



## **Dulwich Society Risk Management Policy**

### **Charity Registration Number: 234192**

#### **Purpose**

This Risk Management Policy sets out:

- the Trustees' responsibilities in relation to the management of risk
- the major categories of risk to which the Society may be exposed and their links to the Society's Objects
- the process by which risks are identified and reviewed
- the control systems which have been established to manage or mitigate those risks.

#### **Trustees' responsibilities in relation to risk**

The Trustees (the Executive Committee) are collectively responsible for the management of risk in the Dulwich Society.

#### **Major categories of risk to which the Dulwich Society may be exposed and links to the Society's Objects**

The Dulwich Society's main object is to maintain and foster the amenities of Dulwich in the interests of its residents and the wider community of which Dulwich is a part. This includes the maintenance and improvement of open spaces, trees, gardens, wildlife, buildings of distinction, design and appearance of buildings and streets. In addition, the Society aims to increase knowledge and appreciation of these amenities and the social activities and history of Dulwich.

The Society organises meetings, exhibitions, visits, lectures and publishes a quarterly Journal and a monthly e-Newsletter. It makes small grants for local projects which are aligned with its objects and works in partnership with other local groups. The Society employs no staff and is managed by a group of Trustees (the Executive Committee). The Executive Committee has a number of sub-committees that consider the different specialisms such as Gardens and Local History. In excess of 80 volunteers serve on the various committees and deliver Journals.

The major categories of risk which have a bearing on the Society's strategic objectives are:

- Governance and Leadership
- Operations associated with the activities of the Society
- Finances

- Health and Safety
- External factors such as public opinion or relationships with partner agencies
- Compliance with applicable law and regulations.

## **The Risk Identification Process**

### The Risk Register

The Society maintains a Risk Register which is reviewed at least annually (see Risk Register Template at Appendix 1).

A sub-committee of Trustees meets annually to update the risk register. This process includes the following stages:

- Identification of current risks
- Assessment of the likelihood (x) of the risk occurring on a scale of 1-5
- Assessment of the impact (y) if the risk materialises on a scale of 1-5
- Assignment of a severity score for each risk using the formula (xy)
- Highlighting of the severity of risks using a traffic light system
- Identification of steps to avoid or mitigate the risk
- Development of an action plan to achieve the necessary mitigation

The revised Risk Register and draft action plan are considered at the next available full meeting of the Executive Committee and either referred back to the Sub-committee for further work or approved.

The Risk Register may be reviewed more frequently by the Executive Committee if new risks are identified.

The Risk Management Process and Risk Register are reported on in the Annual Report.

### Risk Assessments

In addition to the overarching Risk Register, the Society will conduct an individual Risk Assessment for each major activity such as garden visits, walks or social events (see the Risk Assessment pro-forma at Appendix 2).

## **Control Systems by which risks are managed**

The following controls have been introduced by the Dulwich Society to manage risk:

- Risk Register and Risk Assessments
- Regular review of internal controls by the Executive Committee
- Independent Examination of Financial Accounts
- Overarching and specific insurance policies
- Recruitment to the Executive Committee of trustees with specialist knowledge (e.g.

Finance, Planning)

- Circulation of Charity Commission guidance and training opportunities to Trustees
- Succession planning for key Trustee roles
- Declarations of interests by Executive Committee and Sub-Committee members at each meeting
- Publication of Minutes of all meetings on the website
- Code of Conduct for Executive Committee, Sub-committees, members and volunteers
- Complaints Policy and Procedure to handle and monitor complaints
- Procedure for terminating membership
- Regular review of the Constitution and Rules
- Safeguarding Policy
- Grant-making Policy
- Reserves Policy
- Investment Policy
- Regular monitoring of policies and procedures
- Editorial Board which monitors standard and quality of the Journal and the e-Newsletter
- Regular meetings with partner organisations e.g. Dulwich Estate.

### **Monitoring and Evaluation**

Major risks identified in the Risk Register each year, and the steps to mitigate them, will be noted in the relevant Annual Report.

The Risk Management Policy and Risk Identification Process will be evaluated by the Executive Committee at least every three years.

## Dulwich Society Risk Register Heat Map

|                            |             |               |               |               |                         |
|----------------------------|-------------|---------------|---------------|---------------|-------------------------|
| Extreme/<br>Catastrophic 5 | <b>5</b>    | <b>10</b>     | <b>15</b>     | <b>20</b>     | <b>25</b>               |
| Major 4                    | <b>4</b>    | <b>8</b>      | <b>12</b>     | <b>16</b>     | <b>20</b>               |
| Moderate 3                 | <b>3</b>    | <b>6</b>      | <b>9</b>      | <b>12</b>     | <b>15</b>               |
| Minor 2                    | <b>2</b>    | <b>4</b>      | <b>6</b>      | <b>8</b>      | <b>10</b>               |
| Insignificant 1            | <b>1</b>    | <b>2</b>      | <b>3</b>      | <b>4</b>      | <b>5</b>                |
| Impact<br>Likelihood       | 1<br>Remote | 2<br>Unlikely | 3<br>Possible | 4<br>Probable | 5<br>Highly<br>probable |