary |

| Ref | Potential risks                                   | Potential impacts                                                                       | Mitigation in place                                                                                                                                                                                                                   | Actions arising                                                                                                                                                                | Day to day owner(s)                                                 |
|-----|---------------------------------------------------|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| 1.3 | Trustee body lacks relevant skills and commitment | Poor decision-making<br>Fail to achieve aims                                            | Rotation of membership<br>Rotation of chair<br>Identification of new members takes into account skills they can bring<br>Vetting of new members                                                                                       | New Trustees to read Charity Commission guidance – see Standing Orders<br>Trustee training<br>New Trustee induction                                                            | Chair and Secretary                                                 |
| 1.4 | Conflict of Interest                              | Inappropriate decision-making potentially favouring individuals<br>Impact on reputation | Charity Commission declarations completed<br>Conflict of interest policy is incorporated in Standing Orders<br>Decisions taken in the ‘open’ at meetings<br>Meetings minuted and confirmed as accurate at following meeting           | Duty to self-declare any conflicts.<br>Chair to police.                                                                                                                        | Chair and Secretary                                                 |
| 1.5 | Activities outside powers                         | Potential breach of trust                                                               | New projects are subject to in depth review by Trustees to ensure consistency with powers and availability of funding<br><br>Standing Orders together with Charity Commission guidance clarify practical operation of 1801 Trust Deed | Standing Orders require Secretary to provide copies of Trust Deed & Standing Orders to new Trustees<br><br>Ensure restricted funds are handled in accordance with restrictions | Secretary<br><br>Treasurer with oversight from Independent Examiner |
| 1.6 | Loss of key individuals (in the church community) | Loss of knowledge<br>Loss of skills                                                     | Seek not to be over-reliant on certain individuals<br>Key job descriptions in place                                                                                                                                                   | Seek to arrange handover of knowledge before leaving<br><br>Undertake outline succession thinking eg for Wardens                                                               | Priest in charge and Wardens                                        |
| 1.7 | Fail to meet Charity Commission (CC) requirements | Reputation<br>Loss of church community                                                  | Returns up to date<br>Compliant annual report                                                                                                                                                                                         | Independently examined Financial Accounts to be presented to Trustees prior to presentation to Annual Church Meeting<br>Charity Commission guidance that                       | Secretary and Treasurer                                             |

| Ref | Potential risks | Potential impacts | Mitigation in place | Actions arising                                    | Day to day owner(s) |
|-----|-----------------|-------------------|---------------------|----------------------------------------------------|---------------------|
|     |                 |                   |                     | full list of policies is included in Annual Report |                     |

## 2. Physical/Premises

| Ref | Potential risks           | Potential impacts                                                                             | Mitigation in place                                                                                                                                        | Actions arising                                         | Day to day owner(s)                                                         |
|-----|---------------------------|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-----------------------------------------------------------------------------|
| 2.1 | Fire                      | Injury<br><br>Loss or partial loss of church building and other owned property                | Insurance<br>Annual Fire extinguisher checks<br>Smoke alarms in kitchens<br>Smoke alarms in rented properties<br>Warnings to take care<br>Risk assessments | Future risk assessments<br>Servers/sidespeople training | A Trustee (Clive Tilling) and Priest-in-Charge<br><br>Insurance – Treasurer |
| 2.2 | Theft                     | Loss of valuable items belonging to church<br><br>Theft from member of public during an event | Physical security (locks and key holders): church is kept locked when no one present<br><br>Training of stewards                                           |                                                         | A Trustee (Clive Tilling)<br><br>Insurance – Treasurer                      |
| 2.3 | Vandalism/Criminal Damage | Loss of heritage/cost of repairs                                                              | Physical security (locks and key holders): church is kept locked when no one present<br>Training of stewards                                               |                                                         | A Trustee (Clive Tilling)<br><br>Insurance – Treasurer                      |
| 2.4 | Health and Safety         | Injury through accident.<br>Injury caused by third party<br><br>Liability                     | Comply with law and regulation<br>Have in place monitoring procedures<br>Ensure third parties have appropriate insurance                                   |                                                         | A Trustee (Clive Tilling)                                                   |

| Ref | Potential risks | Potential impacts | Mitigation in place | Actions arising | Day to day owner(s) |
|-----|-----------------|-------------------|---------------------|-----------------|---------------------|
|     |                 |                   |                     |                 |                     |

