



# Organisational Risk and Risk Register

## Introduction

The purpose of this policy is to set out SLI's policy of risk within the organisation. SLI recognises that risk management is an integral and ongoing part of the management structure, that it is an ongoing concern and that it should be addressed in a simple and straight forward manner.

This document identifies key risk in the form of an organisational risk register, to the successful operation of SLI along with mitigation strategies. This policy applies to all SLI activities, staff, volunteers and board members. As a general rule, the Management Committee makes key decisions regarding risk management with the day-to-day management delegated to the CEO. The Risk Management document is to be reviewed annually with any changes approved by the Management Committee. We have identified four areas of risk to SLI:

- Financial
- Human
- Operational (Governance issues are included with the Operational Risk Assessment.)
- Reputational

Organisational Risk Register (2023)

Category	Risk	Strategic Response	Key Person	Likelihood (1-5)	Impact (1-5)	Controls (1-3)	Risk Rating
Financial	Inadequate programme funding	Diversification of funding sources	CEO	4	5	2	40
	Diminishing core funding (indirect costs)	Reducing core costs	CEO, Committee	2	3	2	12
	Lack of reserves	Bank Overdraft Increased call for donations Increased search for corporate sponsorship	CEO	4	5	1	20
	Dependency on limited number of income/funding sources	Implement reserves policy Identify major/funding/income source dependencies	CEO	2	3	1	6
	Fraud	Fraud Policy Financial Policy and controls Set and review authorisation and limits External accountant auditor	CEO, Committee	1	4	1	4
Human	Inadequate human resources to achieve strategic objectives	Increase staff as funds permit	CEO, Committee	3	4	1	12



Operational	Monitoring & Evaluation (systems not capturing enough relevant data)	Attend Capacity Building for M&E Implement programme wide M&E system	CEO	2	4	1	8
	Loss of key staff/staff retention	Document systems, activities and projects. Implement ongoing training offerings and support Ensure a vibrant and supportive working environment	CEO. Committee	2	5	1	10
Reputational	Work of SLI not adequately communicated to public	Design & implement publicity strategy Increased Social Media Activity Increased Media Contacts	CEO, Communications Officer	2	4	1	8
	Diminishing/changing role of DEC's in Ireland/Lack of clarity around strategic purpose	Update Strategic Plan	Committee	5	4	1	20

## List of High Rated Risks

- Inadequate programme funding
- Lack of reserves
- Diminishing/changing role of DEC's in Ireland/Lack of clarity around strategic purpose

## Matrix

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 1-5	Impact 1-5	Controls 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.**

The Organisational Risk and Risk Register will be reviewed in June 2025, or as soon as practicable after there has been a material change in any matter to which the statement refers.

Signed:  (John Hawkes, SLI Board Chair)

This policy was approved by SLI's Management Committee, June 2023.