

LONDON WELSH CENTRE RISK POLICY

Through maintaining and regularly reviewing a realistic Risk Register, the London Welsh Centre Trust takes a proactive approach to managing risk associated with its activities. The Risk Register can be amended by agreement at a Trustee meeting at any point during the financial year (1st September – 31st August) and is circulated to trustees at least once a year for review, with tasks identified for action by trustees and or staff.

Risks are categorised as follows: Governance (G), Operational (O), Financial (F), Legal, Compliance (C) and H&S Covid-19 (Cov).

The likelihood (L) and severity (S) of each risk are also noted to assist in identifying any risks to monitor more closely. The gross scores represent likelihood and severity before mitigating measures, and the net score after those measures.

Key to scoring & abbreviations:

Likelihood			Impact (Severity)		
Description	Score	Example	Description	Score	Impact on Service / reputation
Remote	1	May only occur in exceptional circumstances	Insignificant	1	<ul style="list-style-type: none"> No impact on service or reputation Complaint or litigation unlikely
Unlikely	2	Expected to occur in a few circumstances	Minor	2	<ul style="list-style-type: none"> Slight impact to service or reputation Slight possibility of complaint or litigation
Possible	3	Expected to occur in some circumstances	Moderate	3	<ul style="list-style-type: none"> Some service disruption Potential for adverse publicity – avoidable with careful handling Complaint or litigation possible
Probable	4	Expected to occur in many Circumstances	Major	4	<ul style="list-style-type: none"> Service disrupted Adverse publicity not avoidable Complaint or litigation probable
Highly probable	5	Expected to occur frequently and in most circumstances	Extreme / Catastrophic	5	<ul style="list-style-type: none"> Service disrupted for significant time Major adverse publicity not avoidable Major Complaint or litigation expected Loss of beneficiary confidence

Governance Risks

Ref.	Potential risk	Gross L	Net L	Gross S	Net S	Potential impact	Steps to mitigate risk	Actions identified
G1	Weak strategic leadership	3	2	4	3	<ul style="list-style-type: none"> Charitable objects not met. Loss of relevance. Limited resources not used to best effect. Financial management difficulties. Reputational damage (negative publicity). 	<ul style="list-style-type: none"> Maintain a strategic business plan, reviewed annually. Agree a vision statement that encapsulates the essence of the Trust's direction. Maintain a pack of governance documents that establish the framework within which the trustees and the staff can operate. Trustees and staff to attend D&O (Directors and Officers) training as appropriate. Maintain focus on core cultural activities as well as commercial room hire 	<ul style="list-style-type: none"> Draft, discuss and agree a revised business plan for 2021-2024 .
G2	Conflicts of Interest	1	1	3	1	<ul style="list-style-type: none"> Possible loss of integrity in decision making. Can be seen to be favouring individuals at the expense of the wider body. Reputational damage (negative publicity). 	<ul style="list-style-type: none"> Agree and enforce a conflicts of interest policy, including annual declaration of interests, and trustees recusing themselves from any discussion in the event of potential conflict. 	

Ref.	Potential risk	Gross L	Net L	Gross S	Net S	Potential impact	Steps to mitigate risk	Actions identified
G3	Loss of key trustees, president or volunteers resign	4	2	3	2	<ul style="list-style-type: none"> • Lack of appropriate leadership. • Lack of essential skills. • Loss of strategic direction. • Reputational damage (negative publicity). 	<ul style="list-style-type: none"> • Succession plan for President, Chairman, Treasurer and other key trustees. • Maintain a trustee skills matrix, reviewed annually. • Recruit new trustees periodically. • Expand the volunteer base. • Manage Trustee engagement • Seek to improve diversity of trustee group 	

Operational Risks

Ref.	Potential risk	Gross L	Net L	Gross S	Net S	Potential impact	Steps to mitigate risk	Actions identified
O1	Failure or inability to deliver key services (e.g. room hire, rugby screenings, choir rehearsals, magazine, Welsh classes)	3	2	4	2	<ul style="list-style-type: none"> Beneficiary complaints. Reputational damage (negative publicity). Loss of income. 	<ul style="list-style-type: none"> Maintain a programme of building & equipment maintenance (See O2 below.) Maintain programme of capital planning and funding. Maintain strong management and programme of staff training Agree service level contracts for room hires. Establish a strategy for the subscriber scheme and resident groups. Complaints procedure regularly monitored. Operational policies and procedures Comprehensive planning for major events and “lessons learned” debriefings 	
O2	Failure to maintain building and equipment maintenance and resources	3	2	4	2	<ul style="list-style-type: none"> Damage to property of customer and/or personal injury caused by poor condition of building/facilities. Equipment obsolescence impacting operational performance. 	<ul style="list-style-type: none"> Establish a list of contractors to call on for necessary jobs. Property Committee established to oversee this area Maintain an on-going schedule of repair and maintenance, completed and outstanding, allowing prioritisation and budget accordingly. 	

