

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

RISK MANAGEMENT POLICY and checklist	
1. In order to manage the risks associated with concerts and events, SPC will conduct risk assessments prior to each concert or event.	
2. Two risk assessments will consider (a) the Health and Safety risks and (b) the financial risks, associated with each concert.	
3. One of the Trustees will prepare the Health and Safety risk assessment as part of the planning process for each concert.	
4. The Administrator will check the emergency evacuation procedure for each rehearsal and concert venue and share appropriate details with members of the chorus prior to use of the venue.	
5. The Finance Officer will prepare a financial risk assessment as part of the planning process for each concert, in conjunction with the MD and other members of the committee as appropriate.	
6. The Health and Safety and Financial risk assessments will be shared with SPC committee prior to each concert, eg, by email.	
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, and whenever changes in the prevailing situation may dictate.	
8. This Risk Management Policy document will be reviewed annually and whenever changes in the prevailing situation may dictate.	
The Policy was reviewed & the Organisational Risk Assessment completed & approved by Trustees on 10 July 2024	

2024-25 Action plan points	Progress & who responsible	2024-25 Action plan points	Progress & who responsible
Develop Financial Procedures to inc avoiding conflicts of interest, justification for Trustee payments	Anne A, Jane P	Alert MD & Trustees if numbers fall low, so Voice Rep can investigate and extras be obtained via Voice Exchange	Marianne G
Annual check that all critical data are regularly backed up and have been effectively backed up to date.	Anne A, Jane P, Marianne G, Darius	Key roles to use generic email addresses (eg accounts@sheffieldphil.org) so emails can be re-routed to back-up person	Anne A, Marianne G, Jane P, Jo B, Alan A, Jim M, Sally T, Kirsty C
Share completed H&S RA (section 2) with committee by email before each event	Patrick C	Annual check that volunteer First Aiders have an up-to-date qualification and are willing to continue	Marianne G/Jo B
Share completed Financial RA (section 3) with committee by email before each event	Christine P	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)
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, Jane P, Marianne G, Alan A, Paul D, Kirsty C	Develop an effective marketing strategy for each event, which includes measures to be taken if sales are poor.	Kirsty C
Annual check of Charity Commission and Making Music websites for any changes, inform Trustees take action as appropriate, including additions to this document.	Administrator	Conduct key activities (eg, submission of complex CC returns) in pairs, so that there are always two people with the relevant knowledge and experience	Anne A, Jane P
Strategic plan to seek ways of becoming financially sustainable	Chair	Emergency contact list kept up-to-date	Marianne G

2022-23 Action plan points	Progress & who responsible	2022-23 Action plan points	Progress & who responsible
Develop Financial Procedures to inc avoiding conflicts of interest, justification for Trustee payments	Anne A, Jane P IN PROGRESS	Ensure action is taken to secure a Librarian asap	Paul H DONE
Annual meeting to check that all critical data are regularly backed up and have been effectively backed up to date.	Anne A, Jane P, Marianne G, Darius	Develop role descriptions for all key roles, in conjunction with role holder	Officers, Anne A DONE
Develop Recruitment and Selection policy	Anne A DONE	Share completed RA (section 2) with committee by email before each event	Anne A DONE
Develop strategic plan which includes ways to reduce financial and organisational risk	Trustees DONE	Share completed RA (section 3) with committee by email before each event	Christine P DONE
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, Jane P, Marianne G, Alan A, Paul D, Kirsty C, IN PROGRESS	Key roles to use generic email addresses (eg accounts@sheffieldphil.org) so emails can be re-routed to back-up person	DONE
Develop list of First Aiders	Marianne G DONE	Check (annually) that volunteer First Aiders have an up-to-date qualification.	Marianne G DONE
Compile database of South Yorkshire choirs to include contact details for MD, secretary and chair, and works sung in last five years	Georgina H DONE	Instruct members to fasten seat belts, keep exits clear, etc – for each trip. If new coach company used, check their safety regs and certification	Not applicable for period under scrutiny 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	Jo B DONE	For each event, alert MD & Trustees if numbers fall low, so Voice Rep can investigate and extras be obtained via Voice Exchange	Marianne G DONE
Develop an effective marketing strategy for each event, which includes measures to be taken if sales are poor.	Strategy used but no poor sales measures	Develop and maintain an up-to-date list of emergency contact numbers for each member of the chorus	Marianne G DONE
Add succession planning to future committee agenda	Anne A DONE		

SECTION ONE. ORGANISATIONAL RISK ASSESSMENT (UPDATED ANNUALLY)

