

ADCS Governance Risk Assessment

Area	No.	Hazard	Risk	Before Mitigation			Mitigation	After Mitigation			Action/Owner
				Likelihood	Impact	Risk value*		Likelihood	Impact	Risk value*	
Governance	G1	Lack of a strategy and forward plan for choir and music	ADCS drifts along and fails to achieve its purpose. Issues are addressed isolation without recourse to an overall plan.	3	4	16	Plan adopted by Trustees and reviewed on an annual basis in the Annual Report. Review throughout the year in committee meetings	1	3	6	Chair
			Poor decisionmaking				Maintain regular music planning meetings of Chair, Vice-Chair, Librarian and Music Director and review 3 year rolling programmes at all				Chair, treasurer & Secretary
			Loss of Choir Members and audience				Monitor performance, seeking feedback from members and beneficiaries as required				
	G2	Insufficient Trustees or loss of key people. Particularly librarian, treasurer, secretary.	Organisation fails due to lack of governance	2	5	15	Clarify the duration of trustee appointments and defined review points	1	4	8	Chair/Trustees
			Experience or skills lost from critical trustee roles causing significant deterioration in ongoing operations.				Trustees requested to provide at least 3 months notice of desire to resign.				
			Uncertainty about roles and duties.				Provide a briefing pack to help existing and new trustees understand their roles and responsibilities. Ensure roles and responsibilities are fully understood.				Chair/Trustees
							Develop succession plans for key roles				Chair/Vice Chair
	G3	Conflicts of interest develop	Risks poor or biased decision making, friction amongst trustees, potential benefits given to trustees.	1	2	4	Implement conflict of interest policy and add to all meeting agendas	1	1	2	Trustees
Operational	Op1	Short notice Loss of: - rehearsal venue, - performance venue - music director or accompanists	Unable to hold rehearsals or performances leading to loss of income, reputation and membership/members morale	2	4	12	Implement contingency location availability for rehearsals eg. St James. And performances if possible (eg. St James, St Michaels, other?) [note proven success when school unavailable for a short period]	2	1	3	Trustees
			loss of income from ticket sales and over time				Short term seek the support of deputy music director and other accompanist. Longer term secure an alternative as quickly as possible. [note proven success with recent retirement of accompanist and MD not				Trustees
			Reduced morale for Members and loss of Members				Maintain a clear line of communication with MD and accompanist(s) to ensure as much notice of desire to resign as possible.				Chair/Vice Chair
	Op2	Loss of information/data e.g. financial, membership, supplier or external communication such as website or social media	GDPR breach, major issues in enabling the organisation to continue in the short term	1	4	8	Ensure back ups for all key information	1	2	4	Trustees/Secretary/Treasurer/Web manager
	Op3	Inadequate Health and Safety Management	Members/audience suffer injury/illness	3	3	12	Health & Safety Policy adopted	1	2	4	Trustees
							Risk assessments completed for all activities and reviewed every 3 years Health & safety concerns raised at Trustees meeting				
Financial	F1	Poor budgetary and financial control (including cash flow management and reserves)	Insufficient information leading to poor decision making. Inability to cover costs eg. venues/MD/accompanists. Possibly unable to support rehearsals or performances. Worst case bankruptcy and closure of organisation	2	4	12	Proactive approach to budgeting and planning by Treasurer & Trustees	1	2	4	Treasurer/Trustees
							Operate in line with financial and reserves policies.				Treasurer/Trustees
							Create and operate with a budget/financial plan (up to a 3 year rolling). Review at regular committee meetings.				Treasurer/Trustees
	F2	Insufficient income to realise objectives and ambitions of ADCS purpose	Loss of interest from members and audiences leading to reduced income and inability to fully deliver purpose/object	4	3	15	Maintain 3 year rolling music plan providing time to generate funding to support more ambitious programmes	2	1	3	Chair/Vice Chair/Librarian (with support of MD)
							Create fund raising mini-team to actively secure additional funding to support the programme eg. sponsors, other events				Trustees as agreed
							Find ways to expand friends programme or similar.				Friends Secretary
	F3	Fraud or serious error	Financial loss	1	5	10	Implement finance policy and apply authorisation limits	1	3	6	Treasurer/Trustees
			Reputational damage				Regular review of financial information by Trustees				Trustees
			Regulatory action								

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Environmental and external risk	E1	Bad publicity leading to reputational damage	Loss of income from all sources threatening long term future of the choir	3	4	16	Ensure ADCS provides an enjoyable and rewarding experience for members and audiences and high quality performances to increase positive word of mouth.	3	2	8	Trustees
							Quickly address any adverse publicity by calling urgent Trustees meeting to coordinate response				
	E2	Aging demographic of choral music interest group	Reducing available pool of new members	3	4	16	Delay the impact by ensuring ADCS provides an enjoyable and rewarding experience for members and audiences and high quality performances.	3	2	8	Trustees
							Maintain active social diary.				
			Reduced audiences resulting in loss of income				Seek to create a fun environment and high quality music values				
							Actively look to expand pool of possible members and audiences by creating a sub-committee				
Environmental and external risk	E3	Change in Government Policy regarding Gift Aid, Grants, increasing regulation	Loss of income through grants or inability to rehearse/perform	2	3	9	Create fund raising mini-team to actively secure additional funding to support the programme eg. sponsors, other events	2	2	6	Trustees/Chair/Treasurer
			Increased workload on trustees resulting in fewer members being prepared to take on the role in the future.				Ensure Trustees understand their roles and that information from Charities Commission and Making Music is discussed by The Trustees and acted on promptly				
							Respond to Government guidelines swiftly to try to maintain the organisation safely.				
	E4	Vulnerable members	Inadequate procedures leading to abuse or harm	3	3	12	Safeguarding Guidelines to be implemented	3	1	4	Treasurer/Trustees
							Safeguarding: what are your responsibilities? (Making Music Resource)				
	E5	Health crisis/pandemic	Choir unable to operate safely prompting temporary closure and loss of income	2	4	12	Implement experience from Covid eg. hold Trustee meeting, amend/create risk assessment, roll out actions to get choir back to rehearsing and performing as soon as possible.	2	2	6	
Legal and regulatory compliance risk	L1	Fail to comply with legislation and regulations and reporting requirements	Fines, penalties, lost reputation	1	4	8	Identify key legal requirements of trustees and ensure all trustees understand their roles/responsibilities.	1	2	4	Trustees
							Put in place necessary policies and procedures allowing future trustees to get up to speed and deliver their roles more quickly.				
							Consider creating a timetable and check list of actions highlighting key dates for legal requirements				
							Ensure information from Charities Commission and Making Music are discussed by The Trustees, strategy created and acted on promptly				