L = Likely hood of risk turning to issue (5 = highly probable), S = Severity of Risk Impact (5=Extreme)

Ref.	Potential risk	Gross L	Net L	Gross S	Net S	Potential impact	Steps to mitigate risk	Actions identified
						<ul style="list-style-type: none"> • Building falls into disrepair and costs more to repair as a result. • Rooms unavailable / bookings cancelled. • Reputational damage (negative publicity). 	<ul style="list-style-type: none"> • Undertake risk assessments before key events. • Carry out insurance surveys and ensure adequate insurance levels. • Establish and maintain comments book. • Draw up and maintain a capital plan for at least 15 years. • Implement and maintain appropriate maintenance/compliance/Health & Safety registers plus annual audit cycle reporting to Board to ensure annual compliance. 	
O3	Loss of key staff	4	3	3	3	<ul style="list-style-type: none"> • Interruption to operations. • Experience, knowledge, skills lost • Personal relationships with key clients lost and need to be rebuilt by new staff. 	<ul style="list-style-type: none"> • Manage staff relations • Fair and well understood pay policy, including annual pay reviews • Review recruitment process • Clear job descriptions • Include appropriate notice periods in staff contracts. • Implement effective handovers between old and new staff. • Office procedures to be fully documented. • Succession planning especially for CEO) and dual skilling (i.e. less dependence on individuals) 	

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Ref.	Potential risk	Gross L	Net L	Gross S	Net S	Potential impact	Steps to mitigate risk	Actions identified
O4	Employment issues including grievances, disputes, and disciplinary issues	3	2	3	2	<ul style="list-style-type: none"> • Time and money diverted toward dealing with disputes. • Financial impact of claims for injury, stress, unfair dismissal. • Low morale. • Loss of staff. • Reputational damage (negative publicity). 	<ul style="list-style-type: none"> • Training for leaders and managers on team building and effective management. • Implement job training and development • Annual appraisals and six-monthly informal catch ups. • Regular meetings between Chair and CEO • Full suite of up to date HR policies • Appropriate level of employer's liability insurance. • Consult external HR specialists in relation to employment law issues. 	<ul style="list-style-type: none"> • Across-the-board review of salaries and roles by July 2022.
O5	Information technology issues, including breach of security and failure of systems incl. GDPR	4	2	4	2	<ul style="list-style-type: none"> • Systems fail to meet operational need. • Failure to innovate or update systems. • Website is hacked. • Key electronic data is lost or corrupted. • Breach of data protection law. • Reputational damage (negative publicity). • Losses due to fraud 	<ul style="list-style-type: none"> • Review/appraise systems needs and options in line with business plan and strategy • Review security and authorisation procedures. • Implement measures to secure and protect data. • Formalise (document) data back-up processes. • Undertake penetration test or similar. • Complete cyber risk assessment. • Agree implementation and development procedures. 	<ul style="list-style-type: none"> • Undertake penetration tests or similar. • Complete cyber risk assessment and undertake cybersecurity training for all staff.

Ref.	Potential risk	Gross L	Net L	Gross S	Net S	Potential impact	Steps to mitigate risk	Actions identified
							<ul style="list-style-type: none"> Use service and support contracts with external companies. Ensure compliance with GDPR through policies and procedures and audit regime. 	
O6	Deterioration of relationship with users/ partners/ donors and/or loss of key users/ partners/ donors	3	1	4	2	<ul style="list-style-type: none"> Loss of clients and associated loss of income Repayment of grants. Reputational damage (negative publicity). Poor relationship with other Welsh groups in London impacting support and funding available. Key users of premises withdraw with income implications 	<ul style="list-style-type: none"> Maintain and develop marketing strategy, including social media. Cultivate an open, transparent and trusting relationship with other Welsh groups. Invite key members of other Welsh groups to have greater involvement with the Centre. Provide high levels of service to major/regular users and seek regular feedback Regular communication with users/partners/donors Understand restrictions on grants/donations and record them separately. Implement systems to identify restricted receipts. 	
O7	Fire at the Centre	3	2	5	3	<ul style="list-style-type: none"> Damage to building Injury to staff or users Inability to operate, leading to loss of income and requirement to lay off staff 	<ul style="list-style-type: none"> Implement suitable policies and procedures to ensure compliance with relevant legislation. Carry out review of existing policies and procedures and amend accordingly. 	<ul style="list-style-type: none"> Review as part of the Kaizen review for Health and Safety and implement accordingly.

