

## Risk Register

The following chart shows identified risks, how they will be mitigated and contingency plans.

\*The likelihood scale is based on the event occurring in the next year: 1 = extremely low/5 = highly likely

RISK CATEGORY	RISK DESCRIPTION	PROBABILITY (1-5)*	IMPACT (1-5)	RISK SCORE	MITIGATION	CONTINGENCY	ACTION BY
Disaster	General incidents – all types including storm, earthquake, fire, malicious damage	Refer specific incidents as set out below			Insurance current and coverage is adequate Insurance reviewed annually with broker Insurance valuation (as advised by broker) Business Continuity & Disaster Recovery Plan in place	Take action to minimise further damage Activate insurance claim Follow Disaster Recovery Plan	
Disaster	Storm damage	2	2	5	Regular building maintenance + (refer also to General Incident above)	Evacuate as necessary	
Disaster	Earthquake	4	4	8	Ensure everyone knows immediate procedures (refer also to General Incident above)	Follow specific earthquake procedures	
Disaster	Fire	2	5	7	Fire procedures up to date and communicated to everyone Regular drills carried out Annual Building WOF and tasks for Building WOF are carried out according to the compliance schedule (eg. fire exits checked regularly, building fire alarm tested monthly, fire extinguishers/blankets are functional) (refer also to General Incident above)	Fire procedures used	

RISK CATEGORY	RISK DESCRIPTION	PROBABILITY (1-5)*	IMPACT (1-5)	RISK SCORE	MITIGATION	CONTINGENCY	ACTION BY
Operations	BOT under-performance <ul style="list-style-type: none"> <li>• Succession planning</li> <li>• Financial</li> <li>• Property maintenance</li> <li>• Special Character delivery</li> </ul>						
Operations	Financial loss <ul style="list-style-type: none"> <li>• Drop in student numbers</li> <li>• Interest rate increases</li> <li>• Cost over-runs</li> </ul>	5	2	7	Tight and regular monitoring and reporting of budgets and cash flows	Bring to attention of Trust and management through monthly reporting	
Operations	'Breach' of Special Character						
Operations	Cyber risk: <ul style="list-style-type: none"> <li>• Loss of data</li> <li>• Loss of productivity</li> <li>• Loss of reputation</li> </ul>	2	5	7	Business Continuity & Disaster Recovery Plan in place, including: <ul style="list-style-type: none"> <li>• Ensure regular and working backups of ICT server</li> <li>• Use of cloud-based technology where possible</li> <li>• Keep electronic copies of key documents and critical information not duplicated elsewhere (eg. password masters/funding dox, client case notes)</li> </ul>	Activate Business Continuity Plan Access backups to restore lost data	
Operations/ People	Loss of reputation Adverse media coverage Incompetent or fraudulent reporting to stakeholders Malicious use of Proprietor resources	1	4	5	BOT/Proprietor Communications Policy Robust data and ICT backup systems to ensure information is always available to external stakeholders for timely reporting Hardcopies of all login and password information as securely stored and accessible only by finance, ICT and admin	Damage control by Manager/Trust (as appropriate) Potential misconduct process	

RISK CATEGORY	RISK DESCRIPTION	PROBABILITY (1-5)*	IMPACT (1-5)	RISK SCORE	MITIGATION	CONTINGENCY	ACTION BY
Operations	Loss of major funding contract(s)	4	3	7	Strong relationships and good communication with key funders Regular networking with key stakeholders An awareness of the funding environment and government policy Robust, regular strategic planning		
People	Proprietor, staff unable to carry out duties	1	5	6	Active mentoring and training of others to be able to step up; competent staff Consider key person insurance	Immediate action/ meeting from management team to distribute tasks Activate any relevant insurance Trustee support	
People	Major fraud/ wrongdoing by staff	2	3	5	Fraud controls Robust financial systems	Immediate investigation Police report Misconduct process	
People	Major fraud/non-performance doing/ non-compliance by subcontractors	2	3	5	Robust contracts, monitoring and reporting systems	Immediate investigation Contract payments suspended Contract cancelled Seek legal advice (civil action to recover?)	
People	Employment grievance	1	3	4	Strong human resources systems Work to build robust relationships and organisational culture Deal transparently and thoroughly with internal complaints Invest in appropriate training to upskill managers in: <ul style="list-style-type: none"> <li>• Coaching and performance management</li> <li>• The art of courageous conversations (dealing with conflict and misconduct)</li> </ul>	Check all aspects of the issue Seek legal advice early in the process	

RISK CATEGORY	RISK DESCRIPTION	PROBABILITY (1-5)*	IMPACT (1-5)	RISK SCORE	MITIGATION	CONTINGENCY	ACTION BY
					Consider setting aside funds designated for out-of-court settlement of potential grievances		
People	Board succession needed but not in place	4	3	7			
People/ Service Delivery	Loss of organisational knowledge and experience through staff exiting prematurely or unexpectedly Unable to deliver quality services due to our inability to attract and retain high calibre staff	3	3	6	Strong human resources systems Work to build strong, communicative relationships and robust organisational culture Deal transparently and thoroughly with internal staff complaints Aim to offer benefits valued by people other than salary (eg. flexibility, additional leave, PD)		
Compliance	Major incident/accident	1	5	6	Up-to-date and regularly monitored H&S policy and procedures that comply with the 2015 legislation Related training and reporting Active and ongoing review (peer/management/external audit/external consultant) of documentation/processes in use	Immediate investigation that complies with Worksafe NZ requirements Staff crisis support provided	
Compliance	Breach of legal duty under contracts leading to reputational harm, financial loss owing to repayment of funds, and potentially prosecution	1	3	4			