Risk Management Policy

Document Control

ITEM	DETAILS
Policy Number	GP11
Policy Title	Risk Management Policy
Policy Owner	Board of Directors
Approved By	Board of Directors
Version	1.0
Approval Date	May 2026
Review Date	May 2028
Applies To	Board of Directors, Volunteers, Contractors and anyone undertaking activities on behalf of Gravesham Pride CIC
Related Policies	Health, Safety & Safe Working Policy, Financial Management Policy, Event Management Policy, Event Management Plan, Business Continuity Arrangements
Related Legislation	Companies Act 2006, Health and Safety at Work etc. Act 1974, Equality Act 2010, Data Protection Act 2018, UK General Data Protection Regulation (UK GDPR)

1. Purpose

Gravesham Pride CIC recognises that all organisations face risks.

Effective risk management enables us to make informed decisions, protect our volunteers and community, safeguard organisational assets and deliver successful events in a safe, sustainable and responsible manner.

The purpose of this policy is to establish a consistent approach to identifying, assessing, managing and monitoring risks that could affect the achievement of Gravesham Pride CIC's objectives.

Risk management is not about avoiding all risk.

As an organisation delivering public events, we recognise that some level of risk is unavoidable.

Our aim is to understand those risks, implement appropriate control measures and make informed decisions that balance opportunity with responsibility.

Through effective risk management we seek to:

- protect people
- protect organisational assets
- support effective decision-making
- comply with legal and regulatory requirements
- protect our reputation
- improve organisational resilience
- support the successful delivery of Pride events

Risk management is an ongoing process that forms part of good governance and effective organisational leadership.

2. Scope

This policy applies to all activities undertaken by Gravesham Pride CIC.
This includes:

- governance
- strategic planning
- event planning and delivery
- financial management
- procurement
- sponsorship
- partnerships
- fundraising
- volunteer management
- information management
- organisational decision-making

The principles contained within this policy should be considered whenever significant organisational decisions are made.

Operational health and safety risks are managed through the Health, Safety & Safe Working Policy and event-specific risk assessments.

This policy focuses upon organisational and strategic risk.

3. Definitions

Risk

A risk is an uncertain event or circumstance that could affect the achievement of Gravesham Pride CIC's objectives. Risks may have positive or negative consequences. This policy focuses primarily on risks that could adversely affect the organisation.

Risk Management

Risk management is the structured process of identifying, assessing, controlling, monitoring and reviewing risks.

Risk Register

The Risk Register is the organisation's central record of significant organisational risks, together with the controls, actions and responsible owners for each risk. The Risk Register supports informed decision-making by the Board of Directors.

Risk Owner

A Risk Owner is the individual responsible for monitoring a particular organisational risk and ensuring that agreed control measures are implemented and reviewed.

Control Measures

Control measures are the actions taken to reduce either:

- the likelihood of a risk occurring
- the impact should the risk occur; or
- both.

Residual Risk

Residual risk is the level of risk that remains after control measures have been implemented.
Not every risk can be eliminated entirely.

4. Our Commitment

Gravesham Pride CIC is committed to embedding risk management throughout the organisation.
We will:

- encourage informed decision-making
- identify risks proactively
- maintain an organisational Risk Register
- review significant risks regularly
- implement proportionate control measures
- encourage volunteers to report emerging risks
- learn from incidents and near misses
- continuously improve our governance arrangements

Risk management should support innovation rather than prevent it.

We believe that well-managed risks allow Gravesham Pride CIC to grow responsibly whilst protecting our volunteers, community and reputation.

5. Policy

5.1 General Principles

Risk management forms part of every significant organisational decision.

Before undertaking new activities, projects or events, appropriate consideration should be given to potential risks and how they will be managed.

Risk management should be:
- proportionate;
- practical
- evidence-informed
- regularly reviewed
- integrated into organisational planning

Everyone involved with Gravesham Pride CIC has a role in identifying and reporting risks.

5.2 Our Approach to Risk
Gravesham Pride CIC adopts a proactive approach to risk management.

We seek to identify potential risks at the earliest opportunity so that appropriate action can be taken before issues develop into significant problems.

When considering risk, we will normally:
- identify the hazard or issue
- consider who or what may be affected
- assess likelihood and potential impact
- identify existing controls
- determine whether additional action is required
- review the effectiveness of controls

Risk management is an ongoing process rather than a one-off exercise.