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Ref.	Potential risk	Gross L	Net L	Gross S	Net S	Potential impact	Steps to mitigate risk	Actions identified
							<ul style="list-style-type: none"> Review equipment maintenance regimes and report accordingly. Staff training, review of compliance, including working with consultants. Fire compartmentalisation where possible. 	
O8	Violence during events	3	2	3	2	<ul style="list-style-type: none"> Injury to staff/visitors Reputational damage (negative publicity). Legal action. Loss of licence. Financial penalties. 	<ul style="list-style-type: none"> Security engaged if appropriate. First aider to be present at large scale events. Risk assessments undertaken before key events. Assess staff numbers (including security) for key events. Adequate Public Liability insurance. Comply with licensing objectives. Investigate incidents, even if handled by an external authority such as the police, to ensure we learn lessons from the incident to prevent a reoccurrence. Ensure staff are appropriately trained. 	
O9	Failure to comply with H&S and other legislation	3	2	5	4	<ul style="list-style-type: none"> Prosecution Financial penalty Reputational damage Serious injury to member of staff or user. 	<ul style="list-style-type: none"> Review carried out; continue to work with independent specialist consultant. Premises Committee introduced and operating well - reporting to Board regimes as required. 	

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Ref.	Potential risk	Gross L	Net L	Gross S	Net S	Potential impact	Steps to mitigate risk	Actions identified
							<ul style="list-style-type: none"> • Maintenance and capital plans introduced. • Policies and procedures reviewed and benchmarked via external independent consultant. • Funding made available. • Staff training reviewed and implemented. • Audit regime and annual reporting to board introduced. 	
O10	Catastrophic Event or major incident at Centre or in the area e.g. terrorism (incl. at Kings Cross St. Pancras)	3	2	5	3	<ul style="list-style-type: none"> • Inability to operate for a significant period of time • Redundancy or short-term suspension of staff contracts 	<ul style="list-style-type: none"> • Develop contingency plan for temporary or extended loss of Centre • Ensure premise users sign up to safety procedures and are subject to regular checks. • Data backups held off site/in the Cloud. • Asset and Consequential loss insurance 	<ul style="list-style-type: none"> • Check insurance covers for loss of income. • Prepare check list of matters to be addressed in the event of loss of Centre, including potential other venues for Welsh cultural activities.
O11	Safeguarding failure	2	2	3	2	<ul style="list-style-type: none"> • Reputational harm • Harm to vulnerable people 	<ul style="list-style-type: none"> • Maintain safeguarding policy. • DBS checks for all staff and volunteers, including trustees. • Ensure all premises users have their own safeguarding procedures. 	<ul style="list-style-type: none"> • DBS checks for all staff, trustees and volunteers.
O12	Lack of physical security for staff	3	2	4	2	<ul style="list-style-type: none"> • Staff exposed to possible injury or insecurity • Reputational risk 	<ul style="list-style-type: none"> • Lone working policy • Review physical security arrangements at Centre 	<ul style="list-style-type: none"> • Review Lone Working policy.

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Financial Risks

Ref.	Potential risk	Gross L	Net L	Gross S	Net S	Potential impact	Steps to mitigate risk	Actions identified
F1	Budgetary control and financial reporting failures	3	2	4	2	<ul style="list-style-type: none"> • Overspend on annual budgets. • Inadequate cash flow leads to failure to pay staff, bills etc. • Over-commitment to unsustainable costs. • Budget does not match key objectives and priorities. • Decisions made on inaccurate financial projections or reporting. • Inability to meet commitments or key objectives. 	<ul style="list-style-type: none"> • Monthly review of management accounts by the Finance Committee, quarterly review by the board. • Link budgets to the business plan and vice versa. • Implement and enforce finance policies. • Review reserves and reserves policy annually. • Finance Manager in place. 	<ul style="list-style-type: none"> • Ensure monthly management accounts to Finance Committee.
F2	Over-dependency on income sources and loss of key income stream(s)	4	2	4	2	<ul style="list-style-type: none"> • Inability to meet financial commitments. • Cash flow and budget impact of loss of income source. 	<ul style="list-style-type: none"> • Monitor Room Hire and Bar projections closely, including exposure to large clients. • Monitor costs/expenses. • Monitor and maintain good relations with key customers (e.g. resident groups). 	

