

GREEN - FULLY MET/COMPLETED; AMBER - PARTIALLY MET/COMPLETED; RED - NOT MET/COMPLETED

RISK MANAGEMENT POLICY and checklist	<i>NB COVID-19 RISK ASSESSMENT CONDUCTED SEPARATELY</i>
1. In order to manage the risks associated with concerts and events, SPC will conduct a risk assessment prior to each concert or event.	Green
2. The risk assessment will consider (a) the Health and Safety risks and (b) the financial risks, associated with each concert.	Green
3. The Rehearsals and Events Officer will be responsible for preparing a Health and Safety risk assessment as part of the planning process for each concert, in conjunction with other members of the committee as appropriate.	Green
4. The Rehearsals and Events Officer will be responsible for checking the emergency evacuation procedure for each rehearsal and concert venue, and for sharing the appropriate details with members of the chorus prior to use of the venue.	Amber
5. The Finance Officer will be responsible for preparing a financial risk assessment as part of the planning process for each concert, in conjunction with other members of the committee as appropriate.	Green
6. The Health and Safety and Financial risk assessments shall be presented to SPC committee for approval prior to each concert.	Red
7. Wider risks, including organisational risks, that may impact on SPC are assessed in the section on Organisational Risk below; these risks will be re-assessed annually in February or thereabouts, or whenever changes in the prevailing situation may dictate.	Green
8. This Risk Management Policy will be reviewed annually in February or thereabouts.	Green
The Policy was reviewed & the Organisational Risk Assessment completed on 13 May & approved by Trustees on 17 June 2021	

Action required	Person responsible	Action required	Person responsible
Develop Financial Procedures to inc avoiding conflicts of interest, justification for Trustee payments	Anne A, Graham D	Ensure action is taken to secure a Librarian asap	Paul H
Annual meeting to check that all critical data are regularly backed up and have been effectively backed up to date.	Anne A, Graham D, Marianne G, Darius	Develop role descriptions for all key roles, in conjunction with role holder	Anne A
Develop Recruitment and Selection policy	Anne A	Share completed RA (section 2) with committee by email before each event	James O
Develop strategic plan which includes ways to reduce financial and organisational risk	Trustees	Share completed RA (section 3) with committee by email before each event	Graham D
Upload templates, contact lists and procedural documents for all key activities onto Sharepoint so other Trustees can access them in the event of incapacity	Anne A, Graham D, Marianne G, Librarian, Paul D, Marketing & Publicity Officer	Key roles to use generic email addresses (eg accounts@sheffieldphil.org) so emails can be re-routed to back-up person	Paul H, Anne A, Graham D, Marianne G, Librarian, Marketing & Pub Officer, Sally T, Helen K, Paul D
Develop list of First Aiders	James O & Marianne G	Check (annually) that volunteer First Aiders have an up-to-date qualification.	Marianne G
Compile database of South Yorkshire choirs to include contact details for MD, secretary and chair, and works sung in last five years	Georgina H	Instruct members to fasten seat belts, keep exits clear, etc – for each trip. If new coach company used, check their safety regs and certification	Paul D (Anne A via weekly update)
Check (annually) that volunteer conductor and accompanist continue to be willing to step in if DB or RF absent	Paul H	For each event, alert MD & Trustees if numbers fall low, so Voice Rep can investigate and extras be obtained via Voice Exchange	Marianne G
Develop an effective marketing strategy for each event, which includes measures to be taken if sales are poor.	Marketing & Publicity Officer	Develop and maintain an up-to-date list of emergency contact numbers for each member of the chorus	Marianne G
Add succession planning to future committee agenda	Anne A		

