This risk log is the master record of risks and the management and mitigation of them.

Risks are assessed on a scale assessing:

Impact	How much affect would this risk have on the association if it was to occur. Scale of 1-5 where 1 is very low impact and 5 is critical - More details below
Probability	How likely is the risk to happen. Scale of 1-5 where 1 is very unlikely and 5 is almost certain.
Visibility	How easy is it to see the risk materialising in advance. Scale of 1 to 5 where 1 is almost impossible to spot until it happens and 5 is easy to see well in advance.

Risks are then given a combined score and a traffic light rating based on the score.

The score is calculated = (I x P x (6-V)) I is Impact, P is probaility, V is visibility. For example, a high Impact (5) low probability (2) highly visible (5) risk would score 10 (5 x 2 x1) but if the same risk was hard to spot, and had a low visibility (1) then the risk score would be 50 (5 x 2 x 5)

Actions:

Focused on RED risks, and do one of these things:

1. AVOID	- Redesign the processes to make it impossible for the risk to happen
2. TRANSFER	- Reduce the impact of the event by moving it to someone else- eg by Buying insurance
3. MITIGATE	- Either make the risk less lilely to happen or reduce its impact by redesigning the processes or operating model
4. EXPOSE	- Making the risk easier to spot in advance so action can be taken before it happens.
5. ACCEPT	- Take no action and recongise the risk remains.

Impact

Descriptor	Score	Impact on service and reputation
Insignificant	1	• no impact on service • no impact on reputation • complaint unlikely • litigation risk remote
Minor	2	• minor impact on service for a few members • slight impact on reputation • complaint possible • litigation possible
Moderate	3	• some service disruption • potential for adverse publicity - avoidable with careful handling • complaint possible • litigation possible
Major	4	• service disrupted or interupted for a short period • adverse publicity not avoidable (local media) • complaint probable • litigation probable
Extreme/Catastrophic	5	• service interrupted for significant time • major adverse publicity not avoidable (national media) • major litigation expected • resignation of senior management and board • loss of member confidence

Probability

Descriptor	Score	Example
Remote	1	may only occur in exceptional circumstances
Unlikely	2	expected to occur in a few circumstances
Possible	3	expected to occur in some circumstances
Probable	4	expected to occur in many circumstances
Highly probable	5	expected to occur frequently and in most circumstances

Visibility

Low	1	Bolt from the blue - Invisible until it happens
Medium low	2	Likely to be missed unless there are significant active monitoring systems
Medium	3	May be missed even with regular monitoring.
Medium High	4	Easy to spot with regular monitoring
High	5	Evident to all that the risk is materialising.

URI	Membership risks	Consequences	Likelihood 1-5	Impact 1-5	Visibility 1-5	Combined	Trend	Primary Strategy	Existing Controls	Further Action	Timescale	Responsible	Last Update
M010	Membership dissatisfaction with Board actions	Membership Falls, Reputation damage	3	5	2	60	Stable	MITIGATE	Existing Ethics Policy	Improved moderation processes and clarity for social media. Improved ethics policy Improved safeguarding policy	June 2024	JL / Board	01/05/24
M003	Sudden Loss of members	Membership falls, Loss of revenue	2	5	1	50	Stable	MITIGATE	Monthly Membership numbers (±reporting)	Improve accuracy and visibility of membership numbers to board	Ongoing	SB/MMP	23/02/2024
M001	Strong views from members	Resources diverted, other work delayed.	3	4	2	48	Improving	MITIGATE	Monitoring of Social Media, Communicate effective routes to communicate, transparency of Board actions, Using RP's as conduit.	Publicise points of contact, engage RP's. share information with memberships, publicise survey results. Share policies and articles of association more widely and advise all members of the AGM process.	Ongoing	JL / Marketing Director	23/02/2024
M002	Membership retention deteriorates	Membership Falls, (disproportionately for some classes of membership) Value seen as poor, Revenue Falls	3	5	3	45	Improving	MITIGATE	Monthly Membership numbers (±reporting), Calling those indicating they are resigning membership, Membership Survey. Improved membership numbers reporting via Ed.	Improve accuracy and visibility of membership numbers to board. Recording of feedback from Exit interviews. Exit interviews conducted in a timely and effective way.	Ongoing	SB/MMP/JL	31/12/2023
M004	Benefits of membership and value proposition per tier not relevant	Membership Falls, Value seen as poor, Attracting new members is harder	3	4	3	36	Stable	MITIGATE	Members survey, Take up of benefits	Improve take of survey, Improve alignment of benefits	April - June 2023	MMP	23/02/2024
M005	Other associations 'poach' members or a rival organisation is founded.	Membership Falls	3	4	3	36	Stable	MITIGATE	Marketing Efforts Clarity of benefits	Monitor and document reasons for leaving	Q2 2023	MMP	23/02/2024
M008	Board Membership Engagement with Members causes confusion between personal opinion and board policy	Separation of personal position and board position	3	3	3	27	Stable	MITIGATE		Board Process - Update Board responsibility document	Ongoing	JL	23/02/2024
M009	Poor communications following an event which requires a PSA position.	Loss of credibility	3	3	3	27	Stable	MITIGATE		Create flow chart for emergency		JL	23/02/2024
M006	Failure to attract sufficient new members of the right calibre to meet objectives	Membership falls, Loss of revenue	2	3	3	18	Stable	MITIGATE	Marketing Effort	Promotional activity	Ongoing	DF	23/02/2024
M007	Fees become unaffordable	Membership Falls	1	3	5	3	Stable	ACCEPT	Marketing efforts	Maintain inflationary increases, Review relative fee levels with other associations.	Q3 2023	WB	23/02/2024
M011						0	Stable	MITIGATE					

