

CHARITABLE FUNDS RISK REGISTER

Betsi Cadwaladr University Health Board Charitable Funds Committee approval: 18/10/22

The charity has a moderate appetite for finance related risks, which means that the Health Board, as the charity’s corporate Trustee, is prepared to accept a target risk score of 9-12 and will tolerate such risks once this target score has been attained and sustained.

In accordance with the Charitable Funds Committee’s Terms of Reference, the Charitable Funds Committee:

- Oversees and provides evidence based and timely advice to the Board on relevant risks and concerns
- Contributes to the integration of good governance across the organisation, ensuring all sources of assurance are incorporated into the Board’s overall risk and assurance arrangements.

The risk grading and scoring scheme for the charity follows that used by the Health Board. The charity’s Risk Register Matrix follows the same principles as the Health Board. The only difference between the two is:

- Finance measurements, with the amounts being significantly smaller for the charity
- Different terms used for safety (focus on all people, not just patients for the charity) and quality outcomes focussing on beneficiaries (grant recipients and their service users) and benefactors (donors) rather than service-users.

		IMPACT				
		5	4	3	2	1
Catastrophic		Low Medium	Medium	High	High/ Very High	Very High
Major		Low	Low Medium	Medium/ High	High	High/ Very High
Moderate		Low	Low Medium	Medium	Medium/ High	High
Minor		Very Low	Low	Low Medium	Low Medium	Medium
Insignificant		Very Low	Very Low	Low	Low	Low Medium
		1	2	3	4	5
		Likelihood (PROBABILITY)				
		Rare 0%-4%	Unlikely 5%-20%	Possible 21%-50%	Likely 51%-80%	Very Likely 80%-100%

Scoring scheme

25	Very High
20	High/Very high
16	High
15	High
12	Medium/high
10	Medium
9	Medium
8	Low medium
6	Low medium
5	Low medium
4	Low
3	Low
2	Very low
1	Very low

Charitable Funds Risk Register Matrix:

	FINANCE	COMPLIANCE	PERSON SAFETY	QUALITY / OUTCOMES	REPUTATION
1 INSIGNIFICANT	Negligible loss <=£100	No non-compliance	Insignificant injury/harm	Negligible impact/ unnoticed by beneficiaries, benefactors and other key stakeholders	Insignificant damage
2 MINOR	Small loss £101-£500	Small, single, short-term non-compliance	Minor injury/harm	Small/ transient impact	Minor or transient damage
3 MODERATE	Moderate loss £501-£1,000	Sustained single or a few short-term non-compliances	Moderate injury/harm	Moderate/ short-to medium-term impact	Moderate or short - to medium- term damage
4 MAJOR	Significant loss £1,001 - £5,000	Multiple sustained non-compliances	Major injury/harm	Significant/ medium to long-term impact	Major or medium - to long-term damage
5 CATASTROPHIC	Substantial loss > £5,000	Multiple, long-term, significant non-compliances	Fatal injury/harm	Substantial/ sustained, long-term impact	Substantial or sustained damage

A	Director Lead: Director of Partnerships, Engagement and Communications	Date Opened: 17 th March 2022
	Assuring Committee: Charitable Funds Committee	Date Last Reviewed: 16 th August 2022
	Risk Title:	Date of Committee Review: 17 th March 2022
	Potential lack of funding for charitable activities (grants) and operational costs.	Target Risk Date: 31/12/2023

Risk Description:

There is a risk that traditional supporters will not want to support the North Wales NHS Charity. This will be caused by a change in funders' priorities. There is also a risk that market volatility will affect the charity's decision to crystallise investments. In addition, there is a risk that other charities have stronger community links and communicate urgent need well. This will cause a reduction in the funds available, which could lead to a reduction in charitable activities (grants) and operational costs.

