Sample risk register

Risk Category	Risk Appetite	Risk Identified	Potential Causes	Current Controls	Impact	Likelihood	Risk rating post-controls	RAG Rating	Actions required	Updates Since Last Review	Owner	Target Completion Date	Completed	RAG
Strategy	Medium	Strategy is not kept up to date or is misaligned to needs of members or the sector												
Strategy	Medium	Objectives are not set that are adequate to implement strategy or objectives are not adequately monitored												
Strategy	Medium	Risk of competitive threats from other organisations in or outside the sector												
Board/Governance	Low	Board and sub-groups are not adequately structured to meet organisation requirements												
Board/Governance	Low	Board and sub-groups don't have sufficient guidance, including induction, and are not kept informed of ongoing activities												
Board/Governance	Low	Board does not have adequate succession planning and continuity												
Board/Governance	Low	Board or individual board members under-performing												
Board/Governance	Low	Lack of clarity between role of board and those delegated to the CEO and staff												
Financial Management	Low	Statutory/grants removed through loss of contract or non compliance with terms												
Financial Management	Low	Failure to maintain or grow earned income through membership, training and other earned income sources including philanthropy												
Financial Management	Low	Organisation cost base is too high to continue to be supported by available statutory and earned income												
Financial Management	Low	Business continuity - Financial management policies, including business continuity plan, are not in place or adequate to safeguard the organisation's assets and activities												
Financial Management	Low	Inadequate reserves for time of crisis or future growth												
Human Resources	Low	HR issues arise as a result of poor policies, poor processes or poor management engagement												
Human Resources	Low	Keyman risk - over reliance on key roles and resultant impact should key staff leave												
Human Resources	Low	Under-staffing when compared to breadth of strategic objectives and availability of funding												
Operations and fixed assets	Medium	Quality of services not what is expected by members or partners												
Operations and fixed assets	Medium	Risk of incident or injury to event attendee at internally or externally organised event												
Operations and fixed assets	Medium	Inability to access office premises or deliver standard services for an extended period												
Operations and fixed assets	Medium	Failure to embrace or respond to growing need for digitalisation in all aspects of service delivery												
Operations and fixed assets	Medium	Inability to access physical building, damage to building or loss or damage to computers, laptops, fixtures and fittings												
Technology	Low	Loss of database, files or key programmes due to viruses or other external factors												

Technology	Low	Risk of harm to systems or information or mis-use of systems by staff												
Technology	Low	Risk of harm to systems or information or mis-use of systems via external sources/hacking												
Technology	Low	Breach of security of internet banking												
Technology	Low	Loss or breach of integrity or functionality of main website												
Legal/Regulatory/Compliance	Low	Non-compliance with core statutory requirements e.g. Charities Regulator, CRO, Lobbying Act, GDPR												
Legal/Regulatory/Compliance	Low	Non-compliance with Health and Safety legislation												
Legal/Regulatory/Compliance	Low	Lack of review of contracts or approval of commitments that are legally binding												
Reputational	Low	Damage of reputation due to error or event internally to the organisation												
Reputational	Low	Damage to reputation due to event more widely in the sector												