Ref.	Potential risk	Gross L	Net L	Gross S	Net S	Potential impact	Steps to mitigate risk	Actions identified
							<ul style="list-style-type: none"> • Have more than one contact to build multi-layer customer relationships. • Identify accrued lettings as part of monthly lettings forecast. • Review Room Hire and Bar prices at least annually. 	
F3	Fraud and theft of money or property	3	2	3	1	<ul style="list-style-type: none"> • Financial loss. • Reputational damage (negative publicity). • Impact on funding • Regulatory action. 	<ul style="list-style-type: none"> • Regularly review financial control procedures. • Segregate duties and ensure a senior member of staff is charged with managing finance. • Identify insurable risks and review insurance cover annually. • Dual authorisation mandates for payments. • Ensure cash management control procedures are followed, particularly in relation to the bar. 	

Ref.	Potential risk	Gross L	Net L	Gross S	Net S	Potential impact	Steps to mitigate risk	Actions identified
							<ul style="list-style-type: none"> Procure monthly independent stock checks. Key financial information is sent to Finance Committee monthly for review. 	
F4	Unrecoverable Debts	3	1	3	1	<ul style="list-style-type: none"> Loss of income 	<ul style="list-style-type: none"> Obtain payment before lettings commence. Check credit-worthiness of unknown hirers where appropriate. Card machine for Room Hire to obtain upfront payment with late bookings. 	

Compliance Risk (Law and Regulation)

Ref.	Risk	Gross L	Net L	Gross S	Net S	Potential impact	Steps to mitigate risk	Actions identified
C1	Failure to comply with legislation and regulations including regulatory reporting	3	1	3	2	<ul style="list-style-type: none"> Fines, penalties, censure from: HMRC, Charity commission. Reputational damage (negative publicity). Impact on funding. Failure to benefit from Gift Aid income. Failure to benefit from potential grants. 	<ul style="list-style-type: none"> Identify, understand and monitor key regulatory requirements. Allocate key compliance responsibilities. Obtain compliance reports from auditor, regulators (where appropriate). Obtain external advice and use external expertise. Payroll and monthly VAT filing done by experienced accountants. Annual independent examination with report and accounts sent to Companies House, the Charity Commission, and HMRC. 	

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Ref.	Risk	Gross L	Net L	Gross S	Net S	Potential impact	Steps to mitigate risk	Actions identified
C2	Failure to comply with alcohol licence	2	1	4	2	<ul style="list-style-type: none"> Loss of alcohol licence. Restrictions imposed on opening hours. Significant impact on income and profit. 	<ul style="list-style-type: none"> Risk assessments undertaken before key events. Assess staff numbers (including security) for key events. Train bar staff on licensing rules/laws. 	

Covid-19 Health & Safety Risk Assessment

Ref.	Hazards	Persons at Risk	Gross L	Net L	Gross S	Net S	Existing Steps to mitigate risk	Additional Risk Controls
Cov1	Controlling the spread of Covid-19 within the workplace	<ul style="list-style-type: none"> • All Staff • Visitors • Cleaners • Contractors • Vulnerable groups – Elderly, Pregnant workers, those with existing underlying health conditions 	4	3	4	4	<ul style="list-style-type: none"> • Employees reminded on a regular basis to wash their hands for 20 seconds with water and soap and the importance of proper drying with disposable towels. • Enforce social distancing, and encourage mask wearing. • Advise attendees of events to test before attending. 	<p>To help reduce the spread of coronavirus (Covid-19) inform regularly all staff of the Government current public health advice.</p> <p>Posters, leaflets and other materials are to be available for display.</p> <p>Provide additional hand sanitisers on entry/exit points</p> <p>Review workplace operations and seek to reduce numbers required at work by continuing hybrid-working.</p> <p>Increase ventilation in enclosed spaces.</p> <p>Provide additional PPE equipment and cleaning stations.</p>
Cov2	At-risk employees	Vulnerable persons such as those with pre-existing medical conditions and autoimmune deficiencies being exposed to the virus	4	3	4	4	<p>Employees known to be in the at-risk category to follow government guidance and as a minimum take “particular care to minimise their social contact”. The category includes:</p> <ul style="list-style-type: none"> ○ Pregnant women ○ People over 70 ○ People who have had an organ transplant and are taking immunosuppressant medicine 	<p>Medical questionnaires issued to any employee returning to work. Records kept on file.</p> <p>https://www.gov.uk/government/publications/covid-19-guidance-on-social-distancing-and-for-vulnerable-people</p>

