

Section 9

Risk Control and Assessment



Virtually every organisation whether they are commercial or non-profit, carries within it's operations elements of risk. Risk management is about managing those risks in a way which ensures the safety, as far as possible, of their employees, volunteers, assets and operations, and reduces any exposures to a level where they do not threaten the very existence of that organisation.

The term Risk Management is frequently heard these days and this is understandable when you consider that much of the process can be identified as the application of common sense. Most churches and charities already undertake at least some of the types of actions referred to in this section although few who are responsible for every day running of charities or churches would recognise themselves to be involved in the discipline of risk management as such.

However, risk management is now more generally recognised as an effective tool in the efficient running of an organisation. At the same time there is a growing awareness of the responsibilities falling on the people who have the onerous task to run and control organisations. This is not only through increasing legislation but also as a result of the publication of the Turnbull and Cadbury reports which refer to good governance and the necessity of risk management.

The primary task of managing risk is to consider and assess every aspect of the organisation's operations in order to diagnose all risks and hazards to which the organisation and it's workforce could be exposed with the object of:

- Establishing the risks and hazards which are significant
- Eliminating or reducing these to an acceptable level
- Ensuring that where these cannot be eliminated proper consideration is given as to whether the organisation should carry or transfer those risks, completely or partly, to some other organisation e.g. insurers
- Integrating into their systems a practical procedure for on-going recognition and control of potential areas of risk. To work this must have the full co-operation and understanding of the employees and volunteers

There are, of course, various types of risks – e.g. destruction of the buildings by fire, hazards which could cause injury to employees or members of the public, or loss of funds through theft by employees. Each one could be a source of a substantial loss.

Organisations large and small have sustained serious losses where more thorough control of risks may have helped e.g.:

- Unfortunately, an unmarried Bishop revealed he had a son and had used some of the religious charity's funds to support him. As a result donations reduced very substantially.
- A computer system of a charity failed because of incompatible software
- A part-time volunteer liaison officer of a small charitable care home was virtually left in charge of a number of the accounts and was able to persuade trusting colleagues to sign blank withdrawal forms which she used to steal money from the charity
- Injuries, such as broken hips, have been sustained by volunteers running charity shops perhaps because the predominance of senior citizens had not been allowed for.

What the examples do not show is the "iceberg effect" i.e. the hidden cost usually amounting to considerably more than the initial loss as a result of the diversion of valuable time in solving the problems and re-establishing the operations and/or reputation of the church or charity. In the case of accidents to employees the hidden cost has been estimated by the Health & Safety Executive to be anywhere between 8 and 35 times the actual monetary cost! A similar effect has been found to apply to all incidents and probably is the main justification for risk management.

So our first task is to identify risks and exposures and then assess them as to the severity and frequency.

Section 9 Risk Control & Assessment**Risk assessment should cover such areas as:**

- A) Safety of employees, volunteers and third parties such as spectators and would include those areas explained in:
- *Section II Part a) Health and Safety – General Requirements*
 - *Additional notes in Section II parts b) to f) which refer to specific types of operations such as Care Homes*
 - *Section VI Fundraising Activities*
- B) Any dangers to Charity or Church operations generally.

These actions should reveal those situations that need addressing most.

This is a task for which it is understandably difficult to find time but for which, regrettably all too often, time has had to be allocated after a potentially disastrous event has occurred. The advantages of utilising a risk management programme is that many of these incidents with their attendant disruption and diversion of valuable time will be avoided or minimised.

From a liability point of view, should an accident occur, it is important to be able to show written evidence of the potential risks and the steps taken to minimise them. In certain circumstances risk assessment is a legal requirement.

It is important to consider all possibilities (not only probabilities) for the unlikely could be the worst case scenario and one which could endanger the very existence of the church or charity and its mission.

