

Risk assessment made simple

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consultants and auditors

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Introduction

Everyone thinks about risks and weighs them in their mind when they are making decisions or planning, but a **risk management process** is a structured approach providing consistency across the whole organisation.

Risk **assessment** is the first step in the process. The approach we suggest here provides a framework to share common understanding within the organisation and a tool for the prioritisation of management decision-making. It will help you to recognise existing control activity that is managing risks and identifying gaps where you need to do more.

Your organisation can then integrate risk assessment and the management of risks as part of day-to-day activity.

step 1 **Identifying the risks**

Risk can be defined as uncertainties surrounding opportunities and threats which have the potential to enhance or inhibit performance, achievement of objectives and meeting stakeholder expectations. In other words, a risk can be anything which has the potential to prevent you reaching your goal. For charities and organisations, it can be very helpful if the risk identification process is rooted in the objectives of the charity. However, risk is also about taking appropriate risks to achieve objectives and should be about identifying opportunities as well as negative risks.

Starting from the charity's objectives, the charity should think about the risks, which might prevent the charity from achieving those objectives. This will produce a 'top level' review of risks, looking at the overall scene both inside the charity and externally.

As prompts for identifying risks, it may be helpful to think in terms of:

- failure to ...
- loss of ...
- concentration of ...
- non-compliance with ...
- lack of ...
- reduction of ...
- conflict between ...
- inability to ...
- inappropriate ...
- reliance on ...
- disruption to ...
- inadequate ...
- increase in ...
- delay in ...

For example, the loss of funding from a major donor would pose a significant threat to the continuation of the charity's work in a particular field.

step 1

In generating the list of risks, it is important to consider threats *and* the consequence of the threat materialising. If it were identified that the charity is reliant on funding from one source, then that in itself does not articulate a risk. It is necessary to consider the consequences of that particular aspect. For this example, the risk may be that the funder is able to specify the purpose on which the funds should be spent, which in turn is taking the charity in a direction that is not well matched to the strategic direction it has chosen.

Categories of risk

In step one when identifying risks, you need to think widely about internal and external factors that could affect the charity. The major risks to the charity are not likely to be only financial risks. Consider the following categories and examples of the risks that commonly arise:

People	● key personnel leaving ● inability to recruit
Operational	● lack of clear plans ● lack of budgetary control
Financial	● authority levels not communicated ● poor segregation of duties
Strategic	● lack of focus ● too little knowledge about the group you serve
Funding	● short term ● poor cost recovery
Competition	● other charities raising funds for the same thing ● your idea being 'mainstreamed' so you are no longer relevant
Management	● inappropriate structure ● staff do not know where to go for a decision

step 1

Information	● too little information about your outcomes so you cannot demonstrate effectiveness ● data is scattered through the organisation in many different databases
Property	● reserves tied up in property you no longer need ● high level of dilapidations on leases
Reputation	● an accident involving a user ● confidential information about users is accidentally in public domain
Regulatory	● charity losing employment tribunal because procedures were not followed ● breach of data protection regulations
Technological	● old database no longer supported by supplier ● failure to meet the expectation of users in terms of response times and availability of information and services electronically
Political	● change in political priorities leading to cut in funding ● change in policy affecting beneficiary group making your charity irrelevant
Governance	● conflict of interest for a member of the board ● lack of requisite skills on board
Natural	● flood

step2

Assessing the risks

Once the risks have been identified, and it is very likely that there will be an extensive list, the risks need to be assessed. The key factors are:

- likelihood
- impact

Likelihood refers to the probability that a threat will materialise. **Impact** relates to the effect that would be felt if the event did occur. Likelihood and impact are the common factors seen in all descriptions of risk assessment. A scoring system should be agreed. One system is:

Likelihood

1	Very unlikely	barely feasible to occur
2	Unlikely	extremely unlikely in the near future (current year) but possible in the longer term
3	Possible	not very likely in the immediate future, but reasonably likely in the longer term
4	Likely	possible in the current year, and probable in the longer term
5	highly likely	probable in the current year, and highly probable in the longer term

step2

Impact

1	Insignificant	nothing to worry about
2	Fairly serious	possibly important, but can be managed although it would take up some time and resources
3	Serious	a threat which could cause us reasonable problems and would definitely take up time and resources
4	Very serious	would hinder the achievement of our strategic objectives and/or would take up considerable time and resources
5	Major disaster	could seriously undermine the standing and position of the organisation

There is no need for a pretence that this process is entirely objective; it is subjective and each person will come to different conclusions about the perception of a particular risk.

