



Document:	Risk Register
What is this?	This is Mevagh Family Resource Centre's (Mevagh FRC) current Risk Register
CRA Code Sections:	4.5, 4.8
Use of Document:	Directors of Mevagh FRC - CRA Compliance
Date Approved:	This Risk Register was approved by the Voluntary Board of Directors of Mevagh FRC at its meeting on 12.01.26.
Review Date:	This Risk Register will be reviewed by the Voluntary Board of Directors of Mevagh FRC on 12.01.27 or more regularly, if required.

Introduction

The identified risks are grouped under 7 key risk areas.

Key Risk Areas

1. **Governance (G)**
2. **Strategic (S)**
3. **Compliance (legal & regulatory) (C)**
4. **Operational (O)**
5. **Financial (F)**
6. **Environmental or External (E)**
7. **Reputational (R)**

Each risk on the register is given a brief description of the potential risk for Mevagh Family Resource Centre (Mevagh FRC) and the potential impact if the risk was to occur. Each risk is also assigned a Risk Owner who has oversight responsibility for monitoring the risk and the implementation/review of the steps to be taken to mitigate the likelihood of the risk occurring or if it does occur, the impact on the organisation. The monitoring frequency is specified and the risk owner needs to ensure that this monitoring occurs.

Each of the risks are assessed in terms of (1) likelihood of the risk occurring on a scale of 1 – 5 where 1 is very unlikely and 5 is very likely; (2) the impact for the Organisation if the risk was to happen also rated on a scale of 1 -5 and (3) the controls in place or steps to be taken to mitigate the risk. The controls are rated on a scale of 1 to 3 where 1 it is felt that the controls are very effective and 3 an assessment that the controls or steps are not very strong and/or likely to be effective in preventing the risk or the mitigating its impact if it did occur. The risk score is determined by multiplying the risk impact by the risk likelihood by the effectiveness of the controls. (Likelihood X Impact) X Controls.

The following traffic light system is used on a risk register to highlight / prioritise risk:

Risk Level	Risk Score
High	25+
Medium	13–24
Low	0–12

The Risk Committee who consists of **Mevagh FRC** oversees the preparation and regular update of the risk register, the monitoring of risks and the regular review and assessment of the Highest Risks to determine if any new or additional steps to mitigate or control the risk should be implemented. The 'Risk No' Column can be colour coded to reflect the Risk Score, for example:

Risk No	Description of Potential Risk	Description of Potential Impact	Risk Owner	Steps to Mitigate	Monitoring Frequency	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
F1	Dependency on a limited number of income/funding sources.	Cash flow and budget impact of loss of income.	Manager	Identify major funding/income source dependencies. Implement adequate reserves policy.	Annual review of the risk by the Risk Committee reporting to the board. The review will assess: Adequacy of reserves to sustain an income shock. Opportunities for income diversification or to develop additional income sources.	3	4	2	24

Governance

Risk No.	Description of Potential Risk	Description of Potential Impact	Risk Owner	Steps to Mitigate	Monitoring Frequency	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
G1	Board lacks relevant skills or commitment to meet its responsibilities and duties	<p>The Organisation becomes moribund or fails to achieve its purpose</p> <p>Oversight and guidance of the organisation is inadequate</p> <p>Key decisions are made that bypass the Board</p> <p>Attendance at Board meetings is poor with difficulties getting a quorum</p> <p>Board sub-committees meet irregularly and are not focused</p> <p>Poor decision making reflected in poor service delivery and dissatisfied clients, members and funders</p> <p>Resentment or apathy amongst staff</p>	Chairperson	<p>Conduct board skills audits and agree skills required</p> <p>Develop and review annually a board succession plan</p> <p>Provide induction to new board members</p> <p>Review board training needs and provide training, as identified</p> <p>Item for discussion by Risk Committee and to make recommendations to Board.</p>	<p>Annual review will assess skill needs and gaps of the board.</p> <p>Possible actions and updates needed to the succession plan.</p>	2	3	1	6
G2	Loss of key staff / staff retention	<p>Experience or skills lost</p> <p>Operational impact of key projects and priorities</p> <p>Loss of contact base and corporate knowledge</p>	Risk Committee / Project Manager	<p>Succession planning - ongoing</p> <p>Document systems, activities and projects</p> <p>Implement training programme – ongoing</p> <p>Agree notice periods and handovers</p> <p>Ensure adequate terms and conditions for all staff, in line with industry norms.</p> <p>Ensure a vibrant and supportive working environment</p> <p>Put in place an effective performance plan</p> <p>Management structures to stimulate and support excellent work performance and motivation</p>	<p>Annual review of the risk by the Risk Committee reporting to the board of adequacy/effectiveness of the mitigation steps to manage/minimise this risk.</p> <p>The review will assess the positions considered to be most at risk and if any additional measures need to be put in place.</p> <p>Daily get-together to discuss plans/activities of the day. ‘morning huddle’</p>	3	2	1	6