An actual example of an organisation having to act as a result of its management analysing its potential loss recently occurred when a medical charity assessed that within their operations they had an exposure which, although very unlikely, could have resulted in a cost to them of millions of pounds and cessation of operations. They were able to transfer the risk at a viable price. Previous to this familiarity had blinkered them.

It is wise for every organisation to be positive and construct a written risk management policy fully integrated into procedures and with everyone understanding the reason behind it and fully contributing.

Attachment 4a Risk Management And Assessment

Decide the following:

1. Whether the activity/task/work is risky e.g. There is a hazard from which someone could be injured or caused illness.
2. Is there a risk from for example:
 - Display screen equipment
 - Using substances i.e. cleaning fluids
 - Lifting etc
 - Noise

These activities are dealt with separately under the Health and safety requirements. Refer to the relevant part(s) of *Section II Health and Safety Requirements*.

3. Is there a risk which could effect the organisation's operations or assets.
4. Use the Risk Assessment Forms attached. (Risk Assessment is simply a thorough examination of the tasks, location and other surrounding factors to ascertain as to whether there is anything which could cause harm.)
5. Findings and, where necessary, actions taken must be recorded not only to confirm the assessment took place but to provide proof in the event of an accident.
6. Records should be kept (for 5 years) at a location locally.
7. A review should be undertaken regularly and when relevant changes take place.

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I. IDENTIFICATION

- Activity involved
- Location
- Other persons involved
- Date
- Assessor (print name and sign)

2. CHECK FOR HAZARDS

Search the area of activity to see if any hazards are present such as:

Tick in box where relevant

- 1 Unsafe entrances/exits
- 2 Tripping/slipping (e.g. stairs in poor condition)
- 3 Fire (e.g. from combustible materials)
- 4 Use of equipment
- 5 Inadequate protections
- 6 Display screen equipment
- 7 Poor lighting
- 8 Manual handling
- 9 Chemicals (e.g. cleaning fluids)
- 10 Crowds
- 11 Fireworks
- 12 Dangerous or adventure activities (e.g. assault course)
- 13 Stress
- 14 Lone working
- 15 Violence in the work place
- 16 Noise
- 17 Electricity (e.g. bad wiring and electrical equipment)
- 18 Vehicles (e.g. borrowed)
- 19 Work at height (e.g. using ladders, steps or scaffolding)
- 20 Use of machinery (e.g. generator)
- 21 Passive smoking
- 22 Temporary structures (e.g. moveable stands)
- 23 Cash handling
- 24 Others:

RESPONSIBILITIES | HEALTH & SAFETY | LIABILITY | SPECIAL EVENTS | MINIBUSES | CHILDCARE | FIRE | SECURITY | RISK CONTROL | CLAIMS

PERSONS INVOLVED

Tick in box where relevant

- 24 Employees
- 25 Cleaners
- 26 Volunteers
- 27 Members of congregation
- 28 Spectators
- 29 Members of the public
- 30 Maintenance persons
- 31 Contractors
- 32 Pregnant women
- 33 Visitors
- 34 Children
- 35 Disabled people
- 36 Lone workers
- 37 Persons sharing the premises
- 38 Inexperienced or untrained staff

RESPONSIBILITIES | HEALTH & SAFETY | LIABILITY | SPECIAL EVENTS | MINIBUSES | CHILDCARE | FIRE | SECURITY | RISK CONTROL | CLAIMS

EVALUATING LIKELY HAZARDS/RISKS

Hazard No. (list the hazards ticked)	Severity degree (high, medium or low)	Likelihood degree (high, medium or low)

Evaluation	Action (Yes/No)	Date Taken
(work out if it is possible to get rid of all the hazards/risks identified. If "no" can the risk be controlled;		
By meeting legal requirements		
Complying with the authority/industry standard		
Reducing the risk to an acceptable level		
Putting in satisfactory procedures and systems		
Ensuring instructions and training are appropriate		
If any answer is "no" what action can be taken to make the risk acceptable		

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