Undertaking this as a collective exercise will focus the organisation's attention on a key issue: **risk appetite**. One person might score a potential event as low likelihood, whereas another person may perceive the risk as highly likely. The process of assessing the risks can be a very positive exercise in sharing the different perceptions of risk. As part of the process the organisation should come to a reasonable consensus about the level and types of risks it is prepared to accept.

To reflect this, it can be helpful to use a third measure, which is usually called **attitude**. This is a way of drawing out people's perceptions about a particular risk, and the additional scoring will weight the priority ranking to risks that receive a high score on level of concern as well as likelihood and impact.

step 2

5	Zero tolerance	where the nature or impact of the risk is such that it is not acceptable within the organisation
4	Risk averse	where some risk is unavoidable but this should be kept to a minimum
3	Risk equilibrium	where the dangers of the risk are fairly evenly offset by the opportunities and advantages offered by carrying it
2	Risk orientated	where the dangers of the risk are limited and reasonably offset either by the opportunities and advantages afforded by carrying it or by eliminating the costs of actions and systems needed to mitigate it
1	Risk bearing	where the potential benefits of taking the risk are significant against the likelihood and impact of the risk which are limited

You can use worksheets in a format such as the one below to develop your list of risks and assess them:

<i>Risk</i>	<i>Consequence</i>	<i>Likelihood</i>	<i>Impact</i>	<i>Attitude</i>	<i>Priority ranking</i>

Multiply the scores to produce the priority ranking.

	<i>Likelihood</i>	<i>Impact</i>	<i>Attitude</i>	<i>Total</i>
Database crash	4	4	4	64
Key person leaves	3	2	2	12
New procedure fails	4	3	3	36

Using these factors you can prioritise the risks, so that the long list becomes more manageable. The focus moves to the risks with the highest ranking.

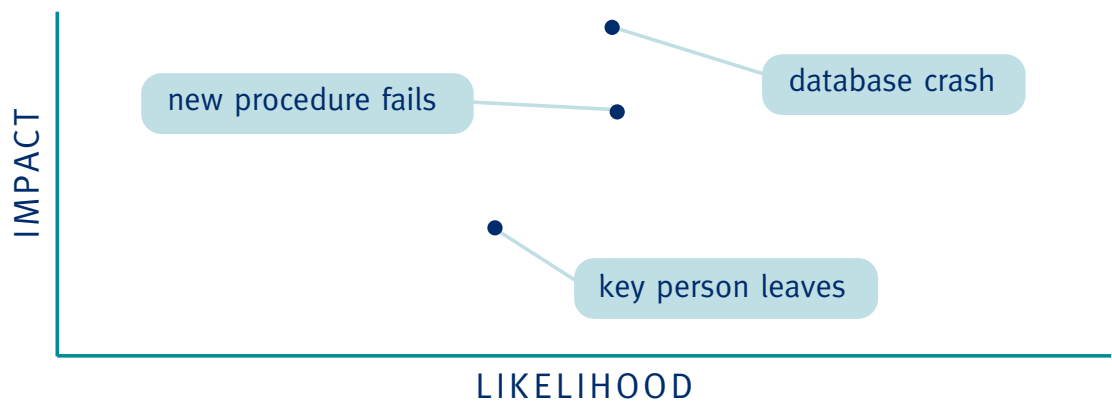
step2

You can map the scores for likelihood and impact onto a grid format to organise and prioritise the risks:

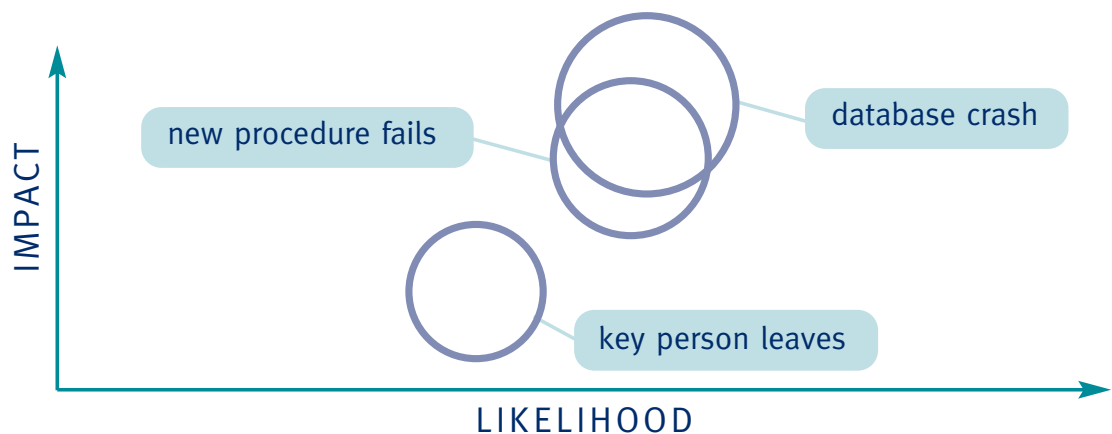
A risk map

IMPACT	high impact low likelihood	high impact high likelihood
	low impact low likelihood	low impact high likelihood
LIKELIHOOD		