G3	Quality of reporting to Board (accuracy, timeliness & relevance).	Inadequate information resulting in poor quality decision making. Failure of board to fulfil its control functions. Board becomes remote and ill informed.	Chairperson	Assessed as part of annual board evaluation process. Positive responses from board members on quality. Monthly meetings	Annual review of the risk by the Risk Committee reporting to the board of adequacy/effectiveness of the information provided to the board.	1	3	1	3
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Strategic

Risk No.	Description of Potential Risk	Description of Potential Impact	Risk Owner	Steps to Mitigate	Monitoring Frequency	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
S1	The Organisation lacks an appropriate strategic direction or focus that is in tune with the evolving needs and business/operating environment	The organisation drifts with no clear objectives, priorities or plans Issues are addressed piecemeal with no strategic reference / context Difficult decisions are avoided or put on the long finger Needs of beneficiaries not fully addressed Financial management difficulties Loss of reputation	Board	Develop and monitor 5-year strategic plan which sets out the key aims, objectives and targets of the Organisation Regularly review (at least every 5 years) the Organisation's vision and constitution Develop and monitor annual operational plans Manager's report to the Board mapped against strategic aims and objectives	Annual review of the risk by the Strategic Committee reporting to the board of adequacy/effectiveness of mitigation steps to manage/minimise the risk	1	3	1	3
S2	The Organisation does not have the flexibility or the sustainability to survive a major catastrophic event such as global pandemic	Dramatic loss of income up to closure of some parts of all operations of the Organisation	Risk Committee	Review the experience of the Covid-19 pandemic and assess what worked well and what should be done differently if a similar catastrophic event were to occur Review and update the Disaster Recovery and Business Continuity Plan in light of the Covid-19 experience Build/maintain strong reserves to provide emergency funding to keep operations going while	Annual review of the risk by the Risk Committee reporting to the board of adequacy/effectiveness of the mitigation steps to manage/minimise this risk	1	5	1	5

				<p>responses to the loss of income are developed</p> <p>Maintain good relations with funders and national bodies</p>					
S3	Ineffective or inappropriate organisational structure	<p>Lack of information flow and poor decision-making procedures</p> <p>Certain activities may not get appropriate management direction and oversight</p> <p>Certain activities may get too much time given their relative importance or contribution</p> <p>Remoteness of senior managers/staff from operational activities</p> <p>Uncertainty or lack of clarity as to roles and duties</p> <p>Decisions made at an inappropriate level of excessive bureaucracy</p> <p>Decision bottlenecks due to too many decisions being taken by one or two individuals</p> <p>Uneven workloads</p>	Project Manager / Risk Committee	<p>Use organisation chart and job roles and responsibilities to provide a clear understanding of roles and duties</p> <p>Develop a scheme of delegated authority to Manager</p> <p>Delegation and monitoring should be consistent with good practice</p> <p>Conduct regular reviews of the organisation structure, and the allocation of responsibilities and time</p>	Review of risk by the Strategic Committee at least once every 3 years as part of the strategic development process reporting to the board of adequacy/effectiveness of the mitigation steps to manage/minimise this risk	1	3	1	3

Compliance

Risk No.	Description of Potential Risk	Description of Potential Impact	Risk Owner	Steps to Mitigate	Monitoring Frequency	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
C1	Compliance with legislation and regulations appropriate to the activities, size and structure of the charity	<p>Fine, penalties or censure from licensing or activity regulators</p> <p>Loss of registration to undertake a particular activity</p> <p>Employee or beneficiary - take action for negligence</p> <p>Suffer damage to our reputation</p>	Project Manager / Risk Committee	<p>Identify key legal and regulatory requirements that apply to the Organisation</p> <p>Manager updates on compliance to the Board</p> <p>Allocate responsibility for key compliance procedures</p> <p>Put in place a process for compliance monitoring and reporting to the board,</p>	<p>Manager to submit a legal and regulatory compliance report to the board annually</p> <p>Risk Committee to regularly review and assess the risk register and mitigation steps to report to the board</p>	1	3	1	3