### 3. Operational

| Ref | Potential risks                    | Potential impacts                                                                                                                                                        | Mitigation in place                                                                                                                                                                                                                                                                                                                    | Actions arising                                                                                                                                                         | Day to day owner(s)                                                                                           |
|-----|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| 3.1 | Safeguarding breach or complaint   | Reputation<br>Harm to others especially children (for example, Junior church) and vulnerable people (for example, Cedar Tree cafe)<br>Compliance with law and regulation | Safeguarding policy and officer in place<br>Chair and Treasurer have DBS checks<br>Policy sets out DBS checks required for those in contact with children and vulnerable people<br>As of 2021 Safeguarding is a standard agenda item at Trustees' meetings with half yearly reports to be made to Trustees by the Safeguarding Officer | Annual review of safeguarding policy and that safeguarding training undertaken and up to date.<br><br>Trustees to annually review which Trustees are to have DBS checks | Safeguarding Policy: Priest-in-Charge/Safeguarding Officer<br><br>Operation of safeguarding: Priest-in-Charge |
| 3.2 | Non-reporting of serious incidents | Reputation<br>Compliance with law and regulation                                                                                                                         | Charity Commission requires Trustees to report Serious Incidents to Charity Commission and if none to declare in Annual Report that there were no Serious Incidents                                                                                                                                                                    | Reminder of responsibilities<br><br>Trustees will review in advance of the Annual Church Meeting.                                                                       | Chair and Secretary                                                                                           |
| 3.3 | Employment issues                  | Disputes<br>Employee dissatisfaction leading to impact on performance                                                                                                    | Be aware of employment law and changes                                                                                                                                                                                                                                                                                                 | Comply with employment law<br>Feedback mechanisms to identify issues early                                                                                              | Chair                                                                                                         |
| 3.4 | Failure to protect personal and    | Reputational damage                                                                                                                                                      | Data protection policy                                                                                                                                                                                                                                                                                                                 | Review current usage and storage                                                                                                                                        | General/Personal: Priest-in-                                                                                  |

| Ref | Potential risks                                                                                                  | Potential impacts                                                                             | Mitigation in place                                                                      | Actions arising                                                                                                                                                                                                                                                                                                           | Day to day owner(s)                                               |
|-----|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
|     | financial data including paper documents & registers held in church building, in Mews, in church officers' homes | Loss of confidence<br>Significant re-work to recover data<br>Financial loss<br>Possible fines | Password protected files<br>Use awareness<br>Sensitive documents not left in public view | of data to determine if changes required<br>Ensure that electronic data is appropriately backed up<br>Annual review of safe storage of confidential data held in church safe eg marriage couples' personal data<br>Keep list of keyholders – NW to ask Angela Soboslay to prepare list.<br>Working group set up 2 Sept 21 | Charge<br><br>Financial: Treasurer<br><br>Trustee Data: Secretary |

#### 4. Financial

| Ref | Potential risks                                  | Potential impacts    | Mitigation in place                                                                                                           | Actions arising                                                              | Day to day owner(s)                                                         |
|-----|--------------------------------------------------|----------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| 4.1 | Inaccurate information<br>Insufficient reporting | Poor decision-making | Discussion at Trustee meetings<br>Includes opportunity for questions/<br>challenge<br>Variances against past data<br>examined |                                                                              | Chair and Treasurer                                                         |
| 4.2 | Reduced cashflow/dependency on income sources    | Impact on plans      | Hold adequate reserves to meet known cashflow outgoings and major likely future financial risks.                              | Implementation of recently approved Reserving Approach and Investment Policy | Financial working group comprising Chair, Treasurer, and a Trustee (H Wild) |

