



## Charity Risk & Resilience

**Angus Roy** - Charity Director

**Steph Jackson** - Enterprise Risk Management Consultant



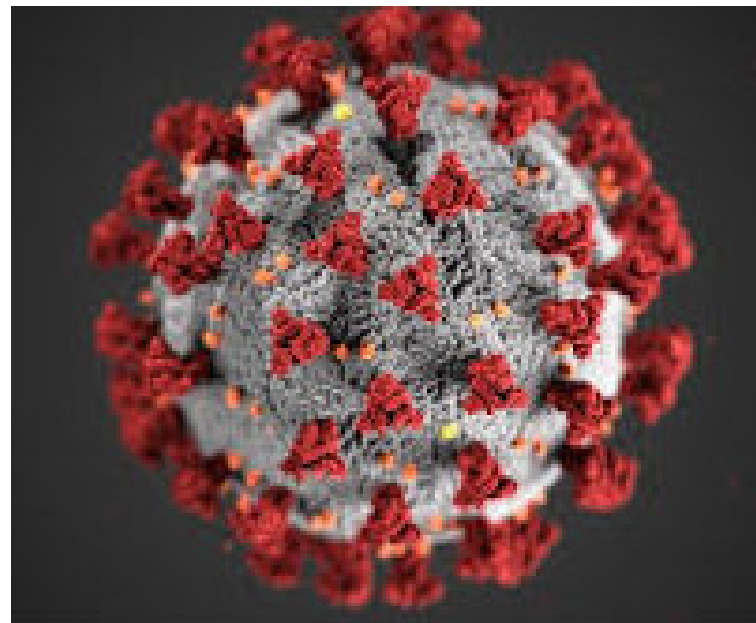
<https://www.ecclesiastical.com/insights/charity-risk-barometer-2020/>

# AGENDA

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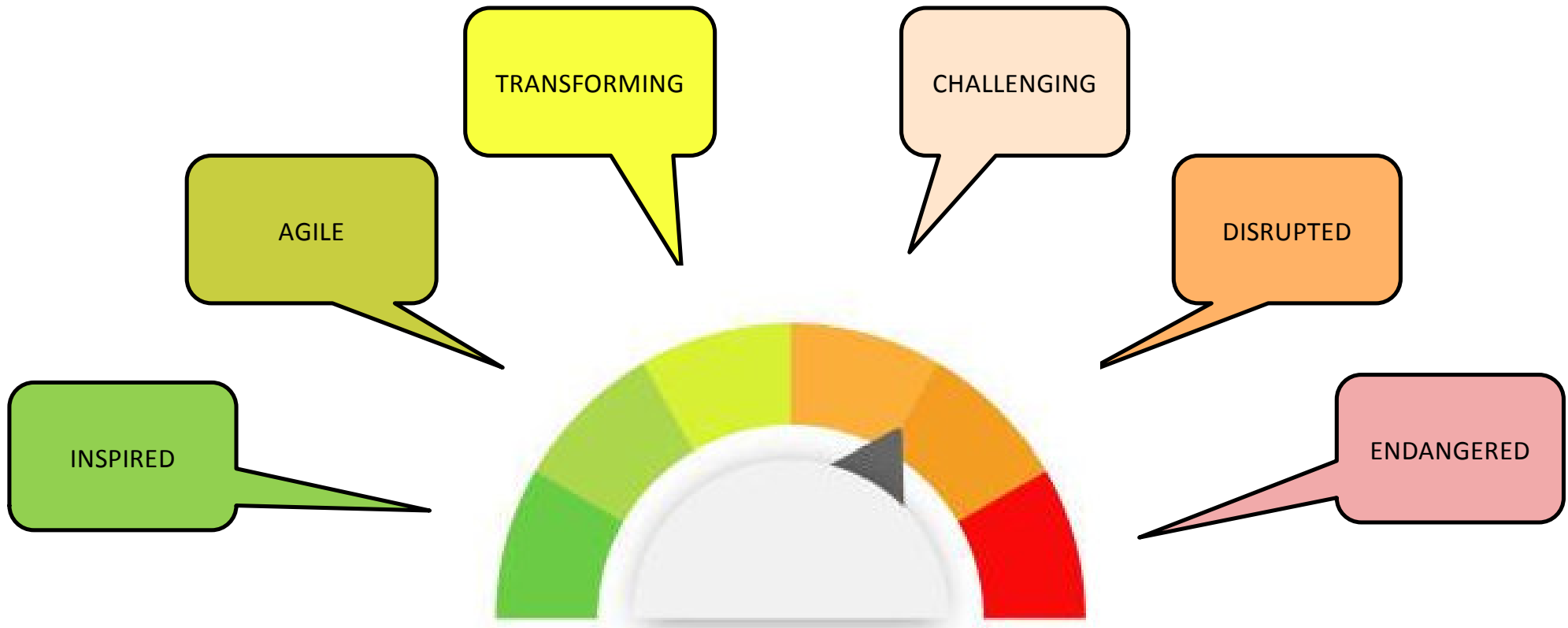
1. Risk – Charity Risk Barometer 2020 Angus Roy
2. Resilience – Adopting An Enterprise Risk Management Approach Steph Jackson

