



**ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD**

**8<sup>th</sup> October 2019**

**Report Title: Risk Register and Risk Management Policy**

**Report of: Louise Stewart, CEO**

**Purpose:** This report seeks approval of amendments to the Risk Management Policy and the Strategic Risk Register.

**1. Recommendations**

- 1.1 To approve the amendments to Risk Management Policy at appendix 1;
- 1.2 To approve the Trustee Board's risk appetite statement in Attachment 1 of Appendix 1;
- 1.3 To approve the 2019-20 Strategic Risk Register at Exempt Appendix 2 subject to the recommendations from FRRAC:
  - 1.3.1 That column(s) be added the risk register to demonstrate how the mitigating actions impact on the risk level;
  - 1.3.2 That a specific risk relating to Brexit be added.

**2. Introduction**

- 2.1 It is good governance to periodically review key policies and regularly review key risks. The Risk Management Policy was last reviewed by FRRAC on 29<sup>th</sup> January 2019. Prior to this meeting a joint Board workshop was held to look at risk management and to discuss the Boards' risk appetites. The Trustee Board subsequently approved the Risk Management Policy and appetite statements on 4<sup>th</sup> March 2019.
- 2.2 The Risk Management Policy (RMP) sets the framework for risk management. The Policy has been reviewed and updated as detailed in section 3 below and displayed as tracked-changes in the attached policy.
- 2.3 The Strategic Risk Register provides a record, clarifies actions and accountability but does not manage risks. Beneath the risk register sit operational policies and procedures, venue management plans, risk assessments and the operational risk register.

### 3. July 2019 Risk Management Policy Review

New activities: A workshop for operational managers will be held later in the year (Quarter 3) to take them through the Policy and invite comments on the Strategic Risk Register. Managers will be encouraged to regularly talk about risk identification and management in their team meetings.

#### Changes in the policy as a result of the review

- Section 3 – Policy - wording has been added to make clear that all staff and volunteers have responsibility for identifying risk and refers to Table 2. (Note that volunteers support both Trust and Trading activities).
- Section 9.2 – Scoring risk has been simplified, with the scoring system included at the end of the policy
- Section 10.1 – Risk Treatment - the ‘tolerate, treat, transfer terminate’ table has been replaced with 6 options for treating risk
- The Risk Appetite statements at attachments 1 and 2 have been slightly re-worded.

### 4. Strategic Risk Register

4.1 In previous years there have been two separate risk registers for the Charity and the Trading Company. The 2019/20 Strategic Risk register brings together the headline risks to the organisation as a whole focusing on three categories:

- **Strategic** – risks that influence the achievements of the Charity’s strategic aims and risks that cut across all areas of the organisation. Some of these risks will always be key risks for the organisation.
- **Operational** – these are the ranking risks escalated from the Operational Risk Register which contains the day to day risks that are managed to deliver our main activities.
- **Project** – risks arising from a particular project/activity but are managed as part of the oversight of the particular project or activity.

4.2 The Risk Register aims to provide FRRAC and the Trustee Board with assurance that key risks are being identified and managed to reduce risk levels as the management actions progress.

4.3 FRRAC

### 5. External considerations

There have been no external events such as legislation changes or regulatory changes that affect the policy.

### 6. People involved in the review

Internally: CEO, Director of Finance and Resources, Executive Team

FRRAC and APTL Board – 24<sup>th</sup> September 2019

Externally: Minesh Jani – Head of Audit and Risk Management, Haringey Council

## **7. Legal Implications**

- 7.1 There are no legal implications arising from this report, however, Trustees are responsible for ensuring controls are in place to identify and manage risk and regularly reviewing these controls provides assurance that risks are being managed.
- 7.2 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report and confirms that sign off on the policy was obtained from the Council's Head of Audit and Risk Management, and is said to comply with current legislative and regulatory requirements and as such has no comments.

## **8. Financial Implications**

- 8.1 Financial risks identified in the risk register although there are no financial implications arising from this report.
- 8.2 The Council's Chief Financial Officer has been consulted in the preparation of this report, and advises that good risk management practices are an integral part of an organisation's corporate governance processes. The adoption of a risk register and a risk management policy are signs of good governance.

## **9. Appendices:**

Appendix 1 – Risk Management Policy

**Exempt** Appendix 2 – Strategic Risk Register

*LG, (AtoI) Act 1985, Schedule 12a of the LGA 1972; Paragraph 3 – information relating to the business or financial affairs of any particular person (including the authority holding that information)*