Risk register - Plymouth

Step 1: Identify the risks				Step 2: Assess the risks					Step 3: Control the risks				Step 4: Monitor the risks				
						Pre-control				Post-control							
ID	Date added	Category	Risk owner	Risk	Impact	Impact score	Likelihood score	Score	Current controls	Impact score	Likelihood score	Score	How will the risk be monitored	Further actions	By when	Responsible	Last review date
G001	14/06/2025	Governance	District Chair	Trustees may not have the required skills to effectively carry out their role	• Trustee board cannot operate effectivley. • Decisions made outside of board meetings. • Conflicts of interest. • Personal agenda • Culture of secrecy or deference • arbitary overriding of control mechanisms	3	3	12	The Scout Association Trustee learning, new trustees approved by current board and checks for compliance with Charity Commission rules carried out before appointment.	1	2	3	monitor learning compliance via new system. Trustees review annually prior to Annual General Meeting. Monitoring HQ guidance on trustee boards & function.	Charity commission entry kept up to date.	When new trustee appointed / step down	District Chair	02/12/2025
G002	14/06/2025	Governance	District Chair	Trustee board dominated by one or two trustees or by connected individuals	• Trustee board cannot operate effectivley. • Decisions made outside of board meetings. • Conflicts of interest. • Personal agenda • Culture of secrecy or deference • arbitary overriding of control mechanisms	3	3	12	The Scout Association Trustee learning, new trustees approved by current board and checks for compliance with Charity Commission rules carried out before appointment. Trustee board elections & advertising is open and fair.	1	2	3	Usage of The Scout Association whistleblowing policy. District Chair & District Lead Volunteer to continuously monitor.	n/a			02/12/2025
G003	14/06/2025	Governance	District Chair	Trustees financially benefiting from charity	• Conflicts of interest. • Personal agenda • Culture of secrecy or deference • arbitary overriding of control mechanisms	3	3	12	Expenses policy followed & approval processes. Multiple signatories on bank to enable payments. External auditing of annual accounts.	1	1	2	Trustee board approves accounts, along with annual external auditing. Trustees brought a statement of accounts at each Board of Trustees meeting & discussion of relevant items.	Statement to be provided to trustees at each Board of Trustees meeting.	Each Board of Trustees meeting	District Treasurer	02/12/2025
G004	14/06/2025	Governance	District Chair	The trustee board may lack direction, strategy and forward planning	Non-functioioning Board of Trustees, no direction	3	2	9	Agreement of current constitution and roadmap for next 12mo at each Annual General Meeting. Agendas for meetings circulated in advance and approvals sought for decision making.District Lead Volunteer run District team meetings. Transparent & open District actions.	1	2	3	Agendas, minutes, decisions & actions saved and circulated. Roadmap approved and stored.	Sharing of documents previously mentioned	Each Board of Trustees meeting	District Chair	02/12/2025
G005	14/06/2025	Governance	District Chair	Conflicts of interest	• charity unable to pursue its own interests and agenda • decisions may not be based upon relevant considerations • impact on reputation private benefit	3	3	12	Trustees sign annual declaration for conflict of interest. New system has declaration to sign for roles. Open & transparent decision making process (Minutes etc. all shared).	1	1	2	Annual declarations for all trustees, Annual General Meeting processes & accounts audits.	n/a			14/06/2025
G006	14/06/2025	Governance	District Chair	Trustees may not be eligible to be a trustee	Non-adherence Charity Commission & Scouts policy	4	3	16	UK HQ membership check process (inc. DBS), Charity commission data update.	1	1	2	Ongoing compliance monitoring.				02/12/2025
G007	14/06/2025	Governance	District Chair	Activities outside of charitible objectives, powers or terms of gift (restricted funds)	Non-adherence Charity Commission & Scouts policy	4	3	16	The Scout Association & Charity Commission policies on use of funds. Transparency of use of funds & external auditing of accounts.	2	3	8	Ongoing monitoring, and annual auditing.				02/12/2025
