## HEALTHY MINDS RISK REGISTER

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| | Identify your risks. | | Give each risk a code. This makes it easy to refer to it with others (eg in a meeting). | Analyse your risks by scoring the likelihood of them happening and the potential impact. | | | Think about your appetite for these risks. Give | List the controls that you **currently have in place** to reduce and control each risk. | Rescore the likelihood and potential impact of each risk **with the controls in place**. | | | | If your residual risk score is higher than your target risk score (ie current controls don't reduce the risk to a level you're happy with), list the additional actions needed to reduce the risk further. | For ongoing assurance that risks are being controlled effectively, record who is responsible for each risk and when/how they should review it. | | |
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| **Risk number** | **Risk** | **Organisational strategic priority** | **Primary category of risk** | **Likelihood** | **Impact** | **Initial risk score** | **Target risk score** | **Current controls** | **Likelihood after controls** | **Impact after controls** | **Residual risk score** | **Distance from target** | **Actions required** | **Risk owner** | **Review timeframe for update to Board** | Hidden columns to left |
| 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. | 1. Sustainability | Operational | 4 | 4 | 16 | 6 | Building evidence base, responsiveness to service user need & funder expectation<br>Scanning for new funding opportunities<br>Seeking statutory funding<br>Communication and appropriate contracts | 4 | 4 | 16 | 10 | Board discussion on funding model and additional controls<br>Diversification of income, in order to<br>- increase unrestricted funding that may provide for service continuity, in short and medium term;<br>- mitigate a continued national trend for reductions in income from statutory grants and contracts. | Chief Officer | 31/03/2021 | |
| 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. | 1. Sustainability | Financial | 4 | 4 | 16 | 6 | HM senior management and trustees are actively and frequently engaged on responding to COVID-19, as is evidenced by service continuity and enhanced local reputation. Time Out team members on furlough. Focus on being responsive, rather than strategic except with regard to managing uncertainty. | 4 | 4 | 16 | 10 | Close monitoring will need to continue, given the difficulty for quantifying the risk. | Chair, Finance Sub Committee | 30/06/2021 | |
| 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. | 4. Meeting needs | Operational | 4 | 4 | 16 | 6 | HM senior management and trustees are actively and frequently engaged on responding to COVID-19, as is evidenced by service continuity and enhanced local reputation. Time Out team members on furlough. Focus on being responsive, rather than strategic except with regard to managing uncertainty. | 4 | 4 | 16 | 10 | Close monitoring will need to continue, given the difficulty for quantifying the risk. | Chief Officer | 30/06/2021 | |
| xx | There is risk of Tod and Heb not being funded to same level, or any level, from end Mar 21 | 4. Meeting needs | Operational | 5 | 4 | 20 | 6 | Engagement with Community Foundation, Environment Agency bid, Calderdale Flood Action Group.<br>Comms with staff. | 5 | 3 | 15 | 9 | Options to Board, 24th Feb 21<br>Ongoing negotiation with CF, EA bid, MH Transformation bid | Chief Officer | 28/02/2021 | |
| xx | There is risk of Time Out model no longer being required or appropriate for continuing and pos-COVID context | 4. Meeting needs | Operational | 4 | 4 | 16 | 6 | Funding committed to 2022.<br>Readiness for return to model and evidence value.<br>Engage with funders to review model for post 2022. | 3 | 4 | 12 | 6 | Engagement with funders and with schools.<br>New operational plan will be required. | Chief Officer | 30/06/2021 | |
| 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. | 4. Meeting needs | Operational | 4 | 4 | 16 | 6 | Increased informal supervision and contact during pandemic | 3 | 3 | 9 | 3 | CO objective 20/21<br>Strengthen record-keeping & monitoring to ensure compliance, to cover appraisal as well as supervision<br>Policy to board outstanding | Chief Officer | | |