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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) Develop Covid 19 Risk Assessment compliant with Government requirements (Rehearsals and Events Officer) - DONE	3	2	6	Annual check of Charity Commission and Making Music websites for any changes, inform Trustees take action as appropriate, including additions to this document.	2	1	2
ORA4. GOVERNANCE Inability to run SPC affairs due to failure to recruit key Officers &/or Trustees with appropriate skills	Established practice whereby key officers/Trustees give a year's notice before standing down, to provide sufficient time for a replacement to be found. Annual review of succession plans and Trustee make-up (Trustees)	3	2	6	Conduct key activities (eg, submission of complex CC returns) in pairs, so that there are always two people with the relevant knowledge and experience	3	1	3

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ORA5. GOVERNANCE Inability to run SPC affairs due to sudden incapacity of key Officer &/or Trustee	<p>More than one signatory at bank, so cheques and invoices can be paid even if Finance Officer is incapacitated.</p> <p>Finance system is online, bank statements similar, membership fee payment details also online.</p> <p>Succession planning strategies in place, ie copy-in would-be Administrator for a year prior to taking up role, Vice Chair appointed, annual check on Governance Action Plan (Trustees)</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>Role descriptions in place for all key roles (Administrator in conjunction with role holders)</p> <p>Annual review of succession plans and Trustee make-up (Trustees)</p>	3	2	6	<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>	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) Record of any payments made to Trustees to include justification and date Trustees agreed to this. (Finance Officer) Recruitment and Selection procedures in place, reviewed regularly (Administrator)	3	1	3	Develop a set of financial procedures based on Charity Commission guidance, to include avoidance of conflict of interest. (Administrator and Finance Officer)	3	1	3
ORA7. GOVERNANCE Over-reliance on SICS programme at City Hall, leading to dwindling financial viability	Strong financial reserves in place covering five seasons before situation becomes critical Annual and concert budgets ensure financial management is sound, thereby limiting financial ill-effects (Finance Officer) Financial performance regularly monitored (Finance Officer) Strategic Plan includes measures to enable SPC to manage changes resulting from reduced SICS programme while continuing the valuable partnership with HCS (Trustees)	3	2	6	Strategic plan to seek ways of becoming financially sustainable	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 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	Robust recruitment Policy in place 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)

Concert date			Concert Venue					
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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.			
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	Health & Safety (Section 2) of this RA completed for each event, focusing on the risks for that event at that venue; verbal reminders issued to performers as appropriate.			
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	Health & Safety (Section 2) of this RA completed for each event, focusing on the risks for that event at that venue; verbal reminders issued to performers as appropriate.			

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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	Health & Safety (Section 2) of this RA completed for each event, focusing on the risks for that event at that venue; verbal reminders issued to performers as appropriate.			
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	Health & Safety (Section 2) of this RA completed for each event, focusing on the risks for that event at that venue; verbal reminders issued to performers as appropriate.			

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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	Health & Safety (Section 2) of this RA completed for each event, focusing on the risks for that event at that venue; verbal reminders issued to performers as appropriate.			

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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. Qualified nurses in place as SPC First Aiders in the event of an accident or sudden illness (Imelda and Els)	3	3	9	Annual check that volunteer First Aiders have an up-to-date qualification. (Membership Officer) Annual check of defibrillator locations at rehearsal venues, sharing of these with First Aiders (Administrator)			
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. Membership Officer maintains an up-to-date list of emergency contact numbers for each member of the chorus.	3	3	9	Emergency contact list kept up to date. (Membership Officer)			

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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 helpers know this (Rehearsals and Events Officer)</p>	3	2	6	Health & Safety (Section 2) of this RA completed for each event, focusing on the risks for that event at that venue; verbal reminders issued to performers as appropriate.			

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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)			
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)			
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			

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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			
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				

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EFRA6 Significant numbers of chorus unavailable	<p>List of local choirs to contact if numbers fall unacceptably low (Administrator)</p> <p>Event planner includes risk management section (Administrator).</p> <p>Voice Exchange arrangement in place to boost numbers of tenors and basses (VE coordinator)</p> <p>Concert singing list derived from rehearsals register provides fore-warning of low numbers by voice part (Membership Officer)</p> <p>List of local choirs compiled and on Sharepoint - includes contact details for MD, secretary and chair, and works sung in last five years (Education and Outreach Officer)</p>	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.			

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EFRA7 Ticket sales poor	Event planner includes a section detailing marketing strategy to be followed for each event, and risk management section (Administrator). Appropriate contingencies included in budget planning (Finance officer) Reserves enables deficit to be covered (Finance Officer)	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.			