URI	Association wide risks	Consequences	Likelihood 1-5	Impact 1-5	Visibility 1-5	Combined	Trend	Primary Strategy	Existing Controls	Further Action	Timescale	Responsible	Last Update
AW19	Loss of key staff through sickness	Inability to meet obligations, Stress on Board, Failure of key working plans, Loss of knowledge or skills	4	4	1	80	Stable	MITIGATE	Policies	Avoiding single points of failure	Ongoing	Board	01/05/2024
AW08	Digital Data Breach	Liability for losses / Reputation damage / Loss of trust and Membership	4	4	1	80	Stable	TRANSFER	Data security on PSA systems / Third party IT support	Digital and Cyber risks insurance / Consider applying for a cyber essentials certification	Q1/2 2024	WB	01/05/2024
AW18	Business Continuity plan	Failure of the organisation	3	5	2	60	Deteriorating	MITIGATE	Association Policies	Develop Plan, Implement Plan, Testing	Ongoing	JL/WB	01/05/2024
AW13	Poor performance against budget	Inability to meet obligations	5	4	3	60	Deteriorating	MITIGATE	Regular financial reviews / Independent accountant / Budget Prepared	Increased budgetary awareness	2023	WB	23/02/2024
AW02	Insufficient Capacity	Inability to meet obligations	4	5	3	60	Improving	MITIGATE	Reactive planning	Proactive planning, Improve strategic awareness / Budgetting	February -June	Chair as lead supported by affected Board Members	01/05/2024
AW01	Brand creep	Uncontrolled social media accounts set up by members/RP	4	3	1	60	Stable	MITIGATE	None	Additional Policies / Group Guidelines	Ongoing	DF/Sass	23/02/2024
AW20	Limited or reduced access to funds due to banking failure or action	Inability to meet obligations	3	4	2	48	Improving	AVOID	Spread of funds	Additional accounts with unconnected organisations.	Immediate	WB	23/02/2024
AW11	Cost Inflation	Loss of economic viability / Loss of service quality	4	4	3	48	improving	MITIGATE	Membership Fee increase 1/4 / Regional Meeting Fee increase 1/7	Regular reviews of Regional Event costs / Regular reviews of Membership Fees	Q4 2023	WB	23/02/2024
AW07	Pandemic / National Emergency	Inability to meet obligations / Sudden loss of event revenue	2	4	1	40	Improving	MITIGATE	None	Develop pandemic / National Emergency plan.	2023	JL	23/02/2024
AW06	Loss of key supplier and internal staff through resignation	Inability to meet obligations	2	4	1	40	Stable	AVOID	Contractual agreements	Cross training / Minimise effort through single points of failure	Ongoing	Board	23/02/2024
AW05	Disaster Recovery Plan Fails (not needed)	Failure of the association	2	5	2	40	Stable	MITIGATE	None	Develop Plan / Test Plan	Ongoing	Ed	23/02/2024
AW12	Social media - negative discussions, trolling, etc	Damage to reputation	4	3	3	36	Deteriorating	MITIGATE	Monitoring of social media groups	Additional monitoring / Design processes	2023	JL	23/02/2024
AW04	Not providing adequate safeguarding to Members, suppliers, visitors to events, partners and others with whom we interact.	Reputational risk / Membership Attrition / Events attendance reduced	4	3	3	36	Improving	MITIGATE	Appointment of safeguarding and ethics officer.	Up to date and relevant safeguarding policy / Inform procedures in place / Training for relevant staff, partners and board members, / Responsible person policies.	April - June	WB	23/02/2024
AW18	Privacy and Data Governance	Damaged reputation, Loss of members, Reduced attendance at events	2	4	2	32	Stable	MITIGATE	Association Policies	Additional Policies, BOB Design	Ongoing	Board	23/02/2024
AW10	Failure to comply with financial regulations	Failure of the association, inability to invest, loss of quality	2	4	3	24	Improving	MITIGATE	External accounting, management accounts. / Reevaluating our financial partner regularly, Limits and signatories,	Improved budgetting, Audit regulations regularly and create approtriate policies	Q4 2023	WB	23/02/2024
AW03	Personnel and environment does not offer a representative, diverse and inclusive space for our members, staff and volunteers	Reputational risk / Membership Attrition	3	3	4	18	Stable	MITIGATE	DE&I policies	Implement strategy	April - June	Board	23/02/2024
AW14	Inadequate budgetry control and financial reporting	Inability to meet obligations	2	4	4	16	Stable	AVOID	Regular financial reviews / Independent accountant / Budget Prepared / Expensese policies updated	Better project planning / Increased budgetary awareness	2023	WB	23/02/2024
AW15	Failure to comply with regulatory/legal environment (excl. Financial regulation)	Legal costs,	1	4	3	12	Stable	MITIGATE	Current Board controls, insurance	Regulatory review	Q4 2023	JL	23/02/2024
AW09	Governance Structure fails	Failure of the association / Damage to reputation	1	4	3	12	Improving	AVOID	Current Board structure	Review Articles of association and by-laws / Develop role profiles	2023	WB	23/02/2024
AW17	Conflicts of Interest	Poor Decisions, Damage to reputation	2	3	5	6	Stable	AVOID	Association Policies	Additional Policies	Ongoing	JL	23/02/2024
AW16	Overdependence on key income sources	Sudden change in revenue flows	1	3	4	6	Stable	MITIGATE	Regular Management Accounts	Board reviews	2023	WB	23/02/2024

