**Lady Margaret Hall Settlement (LMHS)**

**Risk Management Policy**

**1. Purpose**

Lady Margaret Hall Settlement (LMHS) is committed to the effective management of risks that may affect the achievement of its charitable objectives. This policy establishes a framework for identifying, assessing, managing and monitoring risks to the charity's operations, finances, reputation, beneficiaries, volunteers and trustees.

**2. Scope**

This policy applies to all trustees, volunteers, staff (where applicable), contractors and anyone acting on behalf of LMHS.

**3. Risk Management Principles**

LMHS will:

- Identify risks that could affect the charity's objectives and activities.
- Assess the likelihood and potential impact of identified risks.
- Implement appropriate controls to reduce risks to an acceptable level.
- Review risks regularly and update mitigation measures when necessary.
- Ensure trustees are aware of significant risks and their responsibilities in managing them.

**4. Responsibility**

The Board of Trustees has overall responsibility for risk management and will:

- Maintain oversight of the charity's key risks.
- Review the risk register at least annually.
- Ensure appropriate policies, procedures and controls are in place.
- Monitor compliance with legal and regulatory requirements.

All volunteers, staff and trustees are responsible for reporting concerns or emerging risks to the Board.

**5. Risk Assessment**

Risks will be assessed according to:

**Likelihood**

- Low: Unlikely to occur

- Medium: May occur occasionally
- High: Likely to occur

**Impact**

- Low: Limited disruption
- Medium: Significant disruption requiring management action
- High: Serious effect on the charity's finances, reputation, operations or beneficiaries

Priority will be given to risks assessed as High Impact and/or High Likelihood.

**6. Key Risk Areas**

LMHS recognises the following principal categories of risk:

**Governance Risks**

- Failure to comply with Charity Commission requirements.
- Conflicts of interest among trustees.
- Lack of trustee capacity or skills.

**Financial Risks**

- Insufficient funding or cash flow.
- Fraud, theft or financial mismanagement.
- Inadequate financial controls.

**Operational Risks**

- Loss of key volunteers.
- Failure of essential equipment or systems.
- Inability to deliver services as planned.

**Safeguarding Risks**

- Harm to beneficiaries, volunteers or visitors.
- Failure to follow safeguarding procedures where applicable.

**Health and Safety Risks**

- Accidents or injuries during activities.
- Unsafe facilities or working practices.

**Data Protection Risks**

- Loss, theft or misuse of personal information.
- Failure to comply with UK data protection legislation.

**Reputational Risks**

- Adverse publicity.
- Complaints that are not handled appropriately.
- Conduct by representatives that undermines public confidence.

**7. Risk Register**

LMHS will maintain a risk register recording:

- Description of the risk.
- Potential impact.
- Likelihood and severity.
- Existing controls.
- Further actions required.
- Person or trustee responsible.
- Review date.

**8. Monitoring and Review**

The trustees will review the risk register and this policy at least annually, or sooner if a significant change occurs in the charity's activities, finances or operating environment.

Significant incidents or emerging risks will be reported to the Board as soon as practicable and appropriate action taken.

**9. Related Policies**

This policy should be read alongside:

- Financial Controls Policy
- Conflicts of Interest Policy
- Data Protection Policy
- Health and Safety Policy
- Safeguarding Policy (where applicable)
- Reserves Policy

**10. Approval**

This Risk Management Policy was approved by the Trustees of Lady Margaret Hall Settlement.

Date Approved: ____

Review Date: ____

Chair of Trustees: ____

## Lady Margaret Hall Settlement (LMHS)

## Risk Register

## Review Date: November 2026

| Risk Area | Risk Description | Likelihood | Impact | Existing Controls | Further Actions | Owner |
|---|---|---|---|---|---|---|
| Funding | Failure to secure sufficient grant funding to sustain activities and development projects. | Medium | High | Multiple funding applications; low overheads; trustee oversight. | Develop diversified fundraising strategy and identify additional grant opportunities. | Trustees |
| Financial | Reserves fall below level required to meet existing commitments or wind up the charity responsibly. | Low | High | Separate reserves account holding approximately £9,852; regular financial review. | Maintain reserves policy and annual monitoring. | Secretary |
| Governance | Charity Commission non-compliance due to late filings, reporting errors or governance weaknesses. | Low | High | Trustee oversight; registered charity procedures in place. | Annual compliance checklist and trustee induction. | Chair |
| Governance | Loss of key trustees leading to insufficient governance capacity or specialist skills. | Medium | Medium | Three trustees currently appointed. | Trustee succession planning and recruitment of additional trustees with relevant expertise. | Board |
| Conflicts of Interest | Trustee or volunteer interests influence decision-making. | Low | Medium | Conflicts of Interest Policy adopted. | Annual declarations from all trustees. | Chair |
| Operational | Reliance on a small number of volunteers creates service disruption if | High | Medium | Volunteers support activities on an informal basis. | Recruit and train additional volunteers. | Trustees |

| Risk Area | Risk Description | Likelihood | Impact | Existing Controls | Further Actions | Owner |
|---|---|---|---|---|---|---|
| | volunteers become unavailable. | | | | | |
| Heritage Project | Digitisation project exceeds budget or cannot be delivered by the selected contractor. | Medium | Medium | Competitive quotations required. | Written specification, milestones and monitoring. | Project Lead |
| Heritage Project | Historical records are damaged, lost or mishandled during digitisation. | Low | High | Controlled access to archives. | Handling procedures and contractor agreements. | Project Lead |
| Data Protection | Personal information relating to beneficiaries, volunteers, trustees or donors is lost, disclosed or compromised. | Medium | High | Password-protected systems; limited access. | Adopt formal Data Protection Policy and regular data reviews. | Trustees |
| Reputation | Poor project delivery or failure to meet funders' expectations damages credibility. | Medium | High | Trustee oversight and monitoring. | Regular reporting against agreed project outcomes. | Board |
| Reputation | Negative publicity arising from safeguarding, financial or governance concerns. | Low | High | Existing policies and trustee controls. | Annual policy reviews and incident reporting procedures. | Chair |
| Health & Safety | Injury to participants, volunteers or visitors during activities. | Low | High | Risk assessments undertaken where appropriate. | Formal record of risk assessments and incident log. | Activity Lead |
| Safeguarding | Failure to identify or respond appropriately to safeguarding concerns involving vulnerable adults or young people. | Low | High | Trustees aware of safeguarding responsibilities. | Review need for safeguarding policy as activities develop. | Safeguarding Lead |

| Risk Area | Risk Description | Likelihood | Impact | Existing Controls | Further Actions | Owner |
|---|---|---|---|---|---|---|
| IT & Records | Loss of important financial, governance or heritage records through equipment failure or accidental deletion. | Medium | Medium | Some electronic storage and backups. | Regular cloud backups and document retention procedures. | Secretary |
| Fraud | Misuse of charity funds or unauthorised payments. | Low | High | Trustee oversight; bank account controls. | Dual authorisation for significant expenditure. | Secretary |

**Highest Priority Risks (2026–2027)**

1. Securing sufficient grant funding.
2. Dependence on a small volunteer and trustee base.
3. Data protection and management of historical records.
4. Successful delivery of the digitisation project.
5. Protection of the charity's reputation with funders and stakeholders.

**Risk Appetite Statement**

LMHS accepts a moderate level of risk when pursuing new funding opportunities and projects that further its charitable objectives. However, the charity has a low tolerance for risks relating to safeguarding, fraud, legal compliance, health and safety, financial mismanagement and reputational damage.