# Risk – That was the year that was???



# Risk – What's The Mood?

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One word which summarises the charity sector in 2020?

# Risk – Research Top Level Findings

Top Five Concerns				
Topic	2019	Topic	2020	Due to Covid 19
Loss of Funding	54%	Loss of Funding	55%	44%
Impact of Brexit	51%	Employee Burnout	44%	30%
Attracting & Retaining Talent	43%	Political Instability	43%	27%
Breaching Data Regs	41%	Meeting Needs of Service User	42%	29%
Political Instability	38%	Impact of Brexit	35%	22%
Threat of Cyber Attack	38%	Diversity	35%	6%

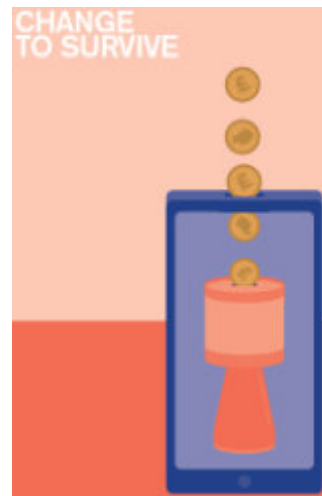


# Risk – Loss of Funding

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## The Challenge

- £10bn shortfall in income
- 48% expect reserves depleted with a year
- Worst still to come



## Adapt & Survive

- Diversify funding
- Legacies & Direct Debits stable
- On-line campaigns & appeals
- Virtual events
- Trading arms
- Existing services to commercial entities

Ecclesiastical Charity Fundraising Hub: <https://www.ecclesiastical.com/fundraising/charity-fundraising/>

TapSimple (virtual events): [https://tapsimple.org/?gclid=EAlaIqobChMIx4WmydT\\_7AIVzLHtCh1i5g4IEAAYASAAEgLcPPD\\_BwE](https://tapsimple.org/?gclid=EAlaIqobChMIx4WmydT_7AIVzLHtCh1i5g4IEAAYASAAEgLcPPD_BwE)

# Risk – Employee Burnout

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## The Challenge

- 2/3's increased stress issues
- Doing more with less!
- New work processes & skills
- Isolation – remote working
- Fear
- Not always frontline

## Adapt & Survive

- Flexible & Sensitive
- Support
- Play to strengths not weaknesses
- Services

**WHILE SOME EMPLOYEES  
WERE FURLOUGHED, SOME  
OF THOSE STILL WORKING SAW  
AN INCREASE IN WORKLOAD.**

JOSEPH DURRANT-RILEY  
ALZ HEIMER'S RESEARCH

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# Risk – Meeting Needs of Service Users

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## The Challenge

- Overwhelmed
- Relevance?
- Service user needs
- Social distancing main pain point
- Suspension of activities
- Access to premises – covid secure
- Piecemeal & patchwork
- Digital divide

## Adapt & Survive

- Keep Innovating
- Diversify services – existing & new
- To be or not to be Digital?