G008	14/06/2025	Governance	District Lead Volunteer	Reporting to trustees (Events/Activities)	• inadequate information resulting in poor quality decision making • failure of trustees to fulfil their control functions • trustees become ill informed	3	4	15	Reporting process established for applicable events/activities (inc. financial oversight).	2	3	8	Programme lead should be aware of and review district activities - then brought to Board of Trustees for approval.	1. Write district activities policy & finalise approval process. 2. Follow up on any non-reported activities & action Charity Commission accordingly.	1. September 26 2. When necessary (once process is adopted)	1. Board of Trustees. 2. Programme Lead	02/12/2025
G009	14/06/2025	Governance	District Chair	Non-compliance of relevent learning for District-level volunteers.	Non-adherence to Scouts policy	4	4	20	Learning compliance monitored on ongoing basis via membership system in line with POR.	1	1	2	Agenda item at Board of Trustees meetings.	1. District VD lead to be appointed.	1. April 26	1. District Lead volunteer	02/12/2025
G010	14/06/2025	Governance	District Chair	Having relevant documentation & policies in place	Non-adherence to charity commission and Scouts policy, Legal action	4	4	20	Board of Trustees to review policies on set review dates as per roadmap.	1	1	2	Monitored via reviews.				02/12/2025
G011	14/06/2025	Governance	District Chair	Acting counter to our Terms of Reference or the needs of our membership	• inadequate information resulting in poor quality decision making • failure of trustees to fulfil their control functions • trustees become ill informed	2	3	8	Agreement of current constitution and roadmap for next 12mo at each Annual General Meeting. Agendas for meetings circulated in advance and approvals sought for decision making. District Lead Volunteer run county team meetings. Transparent & open district activities.	2	3	8	Annual General Meeting processes & The Scout Association volunteer processes. Role reviews where needed - new membership system keeps a record of this.				02/12/2026
G012	14/06/2025	Governance	District Chair	Oversight of Group governance	• inadequate information resulting in poor quality decision making • failure of trustees to fulfil their control functions • trustees become ill informed	3	3	12	Groups submitting Annual General Meeting reports & Charity Commission Accounts to District Chair, and District Lead Volunteer	2	3	8	District Chair to report compliance to Board of Trustees. Groups to adopt compliance framework policy annually.	1. Additional agenda item when relevant.	1. 1st meeting of each Board of Trustees year. 2. July Board of Trustees Meeting	Ongoing: DLV & Board of Trustees	02/12/2025
G013	17/06/2025	Governance	District Lead Volunteer	The Scout Association Regulatory Reporting (Census)	Incorrect data entries - veracity of Group/District data at risk	2	3	8	Minimal control - reliant on a Charity Commission and District submissions. "District Submission must be made by the advised date."	2	3	8	Census system will show submission progress by groups - to be monitored & chased by DLV. ensure timely submission.				02/12/2025
F001	17/06/2025	Financial	District Treasurer	Budgetary control and financial reporting	• inadequate information resulting in poor quality decision making • failure of trustees to fulfil their control functions • trustees become ill informed, • financial loss through inappropriate investment •unforseen severe adverse investment conditions • financial loss through lack of investment advice, lack of diversity • cash flow difficulties	4	4	20	External auditing of annual accounts. Annual General Meeting report and Board of Trustees meetings.	1	1	2	Minutes of meetings & publishing of annual a Charity Commission accounts.	• agree and publilsh budget policy • agree annual budgets & roadmap	1st Board of Trustees meeting of each Annual General Meeting year.	District Treasurer	17/06/2025
F002	17/06/2025	Financial	District Treasurer	No Reserves	no contingency	4	3	16	Board of Trustees approval of county event/activity (inc. Budget), and reserves policy. Compliance with Charity Commission rules around amount of reserves in hand.	1	1	2	County Treasurer reporting to Board of Trustees at each meeting of current position. Reserves policy confirmed and publised at each Annual General Meeting.			District Treasurer	17/06/2025
F003	17/06/2025	Financial	District Treasurer	Loss of reserves	poor governance, negative publicity	4	3	16	Board of Trustees approval of district event/activity (inc. Budget), and reserves policy. Compliance with Charity Commission rules around amount of reserves in hand.	1	1	2	DistrictTreasurer reporting to Board of Trustees at each meeting of current position. Reserves policy confirmed and publised at each Annual General Meeting.			District Treasurer	17/06/2025