	Impact	Likelihood	Score
Inherent Risk Rating	5	2	10
Current Risk Rating	5	2	10
Target Risk Score	4	2	8
Risk Appetite	low level		1-8
Movement in Current Risk Rating Since last presented to the CFC	Unchanged		

Controls in place	Assurances
<ol style="list-style-type: none"> 1. Affluentials analysis. 2. Trust and Foundation Fundraising Expert for a short term scoping project. 3. Financial planning for the strategy. 4. Detailed competition analysis within the catchment. 5. Leadership analysis. 6. Benchmarking: local context, considering demographics, context, socio-economic factors to give assurance through more robust and joined up analysis to underpin the strategy 	<p>Regular formal 1:1s with Team Members (min 1 per month); Weekly staff meeting; Monthly Team meeting to monitor:</p> <ol style="list-style-type: none"> 1. Major Donors Fundraising Plan 2. Trusts and Foundations Fundraising Plan 3. Investment strategy

	<ul style="list-style-type: none"> 4. Grant Management Strategy 5. Leadership engagement plan 6. Review of local fundraising appetite
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Gaps in Controls/mitigations (what are the weaknesses in the controls?)

Completion of external analysis, charity strategy and operational plan. Due for completion December 2022.

Gaps in Assurance (what are the weaknesses in the assurance?)

Evidence of new plans with clear KPIs to underpin the strategy. Due to be included in Charitable Funds Committee report templates from March 2023.

Progress since last submission

External and internal analysis, including desktop research and interviews carried out April – September 2022.

Risk Treatment Plan (Action Plan)

Risk Response Plan	Action ID	Action	Action Lead/ Owner	Due date	State how action will support risk mitigation and reduce score	RAG Status
Actions being implemented to achieve target risk score	1	External review carried out by Fundraising Training Ltd	Helen Stevens-Jones	18/10/22	Provide indepth analysis of fundraising feasibility	
	2	Strategy and operational plan refresh	Kirsty Thomson	18/10/22	Framework for monitoring and evaluating the Team's activity and budget to help diversify income streams and increase likelihood of regular and / or repeat giving	



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B	Director Lead: Director of Partnerships, Engagement and Communications	Date Opened: 17 th March 2022
	Assuring Committee: Charitable Funds Committee	Date Last Reviewed: 16 th August 2022
	Risk Title: Unable to identify fundraising priorities & present a compelling case statement	Date of Committee Review: 17 th March 2022
		Target Risk Date: 31/12/2023

Risk Description:

There is a risk that charitable partners and potential donors will become disinterested caused by the charity's inability to present compelling, urgent fundraising appeals. This will cause a reduction in the funds available, which could lead to a reduction in charitable activities (grants) and operational costs.

	Impact	Likelihood	Score
Inherent Risk Rating	3	4	12
Current Risk Rating	3	4	12
Target Risk Score	2	3	6
Risk Appetite	low level		1-8
Movement in Current Risk Rating Since last presented to the CFC	Unchanged		

Controls in place	Assurances
<ol style="list-style-type: none"> 1. Needs analysis. 2. New processes to improve access to information on upcoming projects to know what funding needs there are. 	<p>Regular formal 1:1s with Team Members (min 1 per month); Weekly staff meeting; Monthly Team meeting to monitor:</p> <ol style="list-style-type: none"> 1. Appeals Plan 2. Grants Management Framework and revised Grants Management procedures

Gaps in Controls/mitigations (what are the weaknesses in the controls?)

Insufficient resourcing and appetite to carry out effective needs analysis and develop robust appeals plan.
Dedicated resource to carry out review of existing systems and develop processes.

Gaps in Assurance (what are the weaknesses in the assurance?)

Dedicated resource to establish, deliver and monitor a new grants management framework.

Progress since last submission

Grants and Data Manager role on NHS Jobs. New post to be filled by March 2023.
Grants Officer role under review. New post to be filled by March 2023.

Risk Treatment Plan (Action Plan)

Risk Response Plan	Action ID	Action	Action Lead/ Owner	Due date	State how action will support risk mitigation and reduce score	RAG Status
Actions being implemented to achieve target risk score	3	Grants Management Brief with 3 year KPIs	Kirsty Thomson	18/10/22	Provide basis for a new Grants Management Framework to introduce new information gathering and processing systems to aid small and large appeals planning.	
	4	Recruitment of Grants and Data Manager	Kirsty Thomson	31/03/23	Dedicated resourcing to develop and implement a new Grants Management Framework	

C	Director Lead: Director of Partnerships, Engagement and Communications	Date Opened: 17 th March 2022
	Assuring Committee: Charitable Funds Committee	Date Last Reviewed: 16 th August 2022
	Risk Title:	Date of Committee Review: 17 th March 2022
	Lack of planning / infrastructure to make grants, engage and fundraise effectively.	Target Risk Date: 31/12/2023

Risk Description:

There is a risk that insufficient training / support / capacity / leadership will mean the charity cannot move from being an enabling to a dynamic charity. This will cause the charity to miss out on potential engagement and fundraising opportunities.