IN THE INITIAL PHASE OF THE PANDEMIC, I ASKED IF WE WERE EVEN RELEVANT ANY LONGER. BUT AS TIME WENT ON, WE FOUND NEW WAYS OF WORKING AND NEW WAYS OF PROVIDING SERVICES. IT WASN'T IDEAL, BUT IT WAS SOMETHING. BEING ABLE TO ADAPT IS CRUCIAL.

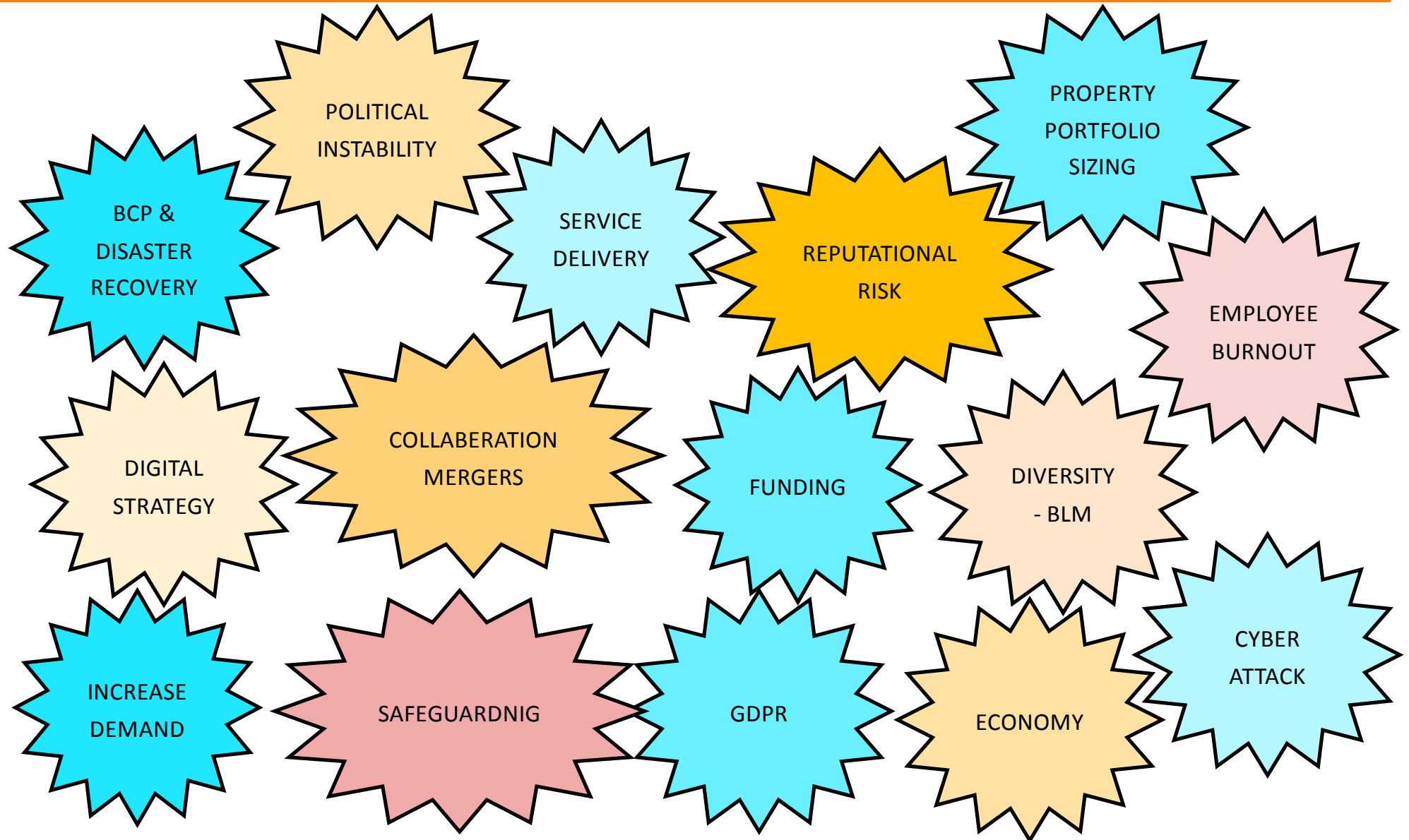
LOUISE RUSSELL  
GIVE A DOG A BONE

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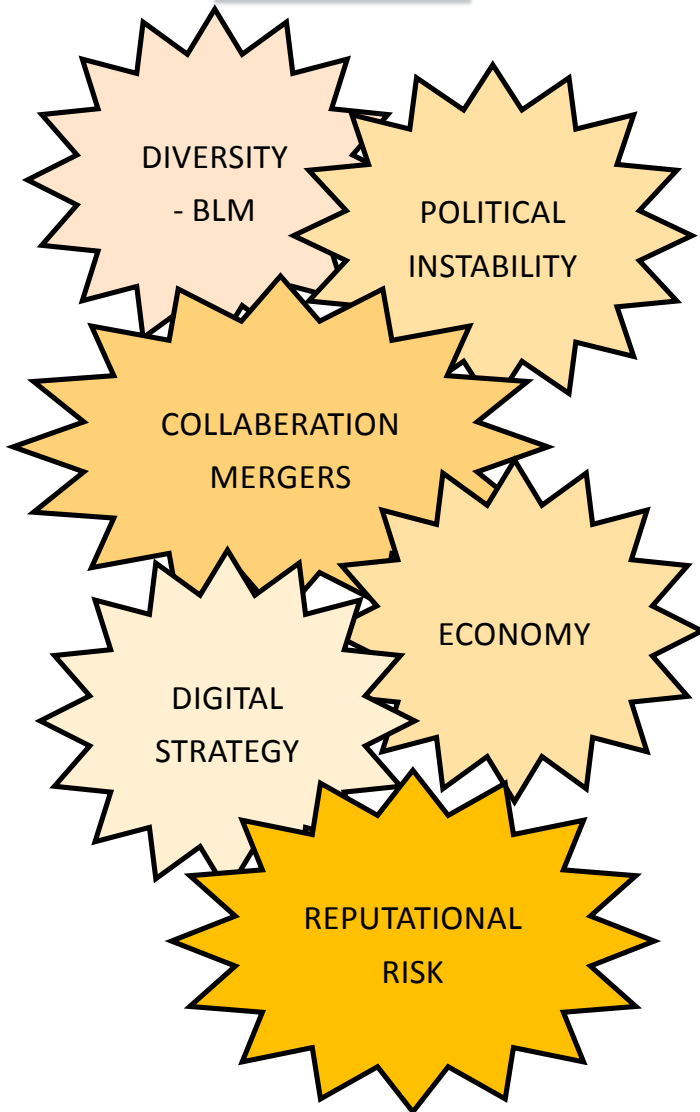
# Risk – Planning for Uncertainty

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# Risk – Planning for Uncertainty

## STRATEGY



## OPERATIONS



## WORKFORCE



# What is Enterprise Risk Management?

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**‘Enterprise Risk Management (ERM) is an integrated and joined up approach to managing risk across an organisation and its extended networks’**

*Source: Institute of Risk Management.*



# What is the difference?

## Traditional Risk Vs Enterprise Risk Management Approach

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### Traditional Risk Management

- Insurable
- One dimensional
- One business unit
- One risk at a time
- Reactive and sporadic
- Based on compliance
- Risk adverse

### Enterprise Risk Management

- Mostly uninsurable risks
- Multi dimensional
- It looks at the entire organisation
- Proactive and continuous
- Part of culture and mind-set
- Enabler to support change

