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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Category | Identified risk  | Potentialconsequences | Probability H / M / L | ImpactH / M / L | Risk LevelH / M / L | How will we managethe risk? | Responsibility | Implementation Timeline |
| FINANCIAL | Financial sustainability | * Lack of funding certainty
* Reduced funding
 | Med | High | Med | * Relationships with funders
* Submit funding applications
* Continue to engage Councils and other funders regarding funding
 | Board of Trustees |  |
| Financial management | * Unable to monitor financial status or organisation ‘health’
* Potential to over spend
 | Low | High | Med | * Robust financial policies in place
* Annual review/audit of accounts
* Trustee / Board Member oversight of budgets
 | Chair & Treasurer |  |
| Dishonesty/fraud | * Loss of money to name of organisation
* Loss of confidence in name of organisation
 | Low | High | Low | * Robust financial policies and procedures in place
* Annual review/audit of accounts
* Trustee / Board Member oversight of budgets
 | Chair & Treasurer |  |
| Adequate insurance cover | * Exposure to financial risk and loss due to unexpected events
 | Low | High | Low | * Ensure sufficient insurance cover for assets, public liability, association liability
 | Chair & Treasurer |  |
| WORKFORCE | Contractor & Volunteer wellbeing | * Stress or illness as a result of high workloads resulting in unwellness/
* dissatisfaction/burnout
* Workforce safety during project work and trail construction
 | LowMed | MedHigh | MedMed | * Health and Safety and HR General policies in place and followed
* Monitoring workload and prioritising or finding alternative ways of achieving outcomes
* Regular communication between Board, contractors & volunteers
 | Board of Trustees, contractors & volunteers |  |
| Workforce retention  | * Loss of good contractors / staff due to remuneration, workload, dissatisfaction with working environment
 | Low /Med | Med | Med | * Regular communication between Board and contractors
* Annual review of performance and progress
 | Trustees / Board Members |  |
| Lack of cultural awareness | * Lack of ability to effectively engage and support Maori interests
* Lack of priority/resources allocated to issues of concern to Maori
 | Low /Med | Med | Med | * Introduction of Treaty of Waitangi policy
* Ongoing education of Board
* Maori representation on Board
 | Trustees / Board Members |  |
| GOVERNANCE | Legislative Compliance Good decision making | * Lack of experienced and knowledgeable Trustees / board members
* Decision making compromised
* Lack of suitable Trustees / board members
* Lack of certain skills/experience required by governance
* Lack of diversity of Trustees / board members
* Lack of leadership
* Insufficient succession planning
 | Med | Med | Med | * Regular review of skill set on Board
* Training for Trustees / Board members
* Induction of new Trustees / Board members
* Actively seeking Trustees / board members with appropriate skills/

experience | Trustees / Board Members |  |
| OPERATIONS | Natural disaster | * Inability to operate at all or to a reduced extent
 | Low | High | Low | * Health and safety policy in place and followed
* Business continuity planning
* Insurance cover
 | Trustees / Board Members |  |
| Technology failure | * Staff unable to or significantly hindered from working
 | Med | Med | Med | * Access to IT support
* Business continuation planning
 | Trustees / Board Members |  |