URI	Foundation risks	Consequences	Likelihood 1-5	Impact 1-5	Visibility 1-5	Combined	Trend	Primary Strategy	Existing Controls	Further Action	Timescale	Responsible	Last Update
F001						0	Deteriorating	EXPOSE					
F002						0	Deteriorating	AVOID					
F003						0	Deteriorating	MITIGATE					
F004						0	Deteriorating	MITIGATE					
F005						0	Deteriorating	MITIGATE					
F006						0	Deteriorating	MITIGATE					
F007						0	Deteriorating	MITIGATE					
F008						0	Deteriorating	MITIGATE					
F009						0	Deteriorating	MITIGATE					
F010						0	Deteriorating	MITIGATE					
F011						0	Deteriorating	MITIGATE					
F012						0	Deteriorating	MITIGATE					
F013						0	Deteriorating	MITIGATE					
F014						0	Deteriorating	MITIGATE					
F015						0	Deteriorating	MITIGATE					
F016						0	Deteriorating	MITIGATE					
F017						0	Deteriorating	MITIGATE					
F018						0	Deteriorating	MITIGATE					
F019						0	Deteriorating	MITIGATE					
F020						0	Deteriorating	MITIGATE					
F021						0	Deteriorating	MITIGATE					

URI	Events (regional and national) risks	Consequences	Likelihood 1-5	Impact 1-5	Visibility 1-5	Combined	Trend	Primary Strategy	Existing Controls	Further Action	Timescale	Responsible	Last Update
Ev008	SBS 2024 does not cover costs	Financial impact - Loss of profits	5	5	2	100	Improving	MITIGATE	Usual event promotion Monitor ticket sales and hit 25 sales per month. Deposit plus instalment plan	Launch at SBS2023 Track Ticket sales regularly Encourage conversation Promote outside PSA Seek sponsorship	Oct 2023 - Oct 2024	CC	23/02/2024
Ev006	Lack of buy in by the RP's to providing value in excess of the fees required to make a surplus at regional meetings.	Failure of the some regions	5	4	2	80	Deteriorating	EXPOSE	None	Have difficult conversations	Immediate	AG	23/02/2024
Ev005	Event pricing is insufficient in regions	Financial losses, Inability to support the associations work. Failure of the Association Inability to invest in the regions	5	4	2	80	Deteriorating	AVOID	Regular Reviews and price increases	Raising prices, addressing value provided at meetings, buy-in from board	H2 2023	WB	23/02/2024
Ev018	SBS 2025 - not ready to launch at SBS 2024	Reputational Risk Cashflow hit	4	4	2	64	Stable	MITIGATE					
Ev002	Loss of quality from venues	Poor member experience	4	5	3	60	Deteriorating	EXPOSE	Feedback from RP's	Monitor and set up reporting systems	2023	AG	23/02/2024
Ev003	Event attendance fails to meet minimum requirements	Reputational risk Loss of profits	4	4	3	48	Stable	EXPOSE	None	Improve monitoring of events costs and attendance	April - June	AG	23/02/2024
Ev001	Venue failure / Takeover	Quality of events falls, Cost of events rise, members leave	4	2	1	40	Deteriorating	MITIGATE	Feedback from RP's,	Monitor venue financial health. Some venues are now factoring invoices which suggests they are close to being unable to meet their commitments.	2023	AG	23/02/2024