| 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. | 2. Attractiveness | Reputational | 4 | 4 | 16 | 6 | Marketing & Communications officer commencing March 2021<br>HM in discussion with CCG on Forum and Mh Matters | 3 | 3 | 9 | 3 | | Chief Officer | | |
| 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. | 4. Meeting needs | Reputational | 4 | 4 | 16 | 6 | Development of Diversity Strategy and Membership agreed at board, and Inclusion Board meeting - paused November in dealing with operational pressures of December lockdown.<br>Roshani only funded to end March 21 - funding bid made | 3 | 3 | 9 | 3 | Develop Diversity Strategy<br>Implement Diversity Strategy | Chair | | |
| 13 | There is a risk that particular knowledge or skills are retained with one or two key people, such as the Chief Officer, Operational Manager or a project manager. | 1. Sustainability | Operational | 4 | 4 | 16 | 6 | Expanded senior team, with increased joint working<br>Increased cover for single role functions e.g. admin support to finance officer<br>Operational Service planning, with positive response from team leaders<br>Learning and development for CO (ACEVO devt), Chair (AoC)<br>Utilisation of Lloyds Foundation | 3 | 3 | 9 | 3 | Contingency arrangements are required for response to short-term unplanned unavailability. | Chief Officer | | |
| 21 | Our response to COVID-19 has enabled 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". | 3. Impact | Reputational | 3 | 3 | 9 | 6 | Work required on membership. Online presence can increase visibility e.g. in Tod and Heb. Our model being adopted by W Yorks MH Transformation bid. Service Users miss face-to-face service. | 3 | 3 | 9 | 3 | | Chair | | |
| 2 | There is a risk that without clear and appropriate management information the board will be unable to make decisions, or may make poor decisions, relating to the appropriate prioritisation of activities and resources. | 1. Sustainability | Governance | 3 | 3 | 9 | 4 | CO report to board strengthened.<br>Impact reporting under development<br>Chair and CO setting board agenda | 2 | 3 | 6 | 2 | Impact Reporting to be agreed | Chair | | |
| 1 | There is a risk that without strong governance arrangements and financial controls board decisions may not be the most appropriate to meet the charity's purpose and aims and ensure its sustainability. | 1. Sustainability | Governance | 3 | 4 | 12 | 4 | Annual review of HM's governance against the Charity Commissionion Governance Code, with implementation plan for delivering improvements.<br>Recruit, retain or engage experienced, skilled and committed trustees. | 2 | 3 | 6 | 2 | Review of compliance on Forward Plan | Chair | | |
| 3 | There is a risk that HM fails to meet the legal, regulatory or compliance requirements as an employer. | 1. Sustainability | Regulatory and compliance | 3 | 3 | 9 | 4 | Annual review of HM's governance against the Charity Commissionion Governance Code, with implementation plan for delivering improvements<br>Access to HR consultancy through NCVO membership | 2 | 3 | 6 | 2 | Review of compliance on Forward Plan | Chair | | |
| 4 | There is a risk that without sufficient reserves, HM will be obliged to make short-term decisions that are do not support medium-term sustainability, local reputation or meeting need. | 1. Sustainability | Financial | 4 | 4 | 16 | 6 | Revised Reserve Policy (Dec 19)<br>Risk based Reserve assessment implemented | 2 | 4 | 8 | 2 | Finance Committee regularly to review level of reserves, with recommendation to Trust Board as appropriate | Chair, Finance Sub Committee | | |
| 6 | There is risk that if HM insufficiently faces the challenge of operating in a digital world, it will not make the most of opportunities for engaging service users, delivering services and raising funds. | 2. Attractiveness | Operational | 3 | 3 | 9 | 6 | Marketing Officer appointed<br>Experience of remote working through COVID-19 | 2 | 3 | 6 | | | Chief Officer | | |
| 7 | There is a risk that without clear and consistent service reporting, against agreed key performance indicators, HM does not demonstrate to its board, to current or potential funders, and to service users, the impact of its services on the people of Calderdale. | 3. Impact | Operational | 3 | 3 | 9 | 6 | New format for report to board in development | 2 | 3 | 6 | | Development of performance report to Board, including impact measures, linked to Business Plan<br>Complete database development | Chief Officer | | |