F004	17/06/2025	Financial	District Treasurer	Excess reserves	uanble to apply for grant funding, negative publicity, poor governance, counter charity commission guidance	2	2	6	Board of Trustees approval of county event/activity (inc. Budget), and reserves policy. Compliance with Charity Commission rules around amount of reserves in hand.	1	1	2	District Treasurer reporting to Board of Trustees at each meeting of current position. Reserves policy confirmed and publised at each Annual General Meeting.			District Treasurer	17/06/2025
F005	17/06/2025	Financial	District Treasurer	Borrowing	• interest rate movements • ability to meet repayment schedule • security given over assets • regulatory requirements	4	2	12	We do not plan to borrow at current. In event of borrowing required - Board of Trustees approval within The Scout Association / Charity Commission compliance.	2	3	8	Any Board of Trustees actions to be within The Scout Association / Charity Commission rules.			District Treasurer	17/06/2025
F006	17/06/2025	Financial	District Treasurer	Investments	• financial loss through inappropriate investment •unforseen severe adverse investment conditions • financial loss through lack of investment advice, lack of diversity • cash flow difficulties arising from lack of liquidity	4	2	12	All investments require Board of Trustees approval - to be conducted within The Scout Association / Charity Commission rules. Financial investments covered by government assurance - accounts to be kept within these limits	2	3	8	Any Board of Trustees actions to be within The Scout Association / Charity Commission rules - Accounts to be kept within these limits.	• Agree and publish investment policy		District Treasurer	17/06/2025
F007	17/06/2025	Financial	District Treasurer	Tangible Fixed Assets	Financial loss through inappropriate purchasing Damage of asset not covered by insurance Cash flow difficulties arising from unexpected expenditure or unforseen budgeting Maintaining capital costs.	4	2	12	All assets require Board of Trustees approval prior to purchase - to be conducted within The Scout Association / Charity Commission rules. Adequate & relevant insurance to be held for all assets. Reserves policy to account for asset management.	1	2	3	Any Board of Trustees actions to be within The Scout Association / Charity Commission rules. Maintain asset register.	1. Ongoing review of asset register. 2. Put QM in place to enable better management of these items. 3. Review of reserves policy to ensure it covers current assets/liabilities.	1. Ongoing. 2. ASAP. 3. annually	1. District Chair 2. District Lead Volunteer. 3. District Chair	17/06/2025
F008	17/06/2025	Financial	District Treasurer	Foreign/Crypto Currencies (Investments)	• currency exchange losses • uncertainty over project costs • cash flow impact on	4	2	12	We do not plan to do this	1	1	2	Updated if decided to pursue.			District Treasurer	17/06/2025
F009	17/06/2025	Financial	District Treasurer	Corporate Cards	currency exchange losses • uncertainty over project costs • cash flow impact on operational activities, loss of card	2	4	10	Use of pre-paid corporate cards with approval of Board of Trustees. Expenses policy applicable. Register of who holds cards.	1	1	2	Ongoing review of card holders and their respective activities and budgets - cards ended promptly where necessary. Receipts to be sent to treasurer for review and aCharity Commissionounting			District Treasurer	17/06/2025
F010	17/06/2025	Financial	District Treasurer	Inappropriate or unwarranted spending on activities/events	• resources withdrawn from key objectives/core activities • regulatory action and accountability • reputational risk if publicised	3	4	15	Event/activity approval process. The Scout Association & Charity Commission rules. Expenses policy applicable.	2	3	8	Receipts to be reviewed as per expenses policy.	Event budgets to be approved by Board of Trustees, after sent by Programme Lead.	When required.	District Treasurer	17/06/2025

F011	17/06/2025	Financial	District Treasurer	Compliance with donor imposed restrictions	• funds applied outside restriction • repayment of grant • future relationship with donor • regulatory action	4	3	16	The Scout Association & Charity Commission rules to be followed. Accounts to be audited. HMRC guidance to be followed RE legacies.	1	1	2	Grants etc. to be approved by Board of Trustees ahead of application to ensure spending is as planned.			District Treasurer	17/06/2025
