PHOENIX THEATRE & ARTS CENTRE

RISK MANAGEMENT POLICY

Organisation: Phoenix Theatre & Arts Centre
Charity Registration Number: 1166858
Policy approved by: Board of Trustees
Date approved: 27 November 2026
Review date: 27 November 2028
Policy owner: Board of Trustees
Responsible officer: CEO

1. Purpose of this Policy

The Phoenix Theatre & Arts Centre is committed to identifying, assessing and managing risks that may affect its ability to deliver its charitable purposes, protect the people who use and work within the Centre, safeguard its assets and maintain public confidence in the organisation.

As a registered charity, the Arts Centre recognises that effective risk management is an essential part of good governance and responsible stewardship of charitable resources.

The purpose of this policy is to establish a proportionate and practical framework for identifying, assessing, monitoring and managing risks associated with the Centre's activities and operations.

The policy aims to:

- Protect the health, safety and wellbeing of staff, volunteers, trustees, artists, participants, visitors and members of the public.
- Protect the charity's property, financial resources, equipment and other assets.
- Ensure the Centre complies with relevant legislation, regulations and its charitable obligations.
- Support the successful delivery of the Centre's artistic, cultural and community activities.
- Reduce the likelihood and impact of incidents, disruption and financial loss.
- Protect the Centre's reputation and relationships with funders, partners, artists and the community.

- Enable trustees and management to make informed decisions about acceptable levels of risk.

2. Scope

This policy applies to all activities undertaken by or on behalf of the Arts Centre, including:

- Exhibitions, performances, concerts and cultural events.
- Workshops, classes, participatory arts and community activities.
- Activities involving children, young people and adults at risk.
- Use and hire of the Centre's premises by external organisations and individuals.
- Employment and management of staff and volunteers.
- Engagement with artists, performers, tutors, contractors and suppliers.
- Fundraising, grant applications and financial management.
- Building maintenance, facilities management and equipment use.
- Online activities, communications and management of personal information.
- Partnerships, collaborations and externally funded projects.

All trustees, employees, volunteers and others working on behalf of the Centre are expected to understand and follow this policy.

3. Responsibility for Risk Management

3.1 Board of Trustees

The Board of Trustees has overall responsibility for risk management and remains accountable for ensuring that appropriate arrangements are in place.

The Board will:

- Establish the charity's approach to risk management and its tolerance of risk.
- Identify and review the major risks facing the organisation.
- Approve and periodically review the organisation's risk register.
- Ensure appropriate policies, procedures and control measures are in place.
- Monitor significant risks and ensure appropriate action is taken.
- Consider risks when approving new projects, activities, contracts and financial commitments.
- Ensure adequate insurance arrangements are maintained.

- Review significant incidents and lessons learned.
- Consider the charity's risk management arrangements when preparing the annual report and accounts.

3.2 Chief Executive Officer

The CEO is responsible for implementing this policy in the day-to-day running of the Centre.

Responsibilities include:

- Maintaining the organisation's risk register.
- Identifying operational risks and ensuring they are assessed.
- Ensuring appropriate risk assessments are completed for activities and events.
- Monitoring building safety, maintenance and security.
- Ensuring staff and volunteers understand their responsibilities.
- Reporting significant risks and incidents to the trustees.
- Ensuring appropriate action is taken to reduce or manage identified risks.

3.3 Staff and Volunteers

All staff and volunteers have a responsibility to:

- Take reasonable care of their own health and safety and that of others.
- Follow the Centre's policies and procedures.
- Report hazards, incidents, near misses and concerns promptly.
- Participate in relevant training and risk assessments.
- Raise concerns where they believe an activity or situation presents an unacceptable risk.

3.4 Contractors, Artists and Hirers

Contractors, artists, performers, tutors and organisations hiring the premises must comply with relevant safety requirements and any conditions set by the Centre.

They must provide appropriate information about risks associated with their activities and cooperate with the Centre in managing those risks.

4. Identifying Risks

The Centre recognises that risks can arise from both internal and external circumstances.

Risks will be identified through:

- Regular reviews of the organisation's activities and operations.
- Staff, volunteer and trustee discussions.
- Building inspections and maintenance checks.
- Event and activity risk assessments.
- Financial monitoring and budget reviews.
- Feedback and complaints from visitors, participants and stakeholders.
- Reviews of accidents, incidents and near misses.
- Changes in legislation, regulations or external circumstances.
- Consideration of new projects, partnerships and funding arrangements.