	Impact	Likelihood	Score
Inherent Risk Rating	3	4	12
Current Risk Rating	3	4	12
Target Risk Score	2	3	6
Risk Appetite	low level		1-8
Movement in Current Risk Rating Since last presented to the CFC	Unchanged		

Controls in place	Assurances
<ol style="list-style-type: none"> 1. Impact analysis. 2. Grants and Data Manager recruitment. 3. Staff Structure review. 4. Review and implement CRM business case. 5. CFC involvement in shaping the strategy. 6. Donor pathway plan. 7. Volunteering plan. 8. Staff training and development plans. 9. Board sessions & communications 	<p>Regular formal 1:1s with Team Members (min 1 per month); Weekly staff meeting; Monthly Team meeting to monitor:</p> <p>Approved operational plan and associated dashboard to aid monitoring and reporting.</p>

Gaps in Controls/mitigations (what are the weaknesses in the controls?)

Insufficient resource to effectively carryout the controls effectively.
Delays with recruitment.

Gaps in Assurance (what are the weaknesses in the assurance?)

Regular meetings in place to monitor and report progress, revised operational plan not approved. Due for approval, December 2022

Progress since last submission

- External support with developing staff structure review.
- Volunteering Scoping tender document drafted.
- New staff training and development plans in place.
- Recruitment underway. New post to be filled by March 2023.
- New Communications capacity within the team.

Risk Treatment Plan (Action Plan)

Risk Response Plan	Action ID	Action	Action Lead/ Owner	Due date	State how action will support risk mitigation and reduce score	RAG Status
Actions being implemented to achieve target risk score	2	Strategy and operational plan refresh	Kirsty Thomson	18/10/22	Provide routemap for developing the charity, KPIs for the team and approved budget.	

D	Director Lead: Director of Partnerships, Engagement and Communications	Date Opened: 17 th March 2022
	Assuring Committee: Charitable Funds Committee	Date Last Reviewed: 16 th August 2022
	Risk Title: Lack of clearly defined goals	Date of Committee Review: 17 th March 2022
		Target Risk Date: 31/12/2023

Risk Description:

There is a risk of mission drift / lack of long-term commitment if there aren't clearly agreed goals that are signed up to by the Charitable Funds Committee and Charitable Support Team. This will cause key stakeholders to become disinterested.

	Impact	Likelihood	Score
Inherent Risk Rating	3	4	12
Current Risk Rating	3	4	12
Target Risk Score	2	3	6
Risk Appetite	low level		1-8
Movement in Current Risk Rating Since last presented to the CFC	Unchanged		

Controls in place	Assurances
<ol style="list-style-type: none"> 1. Strategy document narrative to better reflect drivers and the need to move to become a dynamic fundraising charity to provide clear short and long term aims and objectives to monitor and evaluate. 2. Ratios & broad strategic KPIs to include Life Time Value and Community Engagement Measures to provide individual goals for all team members to aim for. 3. Brand refresh, including vision and mission and review of working name of the charity to provide clear rules and standards on how the charity's brand should be represented to demonstrate what the charity is, what it does and what it stands for. 	<p>Regular formal 1:1s with Team Members (min 1 per month); Weekly staff meeting; Monthly Team meeting to monitor:</p> <p>Approved strategy and associated dashboard to aid monitoring and reporting.</p>

Gaps in Controls/mitigations (what are the weaknesses in the controls?)

4 Delay with strategy development, revised due date from September to December 2022

Gaps in Assurance (what are the weaknesses in the assurance?)

Regular meetings in place to monitor and report progress but strategy not approved. Due for approval, December 2022

Progress since last submission

Brand review underway, due for completion December 2022

Risk Treatment Plan (Action Plan)

Risk Response Plan	Action ID	Action	Action Lead/ Owner	Due date	State how action will support risk mitigation and reduce score	RAG Status
Actions being implemented to achieve target risk score	2	Strategy and operational plan refresh	Kirsty Thomson	18/10/22	Provide 10 year vision, 5 year goals and 3 year aims.	

