



Risk Management

Almshouse Association Model Policy

Identifying and managing risk is a key almshouse charity trustee responsibility as all organisations regardless of size could be at risk from losing money, bad publicity or losing volunteers. Each individual charity will be exposed to risk in differing ways and have different capacities to tolerate or absorb risk.

The Charity Commission's annual return asks if Almshouse charities have a risk management policy and further detailed guidance can be found at Charity Commission guidance 26 (CC26).

Statement of General Policy

The trustees of **Parson Lathams Hospital in Barnwell** recognise and accept their responsibilities to ensure that risk management is approached comprehensively throughout the organisation.

Major risks are those that would have a significant impact and a likelihood of occurring. If they arose they would have a major impact on the almshouse charity. On the next page you will find a template Risk Assessment and suggested measures that could be taken to mitigate the risks

The (name of charity) will

- regularly review the risks it faces in all areas of its work
- assess these risks to determine their severity and the likelihood of occurrence
- take appropriate action to manage risks that have been identified
- review the risk assessment annually and include in the trustees' annual report.
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This policy has been approved for issue by the board of trustees of Parson Lathams Hospital in Barnwell

Signature:.....

Name:.....

Date:.....

Template Risk Assessment

This example risk assessment shows the kind of approach an almshouse charity might take. Use it as a guide to think of some of the risks and the steps you need to take to control the risks. Please note that this is not a generic risk assessment and as each almshouse charity is different you will need to identify particular risks that apply to your almshouse. This is based on a template produced by the Charity Commission: <https://www.gov.uk/government/publications/charities-and-risk-management-cc26/charities-and-risk-management-cc26>

A higher score indicates a greater risk.

Charity name: **Parson Lathams Hospital in Barnwell**

Date of risk assessment: **10.05.2022**

No	Risk event	Area of Impact	Impact	Owner	Score			Actions
					Likelihood	Impact	Total (LxI)	
1	Not enough trustees to function effectively	Compliance Reputational Governance	Charity ceases to be compliant Diversity among trustees Succession planning Board meetings not quorate	Chair of Trustees	3	3	9	Taken advice from The Almshouse Association Appeal in local paper
2	Long term vacancy in Almshouse	Financial	Loss of income Ability to re-pay Almshouse Association loan Property falls into disrepair	Clerk	4	3	12	Refurbishment of almshouses will attract new residents Advertisement in local paper
3	Loss of buildings due to fire or other serious H&S breach	Reputational Financial	Risk to health of residents, trustees, staff or contractors Loss of income Loss of housing for residents Inability to re-establish almshouse in local area	Clerk	1	3	3	Risk reduced since last update as fire assessment carried out and further insurance taken out
4	Cost over-runs on refurbishment	Financial	Short term financial impact	Clerk	2	2	4	Regular update reports Contract mitigates for over runs

As well as assessing the scores it is also important to establish what these scores represent. The tables below will help you to guide your own impact and likelihood definitions:

Likelihood	Certainty	Number of instances	Time period
Highly probable / Very high (5)	Almost certain	1/10	Once in 3 months
Probable / High (4)	More likely than not	1/100	Once in a year
Possible / Medium (3)	Fairly likely	1/1,000	Once in 5 years
Unlikely / Low (2)	Unlikely	1/10,000	Once in 10 years
Remote / Very low (1)	Extremely unlikely	<1/10,000	Not in 50 years

Level of impact	Strategic	Operational	Financial	Reputational	Compliance
Very High	Would require a fundamental change in organisational strategic/critical objectives.	Fundamental organisational changes would need to be implemented. Delay of 1 year + in delivery of project.	If the risk materialised the cost to the charity would be greater than £3 million.	Significant and irreparable damage to reputation. Sustained negative publicity resulting in loss of public/professional/political confidence in the charity.	Serious breach of governance regulations that would lead to status of the charity being reviewed.
High	Would require a significant shift from organisational strategy/critical objectives that would require BoT input.	A significant amount of work would need to be done at all levels to resolve the matter. Delay of 6-12 months delivery on the project.	If the risk materialised the cost to the charity would be between £1 million and £3 million.	Significant and irreparable damage to reputation. High negative impact on the charity's reputation. Could impact on charity's ability to influence public/professionals/politicians. Generates significant number of complaints.	Significant breach of governance regulation requiring immediate notification of regulatory bodies.
Medium	Would impact on the organisational strategic/critical objectives and would require management discussion.	A significant amount of work would be required by a team to repair operational systems. Delay of 3-6 months in delivery of project.	If the risk materialised the cost to the charity would be between £500k and £1million.	Minor damages but widespread. Significant localised low level negative impact on the charity's reputation/ generates limited complaints.	Breaches governance regulations and would require significant work to rectify.
Low	May have an impact on achieving organisational strategy but this could be resolved.	Low level processes would need to be revised but the matter could be resolved. Delay of 1-3 month's in the delivery of project.	If the risk materialised the cost to the charity would be between £100k and £500k.	Minor damages in a limited area. May have localised, low level negative impact on the charity's reputation/ generates low level of complaints.	May breach low level governance regulations but can be rectified.
Very Low	Little impact on the organisational strategy.	Has no impact on the day to day operation of the charity. Less than 1 months delay in delivery of project.	If the risk materialised the cost to the charity would be no more than £100k.	Has no negative impact on the charity's reputation/no media interest.	No impact on the charity's governance structures.

Resources, further help and information

The links that follow are up to date and functioning at the time of publication.

- **Charity Commission** - <https://www.gov.uk/government/publications/charities-and-risk-management-cc26/charities-and-risk-management-cc26>
- **Institute of Risk management** - <https://www.theirm.org/media/1238690/CharitiesGuidanceV6FINAL.pdf>