The Centre will consider risks across the following areas.

4.1 Governance and Organisational Risks

Examples include:

- Failure to comply with the charity's governing document or charitable purposes.
- Inadequate trustee oversight or decision-making.
- Conflicts of interest.
- Loss of key personnel or trustee knowledge.
- Inadequate policies and procedures.
- Failure to meet regulatory or reporting obligations.

4.2 Health and Safety Risks

Examples include:

- Accidents or injuries involving visitors, participants, staff or volunteers.
- Slips, trips and falls.
- Fire, electrical or other building safety incidents.
- Unsafe equipment, tools or materials used in workshops.
- Manual handling injuries.
- Overcrowding or unsafe audience arrangements.
- Risks arising from exhibitions, installations and performances.

4.3 Safeguarding Risks

Examples include:

- Harm, abuse, neglect or exploitation of children or adults at risk.
- Inappropriate behaviour by staff, volunteers, artists or visitors.
- Inadequate safeguarding procedures or training.
- Inappropriate supervision during workshops and activities.
- Risks associated with photography, filming and online engagement.
- Failure to respond appropriately to safeguarding concerns.

4.4 Financial Risks

Examples include:

- Insufficient income to sustain the organisation.
- Dependence on a small number of funders or income streams.
- Unexpected increases in operating costs.
- Poor cash flow or inadequate reserves.
- Fraud, theft or inappropriate use of charitable funds.
- Inadequate financial controls.
- Failure to meet grant conditions or financial commitments.

4.5 Operational Risks

Examples include:

- Building or equipment failure.
- Loss of access to the premises.
- Cancellation or disruption of events.
- Insufficient staff or volunteer capacity.
- Failure of essential IT systems.
- Poor management of external contractors.
- Inadequate emergency arrangements.

4.6 Reputational Risks

Examples include:

- Negative publicity or adverse public comment.
- Complaints relating to events, exhibitions or activities.
- Inappropriate conduct by representatives of the Centre.
- Controversial artistic content or programming.
- Poor relationships with the local community.
- Failure to meet commitments to funders, artists or partners.

4.7 Legal and Compliance Risks

Examples include:

- Failure to comply with health and safety legislation.
- Breaches of safeguarding requirements.
- Data protection breaches.
- Copyright or intellectual property disputes.
- Employment law or volunteer management issues.
- Failure to comply with licensing requirements where applicable.
- Failure to meet charity reporting and governance requirements.

4.8 External and Environmental Risks

Examples include:

- Economic pressures and rising costs.
- Changes in funding opportunities.
- Severe weather, flooding or other environmental incidents.
- Changes in local authority policy or support.
- Changes in public demand for arts and cultural activities.
- Disruption to utilities, transport or essential services.

5. Assessing and Rating Risks

All significant risks will be assessed according to:

1. The likelihood of the risk occurring.
2. The potential impact if the risk occurs.

The Centre will use a simple five-point scoring system.

5.1 Likelihood

Score	Description
1	Rare – very unlikely to occur
2	Unlikely – could occur but not expected
3	Possible – may occur occasionally
4	Likely – expected to occur in some circumstances
5	Almost certain – expected to occur regularly

5.2 Impact

Score	Description
1	Insignificant – minimal disruption or loss

Score	Description
2	Minor – limited disruption, easily managed
3	Moderate – noticeable impact requiring management action
4	Major – serious injury, significant financial loss or disruption
5	Severe – fatality, serious safeguarding failure, major financial damage or threat to the charity's continued operation

5.3 Risk Scoring

The overall risk score is calculated by multiplying likelihood by impact.

Risk score = Likelihood × Impact

Score	Risk rating	Required response
1–4	Low	Manage through normal procedures and monitor
5–9	Moderate	Identify appropriate controls and review regularly
10–16	High	Priority action required and management oversight
17–25	Critical	Immediate action and escalation to the Board of Trustees

The Centre will consider both the initial risk and the residual risk remaining after control measures have been applied.

A low numerical score must not be used to dismiss a risk that could have a catastrophic consequence. In particular, safeguarding, fire safety and risks to life must receive appropriate attention regardless of their calculated score.

6. Managing and Controlling Risks

Where risks are identified, the Centre will consider the most appropriate response.

This may include:

- **Avoiding the risk:** Stopping or not undertaking an activity where the risk is unacceptable.
- **Reducing the risk:** Introducing procedures, training, supervision or other control measures.
- **Transferring or sharing the risk:** Using appropriate insurance, contractual arrangements or specialist services.
- **Accepting the risk:** Recognising that some risks cannot reasonably be eliminated and agreeing to manage them through appropriate controls and monitoring.