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ORA1. FINANCIAL Inability to pay creditors due to dwindling financial resources	Reserves Policy: SPC will maintain sufficient reserves to pay the bills for one complete season. (Finance Officer) Careful financial management - compilation of, and adherence to, annual and concert budgets, Trustees regularly check cash flow and expenditure against budgets, regular review of subscription fees and pricing. (Finance Officer) During the season which spends the reserves, take urgent steps to either secure a sound financial footing, or to bring the affairs of SPC to a close. (Finance Officer)	3	2	6	Administrator and Finance Officer to develop a set of financial procedures based on Charity Commission guidance	3	1	3
ORA2. FINANCIAL Inability to implement key events due to lack of funds	Reserves Policy: SPC will maintain sufficient reserves to pay the bills for one complete season. (Finance Officer) Careful financial management - compilation of, and adherence to, annual and concert budgets, Trustees regularly check cash flow and expenditure against budgets, regular review of subscription fees and pricing. (Finance Officer)	3	2	6	Administrator and Finance Officer to develop a set of financial procedures based on Charity Commission guidance.	3	1	3

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ORA3. GOVERNANCE Failure to meet statutory duties	Charities Commission, General Data Protection Regulations, Equalities and Health & Safety regulations checked to ensure compliance (Administrator)	3	2	6	<p>Administrator to check Making Music website for any changes, inform Trustees and add actions to this document as appropriate. DONE</p> <p>Develop Covid 19 Risk Assessment compliant with Government requirements (Rehearsals and Events Officer) DONE</p>	2	1	2
ORA4. GOVERNANCE Inability to run SPC affairs due to failure to recruit key Officers &/or Trustees with appropriate skills	<p>Established practice whereby key officers/Trustees give a year's notice before standing down, to provide sufficient time for a replacement to be found.</p> <p>Conduct key activities (eg, submission of complex CC returns) in pairs, so that there are always two people with the relevant knowledge and experience</p>	3	3	9	<p>Chair to drive actions to elect replacement Librarian as a matter of urgency</p>	3	2	6

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ORA5. GOVERNANCE Inability to run SPC affairs due to sudden incapacity of key Officer &/or Trustee	More than one signatory at bank, so cheques and invoices can be paid even if Finance Officer is incapacitated. Finance system is online, bank statements similar, membership fee payment details also online.	3	3	9	<p>Consider succession planning strategies in case of sudden incapacity, eg 'understudy' roles, use of Vice roles, succession procedure (Administrator to Vice Chair to Chair etc) (Trustees)</p> <p>Upload templates, contact lists and procedural documents for all key activities onto Sharepoint so other Trustees can access them in the event of incapacity (Administrator, Finance Officer, Membership Officer, Librarian, Transport Officer, Marketing & Publicity Officer)</p> <p>Use generic email addresses (eg accounts @...) so emails can be re-routed to back-up person (Chair, Administrator, Finance Officer, Membership Officer, Librarian, Marketing & Publicity Officer, New Members Officer, Social Events Officer, Transport Officer)</p> <p>Develop role descriptions for all key roles (Administrator in conjunction with role holders)</p>	3	1	3

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ORA6. GOVERNANCE Trustees are benefitting from SPC or interests are conflicted	All Trustees sign Conflicts of Interest form (Administrator) Conflicts of interest addressed at start of every committee meeting agenda. (Administrator) Alternatives to hiring Trustees or persons connected to them are considered wherever possible (Chair)	3	2	6	Record of any payments made to Trustees to include justification and date Trustees agreed to this. (Finance Officer) Develop a set of financial procedures based on Charity Commission guidance, to include avoidance of conflict of interest. (Administrator and Finance Officer) Develop sound Recruitment and Selection procedures. (Administrator)	3	1	3
ORA7. GOVERNANCE Over-reliance on SCT, leading to dwindling financial viability	Annual and concert budgets ensure financial management is sound, thereby limiting financial ill-effects (Finance Officer) Financial performance regularly monitored (Finance Officer)	3	3	9	Create a strategic plan which enables SPC to manage changes resulting from reduced SICS programme while continuing the valuable partnership with HCS (Trustees)	3	2	6