5.3 Risk Appetite
Gravesham Pride CIC recognises that not all risks can or should be eliminated.

Our approach is to accept reasonable levels of risk where this supports the organisation's charitable and community objectives, provided appropriate control measures are in place.

We have a low tolerance for risks involving:
- the safety of people
- safeguarding
- unlawful activity
- financial fraud
- discrimination
- serious governance failures
- significant reputational damage

Higher levels of innovation and opportunity may be considered in lower-risk areas where appropriate governance arrangements exist.

5.4 Categories of Risk
To support effective governance, risks may be considered under a number of broad categories.
These include:
Strategic Risks
Risks affecting the long-term direction, objectives or sustainability of the organisation.

Governance Risks
Risks relating to leadership, decision-making, legal compliance or organisational oversight.

Financial Risks
Risks relating to income, expenditure, fraud, budgeting, sponsorship or financial sustainability.

Operational Risks
Risks affecting the delivery of events, projects or organisational activities.

Health and Safety Risks
Risks affecting the safety of volunteers, attendees or members of the public.
Operational management of these risks is addressed within the Health, Safety & Safe Working Policy.

Safeguarding Risks
Risks relating to the protection of children or adults at risk.

Information Risks
Risks relating to confidentiality, cyber security, data protection and information management.

Reputational Risks
Risks that could damage public confidence in Gravesham Pride CIC.

Environmental Risks
Risks arising from severe weather, environmental impacts or venue-related issues.

5.5 Risk Identification
Effective risk management begins with identifying potential risks before they develop into significant issues.

Risks may be identified through a variety of sources, including:

- Board meetings
- event planning
- risk assessments
- volunteer feedback
- contractor feedback
- complaints and concerns
- safeguarding incidents
- accidents or near misses
- financial monitoring
- changes in legislation
- partnership discussions
- post-event reviews
- emerging local or national issues

Everyone involved with Gravesham Pride CIC is encouraged to raise concerns where they believe a new organisational risk may exist.

Early identification enables the organisation to take proactive action and reduce the likelihood of adverse outcomes.

5.6 Assessing Risk
Once identified, risks should be assessed to determine:

- the likelihood of the risk occurring
- the potential consequences should the risk occur
- the effectiveness of existing control measures
- whether additional controls are required

The level of assessment undertaken will be proportionate to the nature and significance of the risk.

The purpose of risk assessment is to support informed decision-making rather than to eliminate all uncertainty.

5.7 Risk Register
Gravesham Pride CIC will maintain an organisational Risk Register.

The Risk Register provides a structured overview of significant organisational risks and supports effective governance by enabling the Board to monitor how risks are being managed.

Each entry should normally include:

- a description of the risk
- the potential impact
- existing control measures
- any additional actions required
- the person responsible for monitoring the risk
- the current risk rating
- the target review date

The Risk Register should be reviewed regularly and updated whenever significant changes occur.

5.8 Risk Ownership
Every significant organisational risk should have a nominated Risk Owner.

The Risk Owner is responsible for:

- monitoring the risk
- ensuring agreed actions are progressed
- reviewing existing controls
- reporting significant changes to the Board where appropriate

Assigning ownership promotes accountability and ensures that risks are actively managed rather than simply recorded.

5.9 Risk Control Measures
Where risks are identified, Gravesham Pride CIC will consider appropriate control measures.

Control measures may include:

- developing policies and procedures
- providing guidance or training
- improving communication
- implementing financial controls
- obtaining specialist advice
- improving event planning

- strengthening governance arrangements
- reviewing contractual arrangements
- implementing additional monitoring

Control measures should always be proportionate to the level of risk presented.

5.10 Escalating Risks
Some risks require prompt escalation because of their potential impact on the organisation.

Examples may include:
- serious safeguarding concerns
- significant financial irregularities
- major health and safety incidents
- serious reputational issues
- legal or regulatory concerns
- cyber security incidents
- risks affecting the viability of an event

Where significant risks are identified, they should be reported to the Chair or another Director without unnecessary delay.

The Board will determine whether additional action, specialist advice or external reporting is required.

5.11 Monitoring and Reviewing Risks
Risk management is a continuous process.

Significant organisational risks should be reviewed regularly to ensure that:
- control measures remain effective
- new risks are identified
- changing circumstances are considered
- completed actions are recorded
- residual risks remain acceptable

The frequency of review should reflect the nature and significance of the risk.