E	Director Lead: Director of Partnerships, Engagement and Communications	Date Opened: 18/08/22
	Assuring Committee: Charitable Funds Committee	Date Last Reviewed: New (revised) Risk
	Risk Title: Potential supporters aren't aware of: what the health needs are; how the charity will help; the distinction between BCUHB and the charity.	Date of Committee Review: New (revised) Risk
		Target Risk Date: 31/12/2023

Risk Description:

There is a risk that people don't know about the charity caused by a lack of effective internal and external messaging. This will cause people to donate elsewhere.

Also, there is a risk that negative press about BCUHB services or financial position may make people think negatively about the charity. This reputational damage to the Health Board may affect people's giving decisions and cause them to donate elsewhere.

	Impact	Likelihood	Score
Inherent Risk Rating	4	4	16
Current Risk Rating	4	4	16
Target Risk Score	2	3	6
Risk Appetite	low level		1-8
Movement in Current Risk Rating Since last presented to the CFC	New (revised) risk		

Controls in place	Assurances
<ol style="list-style-type: none"> 1. Communications strategy to provide clear short term and long term milestones, to align with and underpin the charity strategy. 2. Case statement testing to provide evidence of what messages and projects should be well supported and pledges of support for future appeals. 3. Directorate wide planning to proactively manage news and information more collaboratively across all charity and charitable partnerships, public and staff communications, key stakeholder and partner support services. 	<p>Regular formal 1:1s with Team Members (min 1 per month); Weekly staff meeting; Monthly Team meeting to monitor:</p> <p>Approved strategy and associated dashboard to aid monitoring and reporting.</p>

Gaps in Controls/mitigations (what are the weaknesses in the controls?)

- Charity communication plan not due to be completed until December 2022 – short term, reactive activity taking place currently hindering the development of the communications plan
- Case statements in development

Gaps in Assurance (what are the weaknesses in the assurance?)

Regular meetings in place to monitor and report progress but wider team KPIs not in place. Due for approval, November 2022

Progress since last submission

Recruit of dedicated communications staff
 New staff attendance at NHSCT Conference, regular webinars and meetings with other charity communications experts to inform communications plan
 Brand review underway, due for completion December 2023
 Implemented new communications activity reporting process
 New Directorate systems: forward plan process; monthly meetings; ad hoc meetings to provide key updates assisting in information gathering and sharing

Risk Treatment Plan (Action Plan)

Risk Response Plan	Action ID	Action	Action Lead/ Owner	Due date	State how action will support risk mitigation and reduce score	RAG Status
Actions being implemented to achieve target risk score	5	Communications strategy and brand refresh	Kirsty Thomson	15/12/22	KPIs to assist with forward planning. Help increase awareness of the charity and better communicate the aims of the charity.	

F	Director Lead: Executive Director of Finance	Date Opened: 18/08/22
	Assuring Committee: Charitable Funds Committee	Date Last Reviewed: New Risk
	Risk Title:	Date of Committee Review: New Risk
	Third sector catering, retail and entertainment (radio) partners without service agreements and formal licences to occupy BCUHB premises.	Target Risk Date: 31/03/2023

Risk Description:

There is a risk that third sector catering, retail and entertainment (radio) partners do not have necessary protection in place because service agreements and formal licences to occupy BCUHB premises have not been signed by both parties. This will cause the partners and BCUHB to enter into unnecessary dispute and develop inconsistent, unstable relationships because without having authorised formal agreements, both parties are unsure of the other's expectations on standards and quality.

	Impact	Likelihood	Score
Inherent Risk Rating	3	5	15
Current Risk Rating	3	5	15
Target Risk Score	3	2	6
Risk Appetite	low level		1-8
Movement in Current Risk Rating Since last presented to the CFC	New risk		

Controls in place	Assurances
1. Service Level Agreements 2. Tenancy at Will Agreements	Third Sector Partner Register

Gaps in Controls/mitigations (what are the weaknesses in the controls?)
Delays in completing Service Level Agreements due to risk assessments and or necessary permissions in place.

Delays with Tenancy at Will Agreements due to lack of capacity and approvals required.

Limited resource to manage the process of completing the agreements.