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ORA8. OPERATIONAL Loss of critical chorus data due to IT systems failure	Official charity information and non-member records maintained and backed up on SPC Sharepoint and/or SPC website (Administrator) Financial records in dedicated online software package, backed up by software company supplying the software (Finance Officer) Membership records maintained on home PCs, backed up on SPC Sharepoint or similar on-line facility (Membership Officer and MD)	4	2	8	Annual meeting to check that all critical data are regularly backed up and have been effectively backed up to date. (Administrator, Finance Officer, Membership Officer and MD)	4	1	4
ORA9. OPERATIONAL Inability to rehearse due to absence of MD or accompanist	Constitution includes a replacement strategy which provides for timely replacement of either MD or accompanist. Suitable short term measure in place in emergency, using SPC member volunteers in place of MD and accompanist. (Chair)	3	2	6	Annual check that SPC member volunteers continue to be willing to step in if necessary. (Chair)	3	1	3

SECTION TWO. EVENT HEALTH AND SAFETY RISK ASSESSMENT (to be completed by Rehearsals and Events Officer prior to each event)

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ERA1 Accident during coach travel to or from venue	Coach Company covered by ABTA, therefore best practice followed re. rest and driving times, roadworthiness of vehicle - guaranteed by coach company. Finance Officer checks that SPC annual insurance includes cover for travel as appropriate.	3	2	6	For each trip, Transport Officer to instruct members to fasten seat belts, keep exits clear, avoid distracting driver, etc. If previously unused coach company is used, Transport Officer to check company safety regulations and certification.	3		
ERA2 Slipping over spilt drinks, scalding from hot drinks (performers, MD)	Concert instructions on website include appropriate instructions- eg no breakable vessels in dressing rooms, drinks stored safely, cold bottled drinks only on stage during rehearsals, no drinks on stage during performance (Administrator)	3	2	6	Rehearsals and Events Officer to complete Section 2 of this RA for each event, focusing on the risks for that event at that venue, and issue verbal reminders to performers as appropriate.	3		
ERA3 Tripping over belongings, cables, items on stage or in dressing rooms etc (performers, MD)	Concert instructions on website include appropriate instructions- eg belongings stored safely in allocated dressing rooms, hung up or stored at edge of rooms, items stored safely on stage, cables kept out of thoroughfares etc (Administrator)	3	2	6	Rehearsals and Events Officer to complete Section 2 of this RA for each event, focusing on the risks for that event at that venue, and issue verbal reminders to performers as appropriate.	3		

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ERA4 Tripping on stairs or on way onto stage (performers, MD)	Concert instructions on website include appropriate instructions- eg clear directions about use of stairs and assembling on stage, warning to avoid items and cables etc. (Administrator)	3	2	6	Rehearsals and Events Officer to complete Section 2 of this RA for each event, focusing on the risks for that event at that venue, and issue verbal reminders to performers as appropriate.	3		
ERA5 Tripping (performers with limited mobility, registered blind performers)	Sensible placement of individuals on stage, and clear directions (Rehearsals and Events Officer) Concert rider asks for use of dressing room close to stage where available (Administrator) Venue staff informed about registered blind performers and those with limited mobility, via concert rider (Administrator)	3	2	6	Rehearsals and Events Officer to compile this RA for each event, focusing on the risks for that event at that venue, including liaison with any registered blind performers and those with limited mobility.	3		

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ERA6 Falling on stairs or choir risers (chorus members who use stair climber to provide access)	<p>Annual climber maintenance (Finance Officer)</p> <p>Regular training of at least four operators (Rehearsals and Events Officer)</p> <p>Careful placement of individuals on seating plan (Rehearsals and Events Officer).</p> <p>Stage door porters told when s/he arrives and departs (Rehearsals and Events Officer).</p> <p>Venue staff informed of need for stair climber and accessible dressing room(s) in advance of first rehearsal, & of her/his position on stage, names of climber operators, via concert rider (Administrator)</p> <p>Help from operators engaged prior to first rehearsal at venue (Rehearsals Events Officer).</p> <p>Evacuation procedures checked re climber (Rehearsals and Events Officer).</p>	3	2	6	<p>Rehearsals and Events Officer to compile this RA for each event, focusing on the risks for that event at that venue, including the risks for those using and operating the stair climber.</p>	3		

