**RISK REGISTER**

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

| Category | Identified risk  | PotentialConsequences | ProbabilityH/M/L | ImpactH/M/L | Risk LevelH/M/L | How will we managethis risk? | Who isResponsible? | When willit 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 servicesNot 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 |  |
|  | 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 between GM and staff. | GM | Ongoing |  |
|  | 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 diversity of board members.Lack of leadership succession. | Lack of comprehensive governance in certain areas.Lack of consideration of some issues.Decision-making compromised.Lack of suitable Board members. | **L****L** | **M****M** | **L****L** | Regular review of skill set on the Board.Training for Board members.Actively seeking Board members with appropriate skills/experience. | Board | Ongoing |  |
| 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 consequences if blackmailed to pay money to rectify breach. | **M** | **M** | **M** | Develop a cyber security breach plan. | GM | Sept2023 |  |
| 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 |  |
| 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**[\*](https://knowhownonprofit.org/how-to/how-to-complete-a-risk-assessment#possible_consequences) |
| --- | --- | --- |
| 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. |