Higher-risk areas may require more frequent monitoring than lower-risk activities.

5.12 Business Continuity
Gravesham Pride CIC recognises that unexpected events may affect the organisation's ability to deliver activities.

Examples may include:
- severe weather
- venue unavailability
- contractor failure
- loss of key volunteers
- technology failures
- public health incidents
- financial disruption

Where appropriate, contingency arrangements should be developed to minimise disruption and support the continued delivery of organisational activities.

Business continuity planning helps ensure that the organisation can respond effectively to unexpected challenges while protecting people and organisational assets.

5.13 Learning from Experience
Every incident, near miss, complaint or organisational challenge provides an opportunity to learn.

Where risks materialise, Gravesham Pride CIC will seek to understand:
- what happened
- why it happened
- whether existing controls were effective
- what improvements can be made
- whether policies or procedures should be updated

Learning from experience strengthens governance and reduces the likelihood of similar risks arising in the future.

5.14 Risk-Aware Decision Making
Risk management should form part of everyday decision-making.

Before making significant organisational decisions, the Board and those leading activities should consider:
- the potential risks
- the potential benefits
- available evidence
- legal responsibilities
- financial implications
- equality, diversity, inclusion and accessibility considerations
- reputational impact
- the resources available to manage the activity safely and effectively

Considering risk does not mean avoiding opportunities.

Rather, it enables the organisation to make balanced, informed and responsible decisions that support its objectives while protecting the organisation and the communities it serves.

6. Roles and Responsibilities
6.1 Board of Directors
The Board of Directors is responsible for:
- promoting a positive approach to risk management
- approving this policy
- maintaining oversight of significant organisational risks
- reviewing the organisational Risk Register
- ensuring appropriate control measures are implemented
- promoting a culture of openness and continuous improvement

6.2 Directors
Directors are expected to:
- identify and report emerging risks

- monitor risks within their areas of responsibility
- support the implementation of agreed control measures
- ensure significant risks are escalated appropriately

6.3 Volunteers
Volunteers play an important role in helping identify emerging risks.

Volunteers are encouraged to:
- report hazards or concerns promptly
- follow organisational policies and procedures
- contribute ideas that improve safety, governance or event delivery
- seek guidance whenever uncertain

Volunteers are not expected to manage organisational risks independently but should help ensure that concerns are brought to the attention of the appropriate Director or Event Lead.

7. Monitoring and Compliance
The Board of Directors is responsible for ensuring that risk management remains an integral part of the governance of Gravesham Pride CIC.

The effectiveness of this policy will be monitored through:
- regular review of the organisational Risk Register
- Board discussions and governance meetings
- review of significant incidents and near misses
- lessons learned following events
- financial monitoring
- volunteer and stakeholder feedback
- review of legislative and regulatory changes
- post-event evaluations.

Risk management should be considered throughout the year and not solely during the planning of Pride events.

The Board will ensure that significant organisational risks are reviewed regularly and that appropriate actions are implemented where improvements are identified.

8. Equality Statement
Gravesham Pride CIC is committed to ensuring that risk management supports equality, diversity, inclusion and accessibility.

When identifying, assessing and managing risks, consideration will be given to the potential impact upon:
- volunteers
- attendees
- contractors
- performers
- stallholders
- delivery partners
- members of the public

Risk management decisions will be made fairly and without discrimination on the grounds of:

- age
- disability
- gender reassignment
- marriage or civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

Where reasonably practicable, control measures will be designed to reduce barriers to participation whilst maintaining appropriate standards of safety and governance.

9. Policy Review

This policy will normally be reviewed every two years. An earlier review may take place where:

- legislation changes
- significant organisational risks emerge
- governance arrangements change
- lessons learned identify opportunities for improvement
- the Board determines that revisions are required

The Board of Directors is responsible for approving any amendments to this policy.

Appendix GP11-A

Practical Examples

The following examples illustrate how the principles within this policy may be applied in practice.

Example 1 – Financial Sustainability

Situation

A major sponsor withdraws funding three months before the annual Pride event.

Expected Practice

The financial impact is assessed promptly, the Risk Register is updated, alternative funding options are explored and contingency plans are considered before decisions are made.

Inappropriate Practice

Ignoring the financial implications until they begin affecting event delivery.

Example 2 – Reputational Risk

Situation

Incorrect information about the event begins circulating widely on social media.