Ref.	Hazards	Persons at Risk	Gross L	Net L	Gross S	Net S	Existing Steps to mitigate risk	Additional Risk Controls
							<ul style="list-style-type: none"> ○ People who are having chemotherapy or radiotherapy ○ People who have blood or bone marrow cancer ○ People who have a severe chest condition, such as cystic fibrosis or severe asthma <p>People who have other serious health conditions</p>	
Cov3	<p>Exposure from others due to:</p> <p>An employee living with someone with a confirmed case of Covid-19.</p> <p>An employee being advised by a public health agency that contact with a diagnosed case has occurred.</p>	<ul style="list-style-type: none"> • All Staff • Visitors • Contractors 	4	3	4	4	<p>Centre to create clear policy and procedure to deal with preventing exposure to Covid-19 to include current government guidance.</p> <p>Centre to ensure NHS guidelines for good hygiene are adopted throughout.</p> <p>Suitable PPE is to be issued to all staff to provide respiratory and hand protection. PPE is mandatory in communal areas of the workplace.</p>	<p>Line managers to ensure internal communication channels and cascading of information is to be carried regularly to reassure and support staff.</p> <p>Line managers/supervisors to ensure that staff members are supported and that their wellbeing and mental health is supported at all times.</p> <ul style="list-style-type: none"> • https://www.mind.org.uk/information-support/coronavirus-and-your-wellbeing/ • www.hseni.gov.uk/stress <p>All staff are to be trained, informed and instructed on the contents of our Covid-19 Policy and any associated procedures that arise from it.</p>

Ref.	Hazards	Persons at Risk	Gross L	Net L	Gross S	Net S	Existing Steps to mitigate risk	Additional Risk Controls
Cov4	Suspect Covid-19 case on the premises	<ul style="list-style-type: none"> All Staff Visitors Contractors 	4	3	4	4	<p>If an employee develops or reports a high temperature or persistent cough while at work, colleagues, supervisors/managers are to isolate the employee immediately.</p> <p>Arrange the return to home to isolate.</p>	<p>Ensure employee is advised to follow Government guidelines on home isolation.</p> <p>Line manager to keep in regular contact with employee and ensure they do not return to work until their isolation has been completed.</p> <p>Have employee undertake a Covid-19 test before returning (if possible).</p>
Cov5	First Aid and Fire	<ul style="list-style-type: none"> All Staff 	3	2	4	4	<p>First aid and fire procedures are to be reviewed to ensure that sufficient cover can be maintained.</p> <p>CEO to ensure that sufficient fire aiders and fire wardens are available at all times during operations.</p>	<p>Additional first aiders and fire warden may need to be considered to ensure sufficient cover.</p> <p>Additional first aid equipment may be required therefore first aider must ensure sufficient kits are available.</p> <p>All first aiders are to ensure they are up to date with the current NHS, HSE & Resuscitation Council guidance on providing emergency care under the current pandemic.</p>
Cov6	Cleaning of facilities	<ul style="list-style-type: none"> All Staff Cleaners 	4	2	4	4	<p>Enhanced cleaning procedures are to be adopted to ensure that communal areas and touch points remain safe.</p>	<p>Centre to engage with current cleaning contractors to increase cleaning regime and ensure that procedures are in place.</p>

Ref.	Hazards	Persons at Risk	Gross L	Net L	Gross S	Net S	Existing Steps to mitigate risk	Additional Risk Controls
Cov7	Controlling the spread of Covid-19 whilst using the facilities (Events / Meetings)	<ul style="list-style-type: none"> All Staff Visitors 	4	4	4	3	<ul style="list-style-type: none"> Rooms should be well ventilated / windows opened to allow fresh air circulation. 	<ul style="list-style-type: none"> Floorplans drawn up for all events. Room hirers responsible for their own visitors.
Cov8	Controlling the spread of Covid-19 whilst using the facilities (Bar specific Events)	<ul style="list-style-type: none"> All Staff Visitors 	4	4	4	3	<ul style="list-style-type: none"> As above – enhanced cleaning regimes. Use of cleaning materials suitable for fabric, e.g. Dettol Antibacterial Disinfectant Spray for Linen’. Encourage the use of facemasks when moving around the venue. 	