				<p>overseen by the Risk Committee</p> <p>Maintenance and regular review of the Organisation's risk register overseen by the Risk Committee</p> <p>Prepare for compliance visits</p> <p>Review compliance reports/concerns from regulators, inspectors, auditor and staff and take appropriate action to address issues/concerns</p>	All compliance reports/concerns received from the CRA, funders or regulators to be brought to the attention of the board				
C2	Regulatory and funder reporting requirements are not adequately met	<p>Regulatory action taken against the Organisation</p> <p>Suffer damage to our reputation</p> <p>Negative impact on future funding</p>	Project Manager	Review and agree compliance procedures and allocation of staff responsibilities	<p>Manager to confirm to the board that all regulatory and funder reporting requirements have been met</p> <p>All compliance reports/concerns received from the CRA, and any other funders or regulators to be brought to the attention of the board</p>	1	4	1	4

Operational

Risk No.	Description of Potential Risk	Description of Potential Impact	Risk Owner	Steps to Mitigate	Monitoring Frequency	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
O1	Inadequate Disaster Recovery & Business Continuity Planning	<p>Computer systems failures or loss of data</p> <p>Destruction of property, equipment or records through fire, floods or similar damage</p>	Project Manager / Risk Committee	<p>Review and update the IT back-up and recovery plan</p> <p>Implement and periodically test the data back-up procedures and security measures</p>	Annual review of the risk and assessment of the mitigation steps by the Risk Committee to the board	2	5	2	20

				Review insurance cover at least once every 3 years					
O2	Poor Health & Safety	<p>Staff injury</p> <p>Service liability</p> <p>Ability to operate all or some of our services curtailed or suspended</p> <p>Injury to service user, staff, visitors, facilitators, tenants and the public</p>	Project Manager / Risk Committee	<p>Comply with the law and regulations</p> <p>Get our external safety advisors to review and update our safety plan</p> <p>Train staff and safety officer</p> <p>Put in place monitoring and reporting procedures</p>	Annual review of the risk and assessment of the mitigation steps by the Risk Committee reporting to the board	1	4	1	4
O3	Poor staff performance, morale or attitude	<p>Employment disputes</p> <p>High staff turnover rates</p> <p>Health & Safety issues</p> <p>Claims for injury, stress, harassment, unfair dismissal</p> <p>Equal opportunities and diversity issues</p> <p>Adequacy of staff training</p> <p>Low morale</p> <p>Abuse of vulnerable staff or clients</p>	Project Manager / Risk Committee	<p>Review regularly the effectiveness and quality of our recruitment process</p> <p>Ensure that all new staff receive a structured induction training</p> <p>Adhere to the Organisation's policies for checking references, job descriptions, contracts of employment, appraisals and feedback procedures</p> <p>Create a positive working environment and culture where staff feel safe in raising concerns</p> <p>Implement job training and development</p> <p>Assess regularly the on-going training needs of staff</p> <p>Implement health and safety training and monitoring</p> <p>Communicate the Organisation's protected disclosure Whistleblowing Policy</p>	Annual review of the risk and assessment of the mitigation steps by the Risk Committee reporting to the board	1	3	1	3

				Permit access to external support for the Project Manager					
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Financial

Risk No.	Description of Potential Risk	Description of Potential Impact	Risk Owner	Steps to Mitigate	Monitoring Frequency	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
F1	Dependency on a limited number of income/funding sources	Cashflow and budget impact of loss of income source	Project Manager / Risk Committee	Identify major funding/income source dependencies (grants, social enterprise etc.) Implement adequate reserves policy	Annual review of the risk by the risk Committee reporting to the board. The review will assess: Adequacy of reserves to sustain an income shock Opportunities for income diversification or to develop additional income sources	3	4	2	24
F2	Danger of fraud or error	Financial loss Reputational risk Loss of staff morale Regulatory action Impact on existing and future funding	Project Manager / Project Administrator / Board of Management	Review of financial control procedures Segregate duties Set and review authorisation limits Review security of assets Identify insurable risks	Risk monitored by the Audit & Finance committee reporting to the board The monitoring will include review and assessment of the following, (undertaken at least once every 3 years) <ul style="list-style-type: none"> ▪ Adherence to and adequacy of financial control procedures ▪ Confirmation that key risk duties are segregated ▪ Adherence to and adequacy of the set authorisation limits ▪ Adequacy of the insurable risks cover 	1	3	1	3

