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| A black and white drawing of a snake  Description automatically generated with low confidence | **Streatham Choral Society****Founded 1921****Registered Charity No. 802195**  |

**RISK MANAGEMENT FRAMEWORK**

**Key details**

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| **Effective date** | September 2016 |
| **Date of last review** | February 2023 |
| **Reviewed by** | Martin Gresty (Secretary) |
| **Approved by Committee** | March 2023 |
| **Next review date** | February 2024 |

Streatham Choral Society has judged the following items to be the greatest risk factors to the Society. This statement considers how these may be countered in the event that they occur:

**Declining membership**

Risk: Low-Medium

Impact: Medium

Membership subscriptions are the Society’s main source of revenue. Membership levels are monitored by the Membership Secretary, who reports to the Committee. Subscription fee revenue is also closely monitored by the Treasurer and reported at Committee meetings.

We are conscious that developments in the external environment that prevent people from gathering (e.g. COVID-19) could have an adverse impact on our membership numbers – and therefore revenue levels - in the short-medium term. As a result, membership levels may be lower than usual for the short-medium and this will impact our revenue. To help mitigate this, the Society has a robust recruitment strategy in place to encourage membership. Should membership numbers fall over a period, the Committee should meet to discuss and implement ways in which recruitment can be boosted. This may mean increased advertising costs in the short term.

The Musical Director is responsible for restricting costs incurred for concerts to minimise losses.

Should these measures not result in an increase in membership (and therefore revenue), the Society may ultimately have to close. Provision is made within the Constitution for this eventuality.

**Loss of key personnel**

*Musical Director*

Risk: Low-Medium

Impact: Low-Medium

The Musical Director is responsible for rehearsing the choir and arranging for soloists and musicians for concerts. The Society has robust procedures in place should the Musical Director leave giving notice. The post is advertised, and shortlisted candidates are invited to audition and interview. If the Musical Director is unable to work or leaves with no notice, the Society has good links with the professional conducting community and could appoint interim conductors on that basis. The calibre of accompanists playing for the Society means that they are also capable of standing in at short notice.

*Accompanist*

Risk: Low

Impact: Low

The Society has good links with the professional accompanist community and can approach alternative accompanists at short notice.

**Committee Members (Trustees)**

Risk: Low-Medium

Impact: Low except for Treasurer

Except for the Treasurer and Secretary, all Trustee positions can be assumed without prior training or vetting. A new Secretary should be able to record meetings and have file management experience. A member assuming the role of Treasurer should be able to demonstrate expertise in accountancy or book-keeping. The Committee would need to consider providing training in book-keeping if a Treasurer is appointed without these skills. Currently the Secretary is the named contact with the Charity Commission while the Treasurer submits the annual report.

**Loss of rehearsal space**

Risk: Low-Medium

Impact: Medium

The Society currently rehearses in St Leonard’s Church on a Monday evening during term time. If the Society’s relationship with the church fails and Streatham Choral Society lose the rehearsal and concert space, the Committee would meet to discuss rehearsing in alternative venues. There are several nearby schools and other possible venues within Streatham that may be usable. The disruption may be acute for the first few weeks and the new venue may discourage some people from travelling to the rehearsal venue so in the short-term the risk is judged as medium. Long-term, the impact would be small. In terms of concert locations, there are alternatives.

**Personal injury**

Risk: Medium

Impact: Medium

The Society currently rehearses and performs in St Leonard’s Church, St Peter’s Church and the Streatham Space Project. The Society purchases public liability insurance in the event that a member of the choir or public is harmed during an event. The Concert Manager currently undertakes an annual health and safety assessment ahead of concerts to identify possible hazards to performers and the public. The risk is evaluated as medium as, due to the nature of the venues, members of the public have encountered trip hazards. The impact is considered medium as it is distressing and harmful to the public and detracts from their enjoyment of the performance and could result in negative publicity. The Committee takes care to nominate first aiders from among society members for rehearsals and performances. The Society has a responsibility to identify where the first aid kit is located within any given venue~~.~~

**Fraud, theft or error**

Risk: Low

Impact: Catastrophic

Streatham Choral Society operates a robust system for managing accounts. The Society has online banking facilities with CAF Bank and there is a dual signature process in place. The Treasurer acts as a first signatory and the Chair and Secretary are second signatories.

A manual record is kept of all income and expenditure. Financial reports are shared with the Committee frequently and accounts are presented to the Society after each concert and at the end of the year. The annual accounts are reviewed by an independent examiner. The risk of fraud is therefore deemed low.

In the event that fraud is discovered the first action will be to convene a group of three Trustees, to include the Chair (unless the Chair is a suspect), to discuss possible actions. Steps that can be taken may include: contacting the police; taking steps to remove the perpetrators from the Committee; changing all passwords for shared access, stopping people having access to the Society’s bank account.

Furthermore, it is the Committee’s responsibility to take steps that such fraud is unable to occur in the future. In terms of damage to reputation, an open statement to society members detailing what has been discovered and what has been done since the discovery should be issued. It should be made clear that this is an isolated incident. If the amounts lost are significant then steps may need to be taken into consideration regarding recruitment or closure.

**Information technology**

Risk: Low

Impact: Medium-High

Streatham Choral Society holds data about its members, such as email addresses. There is a risk of loss or corruption of data we hold on members, which could result in a breach of data protection laws and regulatory action.

The Society has spent several years building a brand including logo, advertising and programmes in-house. In terms of technical support, the Society has invested in web platforms, and other solutions. Sudden loss of Society members who can deliver the above is judged to result in a medium impact as locating replacement support is sourced. This will affect our ability to produce high-quality materials and may have financial implications.

Access to data is given to relevant Committee members/contractors where it is clearly necessary for the running of the Society.  The Society’s information systems (such as Membermojo and Gmail) are all password protected. Passwords for the Society’s information systems are re-set each time a Committee member with data access leaves their role. For further information on how the Society manages personal data please see the Data Protection Policy, Data Retention Policy and Privacy Notice.

**Conflict of interest**

Risk: Low-medium

Impact: High

A conflict of interest arises when the best interests of an individual Committee member are, or could be, different from the best interests of Streatham Choral Society and private benefit drives Committee members’ decision-making. Such a development, if not managed, could result in poor decision-making and prevent Streatham Choral Society from pursuing its own interests. Conflicts of interests among the Trustee body would also threaten the Society’s reputation.

The Society has in place a robust Conflict of Interest Policy that documents the need for Committee members to declare a potential conflict of interest and the relevant process to be initiated if a conflict of interest is declared.

**Reputational risk**

Risk: Medium

Impact: High

Streatham Choral Society has built up a strong reputation in the public mind and we are acutely aware of the need to mitigate the impact of any reputational damage. The Society has a policy of strictly limiting the number of log-ins and who can access its information platforms. We believe this is key to sending out communications in a controlled manner. We also monitor closely what is being said in Streatham Choral Society’s name on social media, meaning we are able to respond quickly to any inaccurate or misleading statements falsely attributed to the Society.

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