F012	17/06/2025	Financial	District Treasurer	Inappropriate and authorisation of Expenses	Publicity, reputation, impact on funds, Charity Commission rules	3	4	15	Expenses policy to be followed to ensure this does not happen. Multiple points of checking - bank has multiple	2	1	4	Receipts & approvals process being followed as per expenses policy.			District Treasurer	17/06/2025
F013	17/06/2025	Financial	District Treasurer	Poor oversight of group financial contingency & policy practice	Groups poorly managing finances and coming to county to bail them out	3	3	12	Groups should be following The Scout Association & Charity Commission guidance on trustee boards. Annual reporting of accounts & year ahead budgets to county.	2	1	4	Annual reporting of accounts & year ahead budgets to District.	Production of budget & roadmaps ahead of Annual General Meeting.	1st Board of Trustees meeting of each Annual General Meeting year.	District Treasurer	17/06/2025
F014	17/06/2025	Financial	District Treasurer	Access to funds	1 person has control of accounts & could pay themselves	4	4	20	Multiple signatories on accounts as per The Scout Association & Charity Commission rules.	1	1	2	Board of Trustees meeting reports & payment approval process.			District Treasurer	17/06/2025
F015	17/06/2025	Financial	District Treasurer	Insurance Policies	Activities/assets/property not covered by insurances, poor due dilligence of checking insurances are applicable	4	3	16	The Scout Association / Charity Commission rules on insurance to be followed (POR 5).	2	3	8	Insurance schedules to be read, policies to be renewed and ensured they cover all required elements. Advice in expense policy to review schedule coverage and set alerts for expiration			District Treasurer	17/06/2025
F016	17/06/2025	Financial	District Treasurer	Fraud	• financial loss • reputational risk • loss of morale • regulatory action • impact on funding	4	4	20	Multiple signatories on accounts as per The Scout Association & Charity Commission rules and more than just these people that can view and see activity.	2	3	8	Multiple signatories on accounts as per The Scout Association & Charity Commission rules and more than just these people that can view and see activity. Audited accounts & Board of Trustees			District Treasurer	17/06/2025
E001	17/06/2025	External	District Lead Volunteer	Poor Public perception	• impact on volunteers • impact on youth membership • impact on income • ability to access	4	4	20	Monitoring yearly census for youth membership Monitoring social media Good working relationship with Group Lead Volunteer	2	2	6	Decrease in youth membership monitored by District Trustee Board and Scout Association	Review at Trustee Board meeting following collation of census detail		District Lead Volunteer	17/06/2025
E002	17/06/2025	External	District Lead Volunteer	Adverse publicity	• impact on volunteers • impact on youth membership • impact on income • ability to access	4	4	20	Monitoring yearly census for youth membership Monitoring social media Good working relationship with Groupt Lead Volunteer	2	2	6	By monitoring communication channels and social media			District Trustee Board	17/06/2023
E003	17/06/2025	External	District Lead Volunteer	Demographics - increase/decrease in youth membership	• financial impact, lack of adult leaders	3	3	12	Monitoring yearly census for youth membership Good working relationship with Group Lead Volunteer	2	1	4	Good communication between trustee board and DLV, GLV - on-going review with relevant team	Looking to build a more cohesive relationship between groups and district.		District Trustee Board	17/06/2025
E004	17/06/2025	External	District Lead Volunteer	Demographics - lack of diversity	lack of inclusion, poor practical adjustment, scout policy	3	3	12	Ensure we are open and inclusive to all as per Scouts POR.	2	1	4	Yearly monitor of diversity and inclusion of all adult volunteers in the County following census publication	Review at Trustee Board meeting following collation of census detail		District Trustee Board	17/06/2025
E005	17/06/2025	External	District Chair	Government policy changes	• availability of grant funding • impact of tax regime on voluntary giving (gift-aid) • impact of general legislation or regulation on activities taken	3	3	12	Monitoring of national media communications Scout assocation directives and communication to appropriate roles as required Monitoring social media	2	1	4	Monitoring of national and local communications			District leadership team	17/06/2025