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ERA7 Inability to respond to an accident or illness during a rehearsal, concert or event.	A number of chorus members are/were GPs/nurses or First Aiders in their work place; these step in as needed. Venue policies require venue staff to administer First Aid.	3	3	9	Rehearsals and Events Officer to work with Membership Officer to develop and maintain a list of chorus members willing and able to act as First Aiders in the event of an accident or sudden illness. Annual check that volunteer First Aiders have an up-to-date qualification. (Membership Officer)	3		
ERA8. Inability to inform family of chorus members who have an accident or illness during rehearsal, concert or event.	Most chorus members have personal friends who know the relevant contact numbers and would be able to contact family and/or friends in the event of an emergency.	3	3	9	Membership Officer to maintain an up-to-date list of emergency contact numbers for each member of the chorus.	3		

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ERA9 Evacuating inefficiently during emergency (performers, MD)	<p><i>Clear evacuation procedure (venue staff)</i></p> <p>Venue evacuation procedure and routes listed on SPC website. (Administrator)</p> <p>City Hall stage door porters told when stair climber user arrives and departs, since they are responsible for evacuation in the event of an emergency, and that stair climber helps know this (Rehearsals and Events Officer)</p>	3	2	6	<p>Rehearsals and Events Officer to complete Section 2 of this RA for each event, focusing on the risks for that event at that venue, and issue verbal reminders to performers as appropriate.</p>	3		

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EFRA1 Orchestra or band unavailable (self promoted concerts)	Hire replacements in accordance with instructions from MD. Event planner includes risk management section (Administrator) If unavoidable, cancel concert and claim insurance (Finance Officer)	4	2	8	For each event, Finance Officer to check with MD re procedure to be followed in case of cancellation by orchestra/band (note that cancellation may be unavoidable)	4		
EFRA2 Venue becomes unavailable (self promoted concerts)	Contact and hire replacement venue (Administrator) Event planner includes risk management section (Administrator) If unavoidable, cancel concert and claim insurance (Finance Officer)	4	2	8	For each event, Finance Officer to work with MD and Administrator re procedure to be followed if venue becomes unavailable (note that cancellation may be unavoidable)	4		
EFRA3 Conductor unavailable (self promoted concerts)	Include replacement responsibility in contract. (Administrator) Event planner includes risk management section (Administrator).	3	2	6	For each event, Finance Officer to work with MD re procedure to be followed if MD becomes unavailable	3		

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EFRA4 Soloist and/or instrumentalist unavailable (self promoted concerts)	Include replacement responsibility in contract. (Administrator) Event planner includes risk management section (Administrator).	4	2	8	For each event, Finance Officer to work with MD re procedure to be followed if soloists becomes unavailable	4		
EFRA5 Soloist unavailable (SCT/Halle concerts)	Contract template ready to complete and be sent to replacement soloist procured by Halle Concert Society (Administrator). Event planner includes risk management section (Administrator).	3	2	6		3		
EFRA6 Significant numbers of chorus unavailable	List of local choirs to contact if numbers fall unacceptably low (Administrator) Event planner includes risk management section (Administrator). Voice Exchange arrangement in place to boost numbers of tenors and basses (VE coordinator) Concert singing list derived from rehearsals register provides fore-warning of low numbers by voice part (Membership Officer)	3	3	9	For each event, Membership Officer to alert MD and Trustees of numbers of any voice part fall dangerously low, so that Voice Rep may investigate and extras may be obtained via Voice Exchange. Compile database of South Yorkshire choirs to include contact details for MD, secretary and chair, and works sung in last five years (Education and Outreach Officer)	3		

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EFRA7 Ticket sales poor	<p>Event planner includes a section detailing marketing strategy to be followed for each event, and risk management section (Administrator).</p> <p>Appropriate contingencies included in budget planning (Finance officer)</p> <p>Reserves enables deficit to be covered (Finance Officer)</p>	3	4	12	Marketing and Publicity Officer to develop an effective marketing strategy for each event, which includes measures to be taken if sales are poor.	3		