F3	Cyber breach	Loss of funds (phishing) Loss of important data (personal, account, passwords) Reputational damage	Project Manager / Finance Manager / Risk Committee	Identify and assess main vulnerability areas and implement appropriate control measures Develop a cyber-security document for staff Maintain staff awareness and alertness to cyber fraud through regular reminders and communications Obtain and implement prevention advice and measures from experts, insurers and financial service providers Keep firewall and anti-virus software up to date Advise staff working remotely of the need to adhere to our cyber risk controls and procedures Avail of relevant training and guidance	Annual review of the risk and assessment of the mitigation steps by the Risk Committee reporting to the board	2	4	2	16
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Environmental or External

Risk No.	Description of Potential Risk	Description of Potential Impact	Risk Owner	Steps to Mitigate	Monitoring Frequency	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
E1	Loss of statutory funding Lack of available staff/skills in the sector or a limitation on available funds or staffing as a result Unable to fully meet the needs of our service users	Inability to provide services	Project Manager / Risk Committee	Ensure regular contact and briefings to major funders Report fully on projects Meet funders' terms and conditions Ensure maintenance of existing good relationships with all stakeholders	Annual review of the risk by the Risk Committee reporting to the board.	3	4	2	24

E2	Competition from similar not-for-profit and for profit organisations providing similar services and supports to us	Loss of income Reduced public profile Profitability of trading activity – services run at a loss or require subsidisation from other activities	Project Manager / Risk Committee	Monitor and assess performance and quality of our services Enhance and innovate Review market assessments and methods of service delivery Ensure regular contact with funders and service users Monitor public awareness and profile Strategic selection of beneficiaries, current and potential, that we wish to target and serve Explore, assess and regularly review opportunities for collaboration, partnership, joint ventures or mergers	Annual review of the risk by the Risk Committee reporting to the board	2	3	2	12
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Reputational

Risk No.	Description of Potential Risk	Description of Potential Impact	Risk Owner	Steps to Mitigate	Monitoring Frequency	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
R1	Adverse publicity generated by the Organisation	Loss of funder confidence or funding Loss of influence Impact on staff morale Loss of confidence by service users	Project Manager / Risk Committee	Monitor complaints received (both internal & external) Agree and regularly review a crisis Management strategy for handling adverse publicity (to include social media) including consistency of key messages and nominated spokesperson	Annual review of the risk by the Risk Committee reporting to the board.	1	3	1	3
R2	Poor service provision leading to	Customer/Beneficiary complaints Loss of fee income	Project Manager /	Agree quality control procedures	Annual review of the risk by the Risk Committee reporting to the board.	1	3	1	3

	poor customer satisfaction	Loss of new business Suffer damage to our reputation	Risk Committee	Monitor complaints and service user feedback Enhance and innovate services and systems Conduct regular customer/client service satisfaction surveys					
R3	Changes to Government policy that have an adverse impact on the Organisation for the wider sector	Availability of contract and grant funding Impact of general legislation or regulation on activities undertaken by the Organisation Role of the C&V sector, FRC Programme undermined/undervalued	Project Manager / Risk Committee	Monitor proposed legal and regulatory changes (e.g. Charities Act) Participate in relevant umbrella/membership bodies Lobby Government in relation to relevant issues that impact on the sector/FRC programme	Annual review of the risk by the Risk Committee reporting to the board	1	3	1	3

The matrix for assessing impact, likelihood, and effectiveness of existing controls.

Each risk is scored in terms of:

- * **likelihood** i.e., the probability of future occurrence, how likely the risk it is that the risk will occur and how frequently it has occurred in the past.
- * **impact** i.e., the impact on the organisation and external stakeholders if the risk occurs.
- * **effectiveness of existing controls** i.e., given the controls which are currently in place, how effective are they at mitigating the risk.

A scale of **1 to 5** is used for **Likelihood** and **Impact**, and **1 to 3** is used for the effectiveness of existing **Controls**, according to the following matrix:

Likelihood Scale of 1 - 5	Impact Scale of 1 – 5	Controls Scale of 1 - 3
1 = Rarely, if ever	1 = No significant impact	1 = Controls highly effective
2 = Possible	2 = Minor impact	2 = Controls effective, but could be improved
3 = Likely	3 = Significant but containable impact	3 = No controls / controls are ineffective
4 = Very Likely	4 = High impact	
5 = Unavoidable / already occurring	5 = Extremely detrimental impact	

The risk score is determined **by multiplying the risk impact by the risk likelihood by the effectiveness of the controls.**