# What are the benefits of Enterprise Risk Management?

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Total risk profile

Enhanced performance

Competitive advantage

Achievement of objectives

Better service outcomes

Future proofing

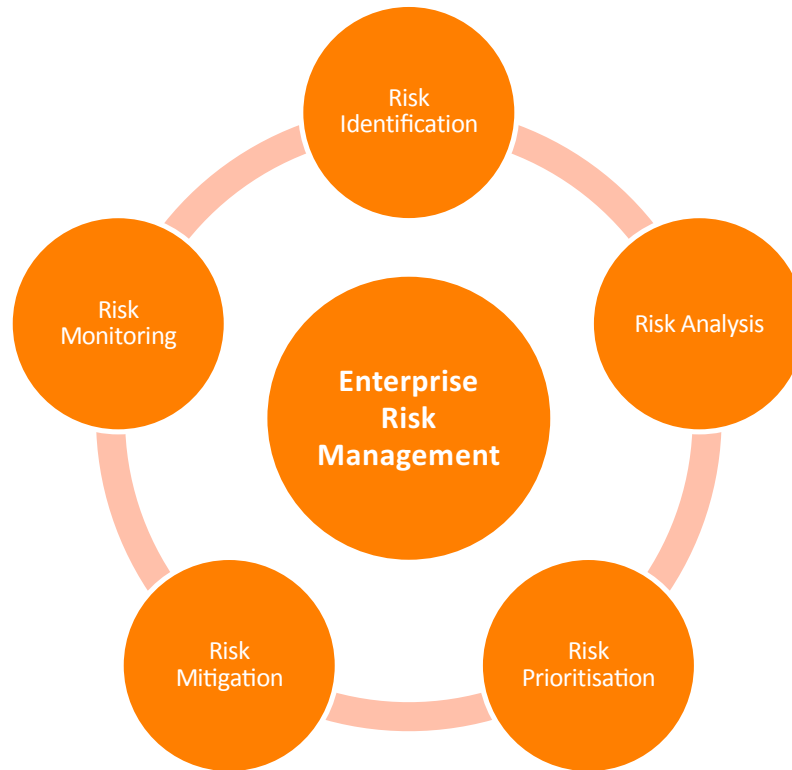
Informed decision making

Good governance and greater assurance

Protecting reputation

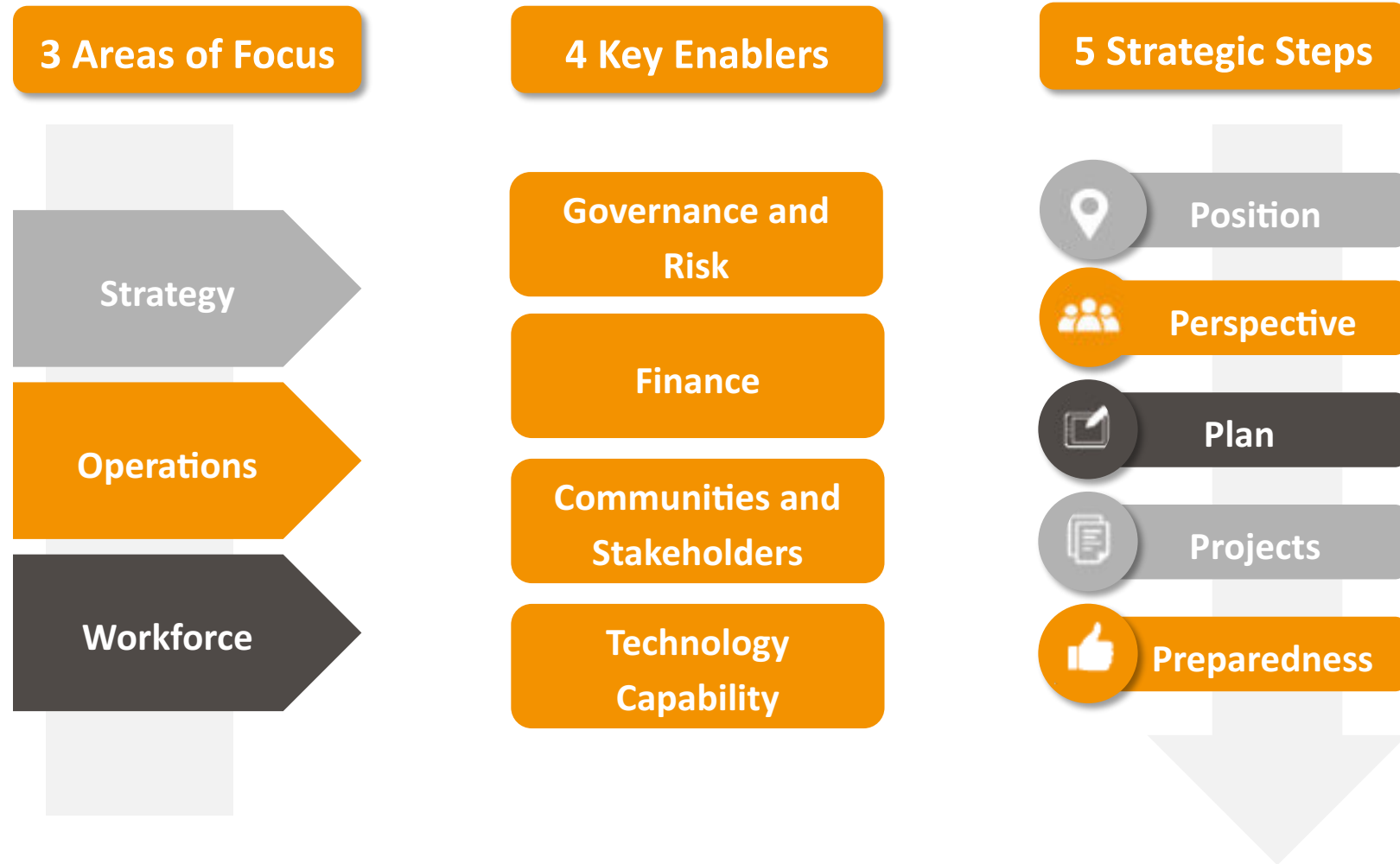
# Enterprise Risk Management approach

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Enterprise Risk Management is a framework to help you achieve your organisational objectives

# Roadmap to Business Resilience



# What are the 3 Areas of Focus to business resilience?

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**3 Areas of Focus** provides you with the opportunity to look at your Strategy, Operations and Workforce.

Perform a Business Impact review to assess where you are currently.



# What are the 4 Key Enablers to business resilience?

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**Governance and  
Risk**

**Finance**

**Communities and  
Stakeholders**

**Technology  
Capability**

You now need to look at the **4 Key Enablers**.

- Governance and Risk
- Finance
- Community and Stakeholders
- Technology Capability

# What are the 5 Strategic Steps to business resilience?

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**Step 1 Position** - What is the position of your business within the market and community?

**Step 2 Perspective** - Has your business and operating landscape changed for your organisation?

**Step 3 Plan** - What will you do and what must you do?

**Step 4 Projects** - What elements of the plan require high priority and careful coordination?

**Step 5 Preparedness** - How prepared are you to take steps and make changes?

# Summary

## 3 Areas of Focus

Think of your Strategy, Operations and Workforce and review where you are.



## 4 Key Enablers

Work with relevant team members to support your plan for recovery.

Governance and Risk

Finance

Communities and Stakeholders

Technology Capability

## 5 Strategic Steps

Look at your recovery plan in context.



To access all the tools go to:

<https://www.ecclesiastical.com/risk-management/roadmap-for-business-resilience/>

# Questions

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Ecclesiastical Insurance Office plc  
Beaufort House, Brunswick Road  
Gloucester, GL1 1JZ  
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