The Centre will seek to ensure that the level of risk accepted is proportionate to its resources, activities and charitable objectives.

Where a risk cannot be adequately controlled, the activity may need to be modified, postponed or cancelled.

7. Risk Management in Specific Areas of Activity

7.1 Building and Premises

The Centre will ensure that appropriate arrangements are in place for:

- Regular building inspections and maintenance.
- Fire safety and emergency evacuation procedures.
- Electrical and equipment safety.
- Security of the building and its contents.
- Safe access and facilities for visitors and participants.
- Appropriate management of contractors.
- Reporting and addressing building defects.
- Maintaining appropriate insurance cover.

7.2 Events, Exhibitions and Performances

Events and activities will be assessed according to their nature, scale and potential risks.

Where appropriate, specific risk assessments will be completed covering:

- Audience numbers and capacity.
- Emergency access and evacuation.
- Stage, lighting and sound equipment.
- Temporary installations and exhibition structures.
- Manual handling and equipment movement.
- Public access and visitor safety.
- Accessibility requirements.
- Contractor and performer responsibilities.

Additional controls will be introduced where an activity presents increased risks.

7.3 Workshops and Community Activities

The Centre will consider the risks associated with materials, equipment, tools and activities used in workshops and classes.

Appropriate supervision, instruction, protective equipment and participant information will be provided where necessary.

Particular consideration will be given to activities involving children, young people and adults at risk.

7.4 Safeguarding

The Centre will maintain appropriate safeguarding policies and procedures.

All relevant staff and volunteers will be made aware of their safeguarding responsibilities and how to report concerns.

Where required for particular roles, appropriate safer recruitment procedures and DBS checks will be undertaken.

Any safeguarding concern or allegation must be reported promptly in accordance with the Centre's Safeguarding Policy.

7.5 Financial Management

The Centre will maintain appropriate financial controls, including:

- Approved annual budgets.
- Regular monitoring of income and expenditure.
- Appropriate authorisation of payments.
- Separation of financial responsibilities where practicable.
- Regular bank reconciliations.
- Monitoring of cash flow and reserves.
- Appropriate management of grants and restricted funds.
- Review of financial sustainability and funding risks.

7.6 Data Protection and Information Security

The Centre will take reasonable steps to protect personal and confidential information.

Appropriate arrangements will be maintained for:

- Secure storage of personal information.
- Access controls and password security.
- Data backups.
- Appropriate use of photographs and recordings.
- Safe handling of membership, donor and participant information.

- Responding to suspected data breaches.

7.7 Staff and Volunteers

The Centre will seek to ensure that staff and volunteers are appropriately recruited, supported and trained.

Relevant risks will be managed through:

- Clear role descriptions.
- Induction and training.
- Appropriate supervision.
- Suitable policies and procedures.
- Safe working arrangements.
- Appropriate reporting and support mechanisms.

8. The Risk Register

The Centre will maintain a Risk Register recording the significant risks identified.

The Risk Register will include:

- Description of the risk.
- Potential consequences.
- Likelihood score.
- Impact score.
- Overall risk rating.
- Existing control measures.
- Further actions required.
- Person responsible for managing the risk.
- Target completion date.
- Residual risk rating.
- Date of last review.

The Risk Register will be proportionate to the size and activities of the organisation and will be available to the Board of Trustees.

9. Monitoring and Reviewing Risks

Risk management is an ongoing process and not a one-off exercise.

The Centre will:

- Review the Risk Register at least quarterly.
- Undertake a full review of organisational risks annually.
- Review relevant risk assessments before significant events or activities.
- Review risks when new projects, activities or partnerships are introduced.
- Review risks following significant incidents, complaints or near misses.
- Report significant changes in risk to the trustees promptly.
- Monitor whether agreed control measures are effective.

The Board of Trustees will receive regular reports on significant risks and outstanding actions. The primary mechanism for achieving this is the quarterly meeting of the Risk Management Task Force, the findings of which are reported into the Executive Board meeting following each Task Force meeting.

10. Incident Reporting and Emergency Management

All accidents, incidents, near misses, safeguarding concerns and significant operational problems must be reported promptly to the appropriate manager or responsible person.