Gaps in Assurance (what are the weaknesses in the assurance?)

Decision on responsible officer for leading this programme from October – Contracting / Estates / Charity Support Team
Incomplete Third Sector Partner Register

Progress since last submission

New Risk

Risk Treatment Plan (Action Plan)

Risk Response Plan	Action ID	Action	Action Lead/ Owner	Due date	State how action will support risk mitigation and reduce score	RAG Status
Actions being implemented to achieve target risk score	6	Agreement on the responsible officer / team to oversee the completion of the necessary documentation	Kirsty Thomson	30/09/22	Provide clarity and accountability for the completion of the necessary documentation.	

G	Director Lead: Director of Partnerships, Engagement and Communications	Date Opened: 18/08/22
	Assuring Committee: Charitable Funds Committee	Date Last Reviewed: New Risk
	Risk Title: Limited technological and digital resource and expertise within the Charity Support Team	Date of Committee Review: New Risk
		Target Risk Date: 31/12/2023

Risk Description:

There is a risk that the Charity Support Team is not investing in or utilising technological and digital resources sufficiently, and that the team does not have the knowledge or expertise within the team to use these resources effectively. This will cause the Charity to miss out on potential stewardship, fundraising and impact reporting opportunities.

	Impact	Likelihood	Score
Inherent Risk Rating	3	4	12
Current Risk Rating	3	4	12
Target Risk Score	3	2	6
Risk Appetite	low level		1-8
Movement in Current Risk Rating Since last presented to the CFC	New risk		

Controls in place	Assurances
<ol style="list-style-type: none"> 1. Dedicated staff member with digital and data management experience and / or knowledge 2. Revised CRM Business case 3. Digital communications plan as part of the communications strategy 4. Staff training 	Quality reports with KPI dashboards

Gaps in Controls/mitigations (what are the weaknesses in the controls?)

Lack of dedicated capacity and expertise within the team

Gaps in Assurance (what are the weaknesses in the assurance?)

KPI dashboard reporting requires effective CRM oversight, which is not currently in place.

Progress since last submission

New Risk

Risk Treatment Plan (Action Plan)

Risk Response Plan	Action ID	Action	Action Lead/ Owner	Due date	State how action will support risk mitigation and reduce score	RAG Status
Actions being implemented to achieve target risk score	4	Recruitment of Grants and Data Manager & embedding the Communications Officer roles	Kirsty Thomson	31/03/23	Dedicated resourcing to develop and implement a new Grants Management Framework, CRM & digital communications plan	

H	Director Lead: Director of Partnerships, Engagement and Communications	Date Opened: 18/08/22
	Assuring Committee: Charitable Funds Committee	Date Last Reviewed: New Risk
	Risk Title: Outdated Charity and Charitable Partnerships staffing structure that doesn't meet the needs of the Charity	Date of Committee Review: New Risk
		Target Risk Date: 31/12/2023

Risk Description:

There is a risk that the Charity Support Team, which is carrying three vacancies, will recruit to existing posts and not use this opportunity to review the team structure. This will cause the charity to miss out on the chance to attract strong candidates for specialised roles which will help strengthen the position of the charity and generate more income.

	Impact	Likelihood	Score
Inherent Risk Rating	3	3	9
Current Risk Rating	3	3	9
Target Risk Score	3	2	6
Risk Appetite	low level		1-8
Movement in Current Risk Rating Since last presented to the CFC	New risk		

Controls in place	Assurances
Charity Staff Structure Consultation document	Charity & Charitable Partnerships Team Structure and recruitment plan

Gaps in Controls/mitigations (what are the weaknesses in the controls?)
Budget options plan to accompany the staff structure plan, due December 2022

Gaps in Assurance (what are the weaknesses in the assurance?)
Structure not approved; recruitment plan can't be in place and active until all necessary approvals are in place

Progress since last submission
New Risk

Risk Treatment Plan (Action Plan)

Risk Response Plan	Action ID	Action	Action Lead/ Owner	Due date	State how action will support risk mitigation and reduce score	RAG Status
Actions being implemented to achieve target risk score	2	Strategy and operational plan refresh	Kirsty Thomson	18/10/22	3 year budget approval, providing clarity on staffing structure structure and 3 year plan for recruitment	