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RISK REGISTER

Risk Level *(Scoring table at end of document)*	Low	Medium	High

Category	Identified risk	Potential Consequences	Probability H/M/L	Impact H/M/L	Risk Level H/M/L	How will we manage this risk?	Who is Responsible?	When will it be done?	Date done
Reputational	- The detail in the following boxes are examples only. Edit or delete as appropriate. - Perceived negatively/not of value to the sector - Being seen as an agent of others (funders, government) - Losing sight / connection to values	Lack of use of services Not the 'go to' for the sector. Unable to achieve vision of *Your Org Name*.	L	H	L	Effective leadership from the Board and GM. Work programme planning, monitoring and evaluation.	Board and GM	Ongoing	
Financial	Financial sustainability	Lack of certainty in funding. Reduced funding.	L	H	L	Relationships with funders. Submit funding applications. Continue to engage Councils and other funders regarding funding.	Board and GM	Ongoing	

Category	Identified risk	Potential Consequences	Probability H/M/L	Impact H/M/L	Risk Level H/M/L	How will we manage this risk?	Who is Responsible?	When will it be done?	Date done
	Poor financial management	Unable to monitor the financial status or 'health' of the organisation Potential to overspend.	L	H	L	Robust financial policies and procedures in place. Annual review/audit of accounts. Board and GM oversight of budgets.	Board, Treasurer, GM, Financial Administrator	Ongoing	
	Dishonesty/fraud	Loss of money to *Your Org Name* Loss of confidence in *Your Org Name*.	L	H	L	As above	As above	As above	
Workforce	Staff wellbeing	Staff stress or illness because of high workloads resulting in unwellness/ dissatisfaction/ burnout.	L	M	L	Health and Safety and Human Resource policies in place and followed. Work programme planning. GM monitoring of workload and prioritising/deferring or finding alternative ways of achieving outcomes. Regular communication	GM	Ongoing	

Category	Identified risk	Potential Consequences	Probability H/M/L	Impact H/M/L	Risk Level H/M/L	How will we manage this risk?	Who is Responsible?	When will it be done?	Date done
						between GM and staff.			
	Staff retainment	Loss of good staff due to remuneration, high workload, dissatisfaction with work/workplace.	L	M	L	Be able to offer other benefits e.g. flexibility, time off. Actions identified above.	GM	Ongoing	
	Lack of cultural awareness	Lack of ability to effectively engage and support Māori social services. Lack of priority/resources allocated to issues of concern to Māori. Lack of support for Māori staff.	L	M	L	Introduction of Treaty of Waitangi policy. Ongoing education of staff and Board of te ao Māori, tikanga, kawa. Māori representation on Board. Further allocation of resources for a cultural advisor/kaumatua.	GM, Board	Ongoing	
Governance	Lack of certain skills/experience required by governance.	Lack of comprehensive governance in certain areas. Lack of consideration of some issues.	L L	M M	L L	Regular review of skill set on the Board. Training for Board members.	Board	Ongoing	

Category	Identified risk	Potential Consequences	Probability H/M/L	Impact H/M/L	Risk Level H/M/L	How will we manage this risk?	Who is Responsible?	When will it be done?	Date done
	Lack of diversity of board members. Lack of leadership succession.	Decision-making compromised. Lack of suitable Board members.				Actively seeking Board members with appropriate skills/experience.			
Operations	Natural disaster/Extreme weather event	Inability to operate at all or to a reduced extent.	L	H	M	Health and safety policy in place and followed. Business continuity planning and risk management planning for *Your Org Name*.	GM	Sept 2023	
	Technology failure	Staff unable or significantly hindered from being able to undertake their work.	M	M	M	Access to IT support. Develop a risk management plan in the event of a technology failure.	GM	Oct 2023	
	Cyber security breach	Staff unable or significantly hindered from being able to undertake their work, privacy breach of data held, and possible financial	M	M	M	Develop a cyber security breach plan.	GM	Sept 2023	

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		consequences if blackmailed to pay money to rectify breach.							
Sector	**Compete with the sector for funding**	**Less funding available for social services.**	**L**	**M**	**L**	**Clear communication that funding *Your Org Name* is supporting the social sector and with some funders *Your Org Name* would be applying from a separate 'pot' of money from social services.**	**GM**	Ongoing	
	Competition from other providers	**Not seen as the 'go to' for the social sector. Low uptake of *Your Org Name* services. Potential duplication of services.**	**L**	**M**	**L**	**Work collaboratively with similar providers.**	**GM**	Ongoing	
	Not being responsive to the sector	**Not meeting the needs of the social sector. Not meeting the vision of *Your Org Name*.**	**L**	**H**	**L**	**To continually engage and listen to the sector.**	**GM**	Ongoing	

Category	Identified risk	Potential Consequences	Probability H/M/L	Impact H/M/L	Risk Level H/M/L	How will we manage this risk?	Who is Responsible?	When will it be done?	Date done
Pandemics	Staff contract pandemic illness and/or impacted by associated requirements related to a pandemic eg lock-downs.	Staff unable to work, unable to deliver some services or change the way services are delivered	**M**	**M**	**M**	Infectious policies adopted for *Your Org Name*. In the event of another pandemic the policies will be updated in accordance with government regulations.	**GM**	**Ongoing**	

SCORING THE LIKELIHOOD AND IMPACT OF A RISK

- You should give each risk a score for likelihood and impact.
- Then the risk score is calculated by multiplying the likelihood score by the impact score.

LIKELIHOOD

Score Likelihood of risk occurring

1. Rare: not likely to happen or will only happen in exceptional circumstances
2. Unlikely: not expected to happen, but there is a remote possibility that it will occur
3. Possible: may occur on some occasions, but not frequently
4. Likely: is likely to occur or will happen on more occasions than not
5. Certain: Likely to occur in the majority of cases

IMPACT

Score	Level of impact	Possible consequences if risk occurs*
1	Insignificant	• No impact on service • No impact on reputation • Complaint unlikely • Litigation risk remote
2	Minor	• Slight impact on service • Slight impact on reputation • Complaint possible • Litigation possible

3	Moderate	• Some service disruption • Potential for adverse publicity – avoidable with careful handling • Complaint probable • Litigation probable
4	Significant	• Service disrupted • Adverse publicity not avoidable (local media) • Complaint probable • Litigation probable
5	Major	• Service interrupted for significant time • Major adverse publicity not avoidable (national media) • Major litigation expected • Resignation of senior management and board • Widespread loss of beneficiary confidence

***If one or more of these consequences is possible if the risk occurs, give it the related score.**

CALCULATING THE INITIAL RISK SCORE

The initial risk score is calculated by multiplying the likelihood score by the impact score.

Initial risk score	Level	Action level
1–8	**Low risk (L)**	Accept risk. To be managed at the activity level.
9–16	**Medium risk (M)**	Management action required to reduce risk level to low.
17–25	**High risk (H)**	Significant risk. Board action/awareness required.