You can also prepare your map as a scattergram to provide a graphic illustration of key areas of risk. As an example, the above table showing the prioritised risks would be illustrated on such a map as follows:



In order to include the attitude ranking, you may choose to draw a risk map as a bubble diagram, where the size of the bubbles reflect the rating for attitude.



step3

Establishing action points

Appropriate action will depend on the nature of the risk. Consider the following actions as responses to risk:

- Avoid the activity
- Minimise the likelihood e.g. improve your procedures
- Mitigate the effects e.g. develop a response plan
- Transfer the risk e.g. by taking out insurance
- Accept the risk i.e. continue in same way in the knowledge that there are risks

In general terms, the appropriate actions for the four quadrants on the risk map are:

Suggested actions

IMPACT	high impact low likelihood <i>Mitigate effects/transfer</i>	high impact high likelihood <i>Avoid/minimise likelihood</i>
	low impact low likelihood <i>Accept</i>	low impact high likelihood <i>Minimise likelihood/accept</i>
LIKELIHOOD		

Where the likelihood is high for an internal risk, then the charity can take action to minimise the likelihood. Where the likelihood is high for an external risk, then there is little the charity can do to prevent the threat materialising. The charity therefore has to consider whether it can manage the situation if the event did happen i.e. mitigate the effects of an event, or whether it has to cease the activity to avoid the risk altogether.

step 3

The charity will also have to consider a level of risk which is it prepared to accept. If the risks are known and managed, then this is a good outcome for the charity. In this situation, no further action may be required.

The charity will also need to balance the cost of controlling the risk against the cost of mitigating the risk should the threat materialise. The cost of controls need to be proportionate to the risk and the aim is not to eliminate all risks, but to manage them.

It is important to identify the appropriate actions to manage risks so that effort is directed in the right way. It is better therefore to first consider what the controls ought to be and then to check what you have in place. An example of a format you can use for this:

<i>Risk</i>	<i>Likelihood</i>	<i>Impact</i>	<i>Appropriate controls</i>	<i>Existing controls</i>	<i>Further action needed</i>

step4

Develop a risk register

A register draws together the key information for the highest priority risks:

- Clear identification of the risk
- Consequences of that risk becoming a reality
- Action required to manage the risk – the controls appropriate for the risks identified
- Describe the controls already in place
- Further action required, identifying the timescale and responsibility for the action. This will then need to be monitored.

Example page in a risk register

<i>Risk</i>	<i>Consequences</i>	
Database containing names of all members will crash	• Loss of income • Damage to relationship with members	
<i>Appropriate controls to manage the risk</i>	<i>Existing controls in place</i>	
• Database backed up daily • Back ups stored off-site • Restore of data tested monthly	Daily back up system in place	
<i>Further actions necessary</i>	<i>Who</i>	<i>Timescale</i>
• Ensure contract with IT support company is valid and provides for immediate action • Provide training for membership team	TY	Urgent
	ST	Medium term

Monitoring and reassessment

In order to reap the benefits of this process, risk review needs to be brought into the cyclical planning process of the charity and be embedded within the processes of the charity. So consider how you might review the risk profile of a new strategic plan. Additionally, risk review needs to be brought into the operational plan and workplans for teams. You may need to add a responsibility for undertaking regular risk assessments into job descriptions and ensure that it is included in the objectives for managers. There may be quite simple ways in which an understanding of risks can be brought into all aspects of operational decisions, such as including a short risk review on forms for new activities and planning documentation.

Regular review will ensure that the trustees and management are aware of the current risks facing the charity. These will change, as will the extent of exposure to them.

Conclusion

The benefits of the process may well assist the organisation in its governance and management. Risk assessment processes can:

- provide a structured way of dealing with current and future risks;
- create the right culture so that the organisation can learn from mistakes and take advantage of opportunities;
- help to focus decision-making and actions on the priority issues for the organisation emanating from the objectives;
- involve individuals at different levels in the organisation and promote greater understanding of the its objectives and strategy.

Reference and further information

A Practical Guide to Financial Management for Charities

by Kate Sayer

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Charities and Risk Management

Guidance published by the Charity Commission July 2007

<http://www.charitycommission.gov.uk/investigations/charrisk.asp>

AskNCVO

Guidance published on NCVO website

<http://www.ncvo-vol.org.uk/askncvo/index.asp?id=2618&terms=risk%20management>

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