Expected Practice

The issue is assessed promptly, accurate information is published through official communication channels and enquiries are managed consistently.

Inappropriate Practice

Allowing misinformation to spread without responding or providing clarification.

Example 3 – Contractor Failure

Situation

A contracted supplier advises that they are unable to provide their agreed service shortly before the event.

Expected Practice

The risk is escalated immediately, alternative suppliers or contingency arrangements are explored and the impact on the event is assessed.

Inappropriate Practice

Assuming another organisation will resolve the issue without taking any action.

Example 4 – Volunteer Availability

Situation

A large number of volunteers withdraw during the week leading up to the event.

Expected Practice

The impact on event delivery is assessed, volunteer deployment is reviewed and contingency plans are implemented to maintain safe operations.

Inappropriate Practice

Continuing with the original deployment plan without considering whether sufficient volunteers remain.

Example 5 – Severe Weather

Situation

Weather forecasts predict high winds on the day of the event.

Expected Practice

The Event Management Team reviews the forecast, reassesses the risks, consults relevant contractors where appropriate and implements contingency plans, including modifying, postponing or cancelling activities if necessary.

Inappropriate Practice

Ignoring updated weather information because previous forecasts were favourable.

Example 6 – Information Security

Situation

A volunteer discovers that a document containing personal information has been shared with an unintended recipient.

Expected Practice

The incident is reported immediately, the potential impact is assessed and appropriate action is taken in accordance with the Confidentiality & Data Protection Policy.

Inappropriate Practice

Deleting the email and hoping the incident goes unnoticed.

Example 7 – Emerging Risk

Situation

During planning for the next Pride event, a Director identifies that proposed roadworks may affect the approved march route.

Expected Practice

The issue is added to the Risk Register, discussions take place with the relevant authorities and contingency routes are considered well in advance of the event.

Inappropriate Practice

Waiting until the week of the event before considering the impact of the roadworks.

Key Risk Management Principles

Effective risk management is based upon a few simple principles:

- Identify risks early
- Assess them objectively
- Put proportionate controls in place
- Allocate ownership
- Review regularly
- Learn from experience
- Adapt when circumstances change

Managing risk is not about avoiding opportunity.

It is about making informed decisions that protect our organisation, our volunteers and the communities we serve.

Appendix GP11-B
Related Legislation and Governance Documents

Primary Legislation
This policy should be read alongside relevant legislation, including:

- Companies Act 2006
- Health and Safety at Work etc. Act 1974
- Management of Health and Safety at Work Regulations 1999
- Equality Act 2010
- Data Protection Act 2018
- UK General Data Protection Regulation (UK GDPR)

Related Gravesham Pride CIC Governance Documents
This policy should be read alongside the following Gravesham Pride CIC governance documents:

- Articles of Association
- Governance Handbook
- GP01 – Code of Conduct
- GP02 – Equality, Diversity, Inclusion & Accessibility (EDIA) Policy
- GP03 – Safeguarding Policy
- GP04 – Conflict of Interest Policy
- GP05 – Confidentiality & Data Protection Policy
- GP06 – Speaking Up (Whistleblowing) Policy
- GP07 – Complaints & Concerns Policy
- GP08 – Volunteer Management Policy
- GP09 – Volunteer Code of Conduct
- GP10 – Health, Safety & Safe Working Policy
- GP12 – Financial Management Policy
- GP13 – Document Control & Records Management Policy
- GP14 – Communications, Branding & Social Media Policy
- GP15 – Environmental Sustainability Policy
- GP16 – Event Governance & Delivery Policy

Good Risk Management Principles
This policy supports Gravesham Pride CIC's commitment to:

- Good governance
- Informed decision-making
- Organisational resilience
- Financial sustainability
- Public confidence
- Continuous improvement
- Safe and successful event delivery

Review and Version Control
This appendix will be reviewed whenever there are significant changes to legislation, recognised good practice or related Gravesham Pride CIC governance documents.

Our Commitment to Managing Risk

Gravesham Pride CIC recognises that effective risk management is essential to delivering safe, successful and sustainable Pride events.

By identifying risks early, making informed decisions and learning from experience, we strengthen our organisation and protect the people and communities we proudly serve.

We will continue to embed risk management into our governance, planning and decision-making processes, ensuring that opportunities are embraced responsibly and that challenges are managed with transparency, accountability and care.

Together, we will build a resilient organisation that is prepared for the future while remaining true to our values of inclusion, community and Pride.