Ev004	Venues cannot meet requirements for access and safety	Reputational risk Membership Attrition	4	3	3	36	Stable	EXPOSE	DE&I policies	Agree strategy	April - June	JL/SB	23/02/2024
Ev009	ETC takeover by Convene	Quality of events fall Costs rise Admin costs rise substantially Terms deteriorate	5	2	5	10	Deteriorating	MITIGATE	Negotiate better terms with ETC	Seek alternative venue - On standby	Jan-Mar	SB/WB/AG	23/02/2024
Ev007	Impact 2024 does not cover costs	Financial impact - Loss of profits	1	1	5	1	Stable	MITIGATE	Usual event promotion	Launch at Birthday Party Seek sponsorship	Jan - April 2024	CC	23/02/2024
Ev010	Losses in regions	Merged with EV005	0	0	0	0	Deteriorating	MITIGATE	None	Leadership of Regions Engagement of RP's Enhanced attendance	Immediate	AG	23/12/2023
Ev017						0	Stable	MITIGATE					
Ev016						0	Stable	MITIGATE					
Ev015						0	Stable	MITIGATE					
Ev014						0	Stable	MITIGATE					
Ev013						0	Stable	MITIGATE					
Ev012						0	Stable	MITIGATE					
Ev011						0	Stable	MITIGATE					
Ev019						0	Stable	MITIGATE					

URI	Events (regional and national) risks	Consequences	Likelihood 1-5	Impact 1-5	Visibility 1-5	Combined	Trend	Primary Strategy	Existing Controls	Further Action	Timescale	Responsible	Last Update
BOB003	Delivery date cannot be met	Delays in receiving benefits	2	5	2	40	Stable	MITIGATE	Planning through implementation	Review and testing	1-2 months	WB	01/05/2024
BOB004	Members are not able to access systems	No member experience improvement	2	5	2	40	Stable	MITIGATE	Testing design	Testing	1-2 months	WB	01/05/2024
BOB001	Data transfer fails	Launch delayed or impossible	1	5	4	10	Stable	EXPOSE	Constant monitoring	Develop repeatable scripts	1-2 months	WB/Ed	01/05/2024
BOB002	Functionality is not as promised	Unable to provide benefits	2	4	1	40	Stable	EXPOSE	Validation through implementation phase	Review and testing	1-2 months	WB	01/05/2024
BOB006	Costs prove to be higher than budgetted	Lack of funds for other investmrnets	2	4	2	32	Stable	MITIGATE	None	Testing	1-2 months	WB	01/05/2024
BOB005	Revenue issues from new system	Loss of revenue	2	3	1	30	Stable	AVOID	None	Testing	1-2 months	WB	01/05/2024
BOB007	System is incompatible with other aspects of PSA operations	Additional costs	2	2	1	20	Stable	MITIGATE	None	Testing	1-2 months	WB	01/05/2024
BOB008	Functionality is poorly received by members	Costs of communications	3	2	1	30	Stable	MITIGATE	None	Pre-Launch Comms	1-2	WB	01/09/2024
BOB009						0	Stable	MITIGATE					
BOB010						0	Stable	MITIGATE					
BOB011						0	Stable	MITIGATE					
BOB012						0	Stable	MITIGATE					
BOB013						0	Stable	MITIGATE					
BOB014						0	Stable	MITIGATE					
BOB015						0	Stable	MITIGATE					
BOB016						0	Stable	MITIGATE					
BOB017						0	Stable	MITIGATE					
BOB018						0	Stable	MITIGATE					
BOB019						0	Stable	MITIGATE					