The Centre will maintain appropriate procedures for responding to emergencies, including:

- Fire and evacuation.
- Serious injury or medical emergencies.
- Building damage or loss of essential services.
- Security incidents.
- Safeguarding incidents.
- Data breaches.
- Significant financial or operational disruption.

Where legally required, incidents will be reported to the relevant authorities, including the Health and Safety Executive, Information Commissioner's Office or Charity Commission.

The trustees will consider whether an incident meets the Charity Commission's serious incident reporting criteria and ensure that reports are submitted where required.

Lessons learned from incidents will be used to improve procedures and reduce the likelihood of recurrence.

11. Insurance

The Centre will maintain appropriate insurance cover having regard to its activities, premises, employees, volunteers and assets.

This may include:

- Employers' liability insurance, where legally required.
- Public liability insurance.
- Buildings and contents insurance, where applicable.
- Professional indemnity insurance, where appropriate.
- Event-specific insurance where necessary.
- Trustee indemnity insurance, where appropriate.

Insurance arrangements will be reviewed at least annually and whenever the Centre's activities or circumstances change significantly.

Insurance does not replace the need for appropriate risk assessments and preventative measures.

12. Risk Appetite and Tolerance

The Centre recognises that artistic and cultural activity involves an element of risk and that not all risks can or should be eliminated.

The Centre is willing to accept reasonable and proportionate risks where these support its charitable purposes, artistic development, community engagement and public benefit.

However, the Centre has a low tolerance for risks involving:

- The safety and wellbeing of people.
- Abuse, exploitation or safeguarding failures.
- Fraud, financial mismanagement or misuse of charitable funds.
- Serious breaches of law or regulatory requirements.
- Significant damage to the charity's reputation or public trust.
- Risks that could threaten the long-term financial sustainability of the organisation.

The trustees will exercise judgement when deciding whether a particular risk is acceptable and whether appropriate safeguards are in place.

13. Responsibilities of Trustees and Delegation

Although specific risk management tasks may be delegated to the Centre Manager, staff or other responsible individuals, overall responsibility remains with the Board of Trustees.

The Board will ensure that delegated responsibilities are clearly understood and that appropriate reporting and oversight arrangements are maintained.

Trustees will receive sufficient information to enable them to understand the charity's principal risks and make informed decisions.

14. Policy Review

This policy will be reviewed annually by the Board of Trustees, or earlier where there are significant changes to the Centre's activities, operations, legal requirements or risk profile.

Any amendments must be approved by the Board of Trustees.

The policy will be made available to relevant staff, volunteers and trustees.

15. Related Policies and Documents

This policy should be read alongside the Centre's other relevant policies and procedures, including:

- Health and Safety Policy.
- Safeguarding Policy.
- Fire Safety and Emergency Procedures.
- Financial Controls Policy.
- Reserves Policy.
- Data Protection and Privacy Policy.
- Equality, Diversity and Inclusion Policy.
- Complaints Policy.
- Volunteer Policy.
- Lone Working Policy, where applicable.
- Business Continuity Plan.
- Event and Activity Risk Assessments.

Policy approval

Approved by the Board of Trustees of The Phoenix Theatre & Arts Centre.

Signed: Eric Clifford

Name: Eric Clifford

Position: Chair of Trustees

Date: 27 November 2026

Next review date: 27 November 2028

Accompanying Risk Register

This separate risk register accompanies the policy. This is the document that trustees and the Centre Manager will actually use to monitor risks and record actions.

Risk area	Example risk	Suggested controls
Building safety	Fire, structural issues or building deterioration	Inspections, maintenance, fire procedures
Public safety	Injury to visitors or audiences	Event risk assessments, safe capacity limits
Safeguarding	Harm to children or adults at risk	Safeguarding policy, training, appropriate checks
Financial sustainability	Loss of grants or insufficient income	Budget monitoring, reserves, income diversification
Staffing	Loss of key staff or insufficient capacity	Succession planning, documented procedures
Volunteers	Insufficient training or supervision	Induction, role descriptions, supervision
Events	Accidents, cancellations or equipment failure	Event planning, risk assessments, contingency plans
Reputation	Complaints or negative publicity	Complaints procedure, communications planning
Data protection	Loss or misuse of personal information	Access controls, secure storage, backups

Governance	Inadequate trustee oversight	Regular meetings, reporting, skills reviews
Business continuity	Centre unable to operate following an emergency	Emergency plan, alternative arrangements
Compliance	Failure to meet legal or charity obligations	Policy reviews, compliance monitoring