Rising Sun Arts Centre Risk Management Policy

Date approved: May 2026
Date reviewed: July 2026. Updated to reflect change in RS staff structure – no paid Centre Manager in post.

Purpose of this document

1. The policy forms part of the Rising Sun Arts Centre's (RSAC) internal control and governance arrangements.

2. The policy explains RSAC's underlying approach to risk management and documents the roles and responsibilities of the Board and other key parties. It also outlines key aspects of the risk management process, and identifies the main reporting procedures.

3. In addition, it describes the process the Board will use to evaluate the effectiveness of RSAC's internal control procedures.

Underlying approach to risk management

4. The following key principles outline RSAC's approach to risk management and internal control:
    - the Board has responsibility for overseeing risk management within RSAC as a whole
    - an open and receptive approach to solving risk problems is adopted by the Board
    - staff and key volunteers support, advise and implement policies approved by the Board
    - RSAC makes conservative and prudent recognition and disclosure of the financial and non-financial implications of risks
    - staff and key volunteers are responsible for encouraging good risk management practice within their areas of work
    - key risks will be identified by the Board and management, and closely monitored on a regular basis.

Role of the Board

5. The Board has a fundamental role to play in the management of risk. Its role is to:
    a. Set the tone and influence the culture of risk management within RSAC. This includes:
        - communicating RSAC's approach to risk
        - determining what types of risk are acceptable and which are not
        - setting the standards and expectations of staff with respect to conduct and probity.

    b. Determine the appropriate risk appetite or level of exposure for RSAC.

c. Approve major decisions affecting RSAC's risk profile or exposure.
d. Identify risks and monitor the management of fundamental risks to reduce the likelihood of unwelcome surprises.
e. Satisfy itself that the less fundamental risks are being actively managed, with the appropriate controls in place and working effectively.
f. Annually review RSAC's approach to risk management and approve changes or improvements to key elements of its processes and procedures.

Role of Staff and Key Volunteers

6. The roles of RSAC's staff and key volunteers are to:
    a. Implement policies on risk management and internal control.
    b. Identify and evaluate the fundamental risks faced by RSAC for consideration by the Board.
    c. Provide adequate information in a timely manner to the Board on the status of risks and controls.
    d. Undertake an annual review of effectiveness of the system of internal control and provide a report to the Board.

Risk management as part of the system of internal control

7. The system of internal control incorporates risk management. This system encompasses a number of elements that together facilitate an effective and efficient operation, enabling RSAC to respond to a variety of operational, financial, and commercial risks. These elements include:
    a. **Policies and procedures** Attached to fundamental risks are a series of policies that underpin the internal control process. The policies are set by the Board and implemented and communicated to staff. Written procedures support the policies where appropriate.
    b. **Reporting** Comprehensive reporting is designed to monitor key risks and their controls. Decisions to rectify problems are made at regular meetings of the Board.
    c. **Business planning and budgeting** The business planning and budgeting process is used to set objectives, agree action plans, and allocate resources. Progress towards meeting business plan objectives is monitored regularly.
    d. **Third party reports** From time to time, the use of external consultants will be necessary in areas such as health and safety.
    e. **Risk Management Process** RSAC operates a risk management process/framework as follows:
        - Reviewing and appraising the previous year's risk management report
        - Completing a 'risk identification' exercise for the year ahead
        - Evaluating identified risks using risk assessments
        - Managing risks through application of risk management techniques
        - Record and monitor risks using risk registers
        - Assigning responsibility for risks to appropriate personnel.
        - Risk identification is not an annual process. Board, key staff members and volunteers are encouraged to report and update risk registers and carry out assessments throughout the year.

Annual review of effectiveness

8. The Board is responsible for reviewing the effectiveness of RSAC's internal control, based on information provided by the key staff and volunteers. Its approach is outlined below.

9. For each fundamental risk identified, the board will:
    - review the previous year and examine RSAC's track record on risk management and internal control
    - consider the internal and external risk profile of the coming year and consider if current internal control arrangements are likely to be effective.

10. **In making its decision the Board will consider the following aspects**.
    a. Control environment:
        - RSAC's objectives and its financial and non-financial targets
        - organisational structure and calibre of the staff/key volunteers
        - culture, approach, and resources with respect to the management of risk
        - delegation of authority
    b. On-going identification and evaluation of fundamental risks:
        - timely identification and assessment of fundamental risks
        - prioritisation of risks and the allocation of resources to address areas of high exposure.
    c. Information and communication:
        - the quality and timeliness of information on fundamental risks
        - the time it takes for control breakdowns to be recognised or new risks to be identified.
    d. Monitoring and corrective action:
        - the ability of RSAC to learn from its mistakes
        - the commitment and speed with which corrective actions are implemented.

11. The delegated member of staff responsible for risk management will prepare a report of its review of the effectiveness of the internal control system annually for consideration by the Board.