



The Palestine Trauma Centre (UK)

RISK MANAGEMENT POLICY

This policy will be reviewed on an ongoing basis, at least once a year. The Palestine Trauma Centre (UK) will amend this policy, following consultation, where appropriate.

Date of last review: 10 January 2020

Risk Management in the Palestine Trauma Centre (UK): Policy and Procedure

1. Palestine Trauma Centre (UK)'s risk management model

1.1 The Palestine Trauma Centre (UK) recognises that risk management is essential to its governance and to sustainable operation of its services. Risk management in the Palestine Trauma Centre (UK) will be designed to ensure:

- the identification, assessment and management of risk is linked to the achievement of the charity's objectives;
- all areas of risk are covered - for example, financial, governance, operational and reputational;
- a risk exposure profile can be created that reflects the trustees' views as to what levels of risk are acceptable;
- the principal results of risk identification, evaluation and management are reviewed and considered;
- risk management is ongoing and embedded in management and operational procedures.

1.2 The Palestine Trauma Centre (UK) will regularly review and assess the risks it faces in all areas of its work and plans for the management of those risks.

1.3 There are risks associated with all of the Palestine Trauma Centre (UK)'s activities - they can arise through things that are not done, as well as through ongoing and new initiatives. Risk exposure for the Palestine Trauma Centre (UK) will vary depending on circumstance. Risk tolerance may also be a factor in what activities are undertaken to achieve objectives. The Palestine Trauma Centre (UK) will therefore ensure that there is an appropriate balance taken between higher and lower risk activities.

These considerations will inform the trustees in their decision as to the levels of risk they are willing to accept.

2. Identifying our Risks

2.1 A risk register, based on Tool 4 of the Charity Commission's Risk Matrix, will be developed and stored in a secure manner. The risk register is a 'living document' and forms the baseline for further risk identification. The Palestine Trauma Centre (UK) recognises that new risks will appear and other risks will become less or more severe or may disappear over the lifetime of the plan. Risk identification is therefore an ongoing process within the Palestine Trauma Centre (UK). When new risks are identified by a trustee, these will be referred to the Chair of the Board of Trustees who will in consultation with the Data Protection Officer will update the risk register accordingly. The

Palestine Trauma Centre (UK) will also annually review the risks identified in the Palestine Trauma Centre (UK)'s risk register at an appropriate trustee meeting.

2.2 In undertaking this, trustees will consider:

- the Palestine Trauma Centre (UK)'s aims, objectives and mission;
- the nature and scale of the Palestine Trauma Centre (UK)'s activities;
- the outcomes that need to be achieved;
- external factors that might affect the Palestine Trauma Centre (UK) such as legislation and regulation;
- the Palestine Trauma Centre (UK) reputation with its major funders and supporters;
- past mistakes and problems that Palestine Trauma Centre (UK) has faced;
- the Palestine Trauma Centre (UK)'s operating structure.

2.3 In developing the Palestine Trauma Centre (UK) risk register, trustees and associates will identify/update risks in the following areas:

- governance;
- operational risk
- finance risk;
- environmental and external risk;
- law and regulation compliance risk.

3. Assessing, Monitoring and Evaluating risk

3.1 Identified risks need to be put into perspective in terms of the potential severity of their impact and likelihood of their occurrence. Assessing and categorising risks helps in prioritising and filtering them, and in establishing whether any further action is required.

3.2 When a new risk arises, the Chair of the Board of Trustees in consultation with the Data Protection Officer will then assess the risks identified by trustees based on how likely they are to occur and how severe their impact using the methodology set out at appendix 1

3.3 They will identify those risks that are major and propose appropriate actions to mitigate these risks. This will update the Palestine Trauma Centre (UK)'s risk register and will be approved by the Chair of the Board of Trustees and/or treasurer (if a financial risk).

3.4 Where a trustee subsequently has a concern about the risk register, s/he should initially seek agreement to amendment via email to the Chair of the Board of Trustees and if s/he is still not satisfied raise the issue at the next trustee meeting

3.5 Examples of possible actions to mitigate risks are set out in the attached appendix 2.

Risk Assessment Methodology

Descriptor	Score	Impact on service and reputation
Insignificant	1	<ul style="list-style-type: none"> • no impact on service; • no impact on reputation; • complaint unlikely; • litigation risk remote;
Minor	2	<ul style="list-style-type: none"> • loss of funding will be unlikely. • slight impact on service; • slight impact on reputation; • complaint possible; • litigation possible;
Moderate	3	<ul style="list-style-type: none"> • there may be some minor loss of funding. • some service disruption; • potential for adverse publicity; • moderate impact on reputation; • complaint probable; • litigation probable;
Major	4	<ul style="list-style-type: none"> • there may be some loss of funding. • services disrupted; • adverse publicity not avoidable; • major impact on reputation; • complaint probable; • litigation probable;
Extreme	5	<ul style="list-style-type: none"> • Sudden loss of funding. • service interrupted for significant time; • major adverse publicity not avoidable; • major impact on reputation; • major litigation expected; • Sudden loss of funding.

Likelihood

Descriptor	Score	Example
Remote	1	may only occur in exceptional circumstances
Unlikely	2	expected to occur in a few circumstances
Possible	3	expected to occur in some circumstances
Probable	4	expected to occur in many circumstances

Actions that could be taken to mitigate risks

The following are examples of possible actions:

- the risk may need to be avoided by ending that activity;
- the risk could be transferred to a third party (e.g. outsourcing or other contractual arrangements with third parties);
- the risk could be shared with others (e.g. a joint venture project);
- the charity's exposure to the risk can be limited (e.g. establishment of reserves against loss of income, phased commitment to projects);
- the risk can be reduced or eliminated by establishing or improving control procedures.

In assessing the actions to be taken, the costs of management or control should be considered in the context of the potential impact or likely cost that the control seeks to prevent or mitigate. It is possible that the process may identify areas where the current or proposed control processes are disproportionately costly or onerous compared to the risk they are there to manage. A balance will need to be struck between the cost of further action to manage the risk and the potential impact of the residual risk.