RISK REGISTER – ANNUAL REVIEW

Prepared by: *Paul Hunt* Date: *2nd June 2020* Agenda no: *05(8)*

Purpose of the paper

For Discussion

Background and context

The board agreed a strategic approach to identifying, assessing, managing and monitoring major risks, at its meeting of 17th July 2019. It approved its risk register (design and initial population) at its meeting of 10th September. The board is committed to an annual review of the register, as well as to having the risk register regularly tabled on and available on the trustee page of the website.

Where are we now?

The risk register has been updated on several occasions since September 2019, usually following a board meeting in which significant new or changed risks have been identified, or following chair of trustees/Chief Officer review.

The board responded to the pandemic and lockdown through emergency meetings of the board in March and April 2020. The risk register was not updated at this time, as the priority was to address the range of immediate service, financial and reputational presented by the pandemic and lockdown.

An updated risk register is included in this board pack.

What are the key issues?

Three new risks are proposed, following trustee 1:1s in response to the pandemic and lockdown:

- 19 - The impact of COVID-19, including economic uncertainty, presents a risk to service delivery and financial security [primary category] that is hard to quantify, and therefore difficult to mitigate. Residual risk, after controls: 12; distance from target: 6.
- 20 - The impact of COVID-19, including social uncertainty, presents a risk to service delivery [primary category] and financial security that is hard to quantify, and therefore difficult to mitigate. Residual risk, after controls: 12; distance from target: 6.
- 21 - Our response to COVID-19 has enables the development of new ways of working and service delivery, which we should keep to retain, as and when restrictions are lifted. We should, however, through use of online, not lose "our USP

as a locally-led, locally-supported, locally delivered organisation, embedded in local communities". Residual risk, after controls: 9; distance from target: 3.

The top risks (distance from target) are:

- 9 - There is a risk to staff safety, morale and development, to service quality, and to safeguarding of vulnerable people if staff and volunteer supervision, appraisal and development is not undertaken appropriately.
- 18 - If we (our service offer; our staff, volunteers, members, trustees, service users) do not fully reflect the diversity of our population, in particular those with one or more protected characteristics, or additional needs, then we risk not meeting the needs of the whole population.
- 5 - There is a risk that rental of Kings Street building increases so as to become unaffordable.
- 8 - There is a risk that in the absence of guaranteed recurrent income streams, that there will be damage to sustaining, in the longterm, service delivery, staff morale and organisational reputation.
- 11 - There is a risk that a poor, inaccurate or insufficient public profile and service user engagement will adversely impact donations, service use and understanding local needs.
- 19 – see above.
- 20 – see above.

The review date for some risks is imminent (or has passed):

- 9 - There is a risk to staff safety, morale and development, to service quality, and to safeguarding of vulnerable people if staff and volunteer supervision, appraisal and development is not undertaken appropriately. Review: 29/2/20.
- 11 – see above. Review: 30/6/20.
- 18 – see above. Review: 30/6/20.
- 8 – see above. Review: 30/6/20.

What is asked of trustees?

Please refresh your understanding of the whole register in advance of the board meeting, 2nd June 2020.

Are the COVID-related risks adequately framed?

Do the top risks "feel like" the top risks?

Are there any urgent actions in response to the top risks, or to those whose review date is imminent?

Is website access to the risk register, inclusion of the risk register in the board pack, with an annual review, sufficient for the board to discharge its responsibilities with regard to risk, and to make a statement on its approach to risk for the annual report?

Finance

There are no financial implications as a consequence of this paper.

Recommendation

The board is asked to review the risk register and discuss the implications that result from its review.