| Ref | Potential risks                          | Potential impacts                         | Mitigation in place                                                                                                                                                                                                                                  | Actions arising                                                                                                                                                                                                                                                                                                                                                                                                          | Day to day owner(s)                                           |
|-----|------------------------------------------|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|
|     |                                          |                                           | <p>Treasurer does not allow bank account to fall below £15000 to ensure sufficient funds to meet cashflow needs</p> <p>Approach and Investment policy especially in respect of meeting major future financial risks approved May &amp; June 2021</p> |                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                               |
| 4.3 | Fraud or error                           | Financial loss<br>Reputation              | <p>Vetting of job holders</p> <p>Segregation of duties</p> <p>Two signatures on cheques</p> <p>Two authorizations for BACS payments</p> <p>Independent Examiner reviews Accounts annually</p>                                                        | <p>Reintroduce signing limits requiring authorisation of transactions by a second pair of eyes for payments above £1,000 and to Trustees, church officers and partners.</p> <p>Continue process of email approval by second Trustee (any one of NW, HW, or STB)</p> <p>Remove CR from bank signatories and replace with NW.</p> <p>Council transactions to be approved by Council treasurer and Trustees' treasurer.</p> | Chair with input from Treasurer and a Trustee                 |
| 4.4 | Onerous contracts/failure of contractors | Financial loss<br>Failure to achieve aims | <p>Careful assessment of contract arrangements when entering new projects</p> <p>Stage payments</p>                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                          | Chair and Treasurer (joint approval of contract arrangements) |
| 4.5 | Protection of permanent endowment        | Buildings unfit<br>Loss of future income  | <p>Insurance</p> <p>Regular inspection of buildings via Quinquennial inspection</p> <p>Ensure maintenance</p> <p>Undertake improvements</p>                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                          | Treasurer                                                     |

| Ref | Potential risks            | Potential impacts                                          | Mitigation in place                                                                                 | Actions arising | Day to day owner(s)                                                         |
|-----|----------------------------|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-----------------|-----------------------------------------------------------------------------|
|     |                            |                                                            | Compliance with landlord's statutory duties re lettings and tenancies                               |                 |                                                                             |
| 4.6 | Poor investment management | Capital loss<br>Poor returns compared with market averages | Investment Policy approved June 2021 (includes risk appetite)<br><br>Treasurer oversees and reports |                 | Financial working group comprising Chair, Treasurer, and a Trustee (H Wild) |

## 5. Environmental/External

| Ref | Potential risks                                                                | Potential impacts                                                                                                                                                                                                                        | Mitigation in Place                                                                                                                                                                          | Actions arising                                                                                                                                                  | Day to day owner(s)                                                                                                 |
|-----|--------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| 5.1 | Widespread illness in the community such as flu, coronavirus or other pandemic | Reduction in attendance; closure of church and Cedar Tree; services and social connection move on line. Some loss of income eg from tenants and church giving. Need to ensure pastoral care continues through organized personal contact | Follow good hygiene practices. Handwash availability for all. Church of England guidance                                                                                                     | Follow Church and Government guidance                                                                                                                            | Priest-in-Charge and Trust Chair                                                                                    |
| 5.2 | Adverse public perception/<br>Public dissatisfaction                           | Reputational damage<br>Loss of income<br>Ability to access grants<br>Impact on use of church building<br>Loss of morale                                                                                                                  | Communication – Notice boards, Social Media, monthly magazine, website, newsheet<br>Reporting of activities and finances<br>[Note: these are communications mainly with members, not public] | Responding to dissatisfaction as it arises<br>Enslavement Legacy Group (LC, STB and SS) established and agenda set to research original funding of Christ Church | Chair OR Priest-in-Charge<br>Depending on nature of issue in line with division of responsibilities in Policy above |
| 5.3 | Government policy                                                              | Impact of changes to Gift Aid tax<br>Impact of potential legislative changes                                                                                                                                                             |                                                                                                                                                                                              | Monitor developments                                                                                                                                             | Treasurer and Secretary                                                                                             |