E006	17/06/2025	External	District Lead Volunteer	Scout Association Policy changes	Adult Member compliance	4	4	20	Monitoring of compliance data at District Level	1	3	4	Regular running of compliance reports in data explorer and reporting issues to GLV	Building better relationships between County and District Volunteer Development teams		Volunteer development lead	17/06/2025
E007	17/06/2025	External	District Lead Volunteer	Third-party Policy changes (Insurance)	activities/assets/property not covered by insurances, poor due dilligence of checking insurances are applicable.	3	3	12	Monitoring of insurance compliance at District trustee board meeting Regular review of asset register	1	1	2	Regular review of insurance complicance and asset register	Having asset register on District one drive Ensure all county and activity leads update County admin with any new/replacement		District programme team and DLV	17/06/2025
OP001	17/06/2025	Operational	District Chair	Contracts	• onerous terms and condiditons • liabilities for non-performance	3	3	12	On-going monitoring	1	1	2	Regular review and update as legislation changes or as needed			DLV	17/06/2025
OP002	17/06/2025	Operational	District Lead Volunteer	Service provision - member satisfaction	• loss of income from membership fee lack of adult leaders, loss of experience, poor volunteer experience	4	4	20	Monitoring yearly census for youth membership Monitoring social media Good working relationship with Group Lead Volunteer Presence at public events Review of received complaints	2	2	6	Good communication channels between county and district lead volunteers			District leadership team	17/06/2025
OP003	17/06/2025	Operational	District Lead Volunteer	Competition from other organisations	• loss of income from membership fee lack of adult leaders, loss of experience	2	2	6	Reviewing social media Scout association push to deliver a great programme to all	2	2	6	Local knowledge of demographic and needs of each group Good communication channel between District and Groups			District leadership team	17/06/2025
OP004	17/06/2025	Operational	District Lead Volunteer	Update to Scout Association digital tools	Lack of knowledge Increase in non compliance	3	3	12	Local go live support teams National digital champions	3	3	12	Local what's app system for managing support required National support via email	Needs close monitoring to ensure compliance		Transformation lead	17/06/2025
OP005	17/06/2025	Operational	District Chair	Suppliers	Failure to supply agreed service, poor reputation	3	3	12	Reviewed and monitored by DLV	1	2	3	Regular reviews at trustee board meeting			DLV	17/06/2025
OP006	17/06/2025	Operational	District Lead Volunteer	Adult Volunteer turnover	• loss of experience or key technical skills • volunteer recruitment lead time	2	3	8	Review of yearly census Ability of DLV to run report on new system Programme lead to monitor ongoing skills across District	2	2	6	Programme lead to monitor skills across District			District leadership team	17/06/2025
OP007	17/06/2025	Operational	District Chair	Treasurer Turnover	inability to undertake day to day operations	4	4	20	Vacancy in role	4	4	20	Highlight to trustee board	Possible outsource to external book keeper		District chair	17/06/2025
OP008	17/06/2025	Operational	Volunteer developmen t lead	Volunteer non-compliance of learning	volunteer non-compliance, Non-adherence Scouts policy	4	4	20	Regular communication between District and Group volunteer leads (where in post)	2	2	6	Use of regular reporting from digital systems, Sharing of good practice to GLV			District volunteer development lead	17/06/2025
OP009	17/06/2025	Operational	District Chair	Poor management of Assets - Property	Lack of proper management and maintanence of property. Loss of asset value. Insurance breaches	3	2	9	Properties sub committee formed	1	1	2	Planned improvements of all sites, with clear 5 year plan			District Trustee Board	17/06/2025
OP010	17/06/2025	Operational	District Chair	Poor management of Assets - Other District Equipment	Equipment unavailable for use, theft of equipment if not secured effectively, not covered by insurance if activities run with it, loss of asset value, dangerous to	3	3	12	Asset register monitored by District QM (DLV Until QM appointed)	1	1	2	Review of asset register by county admin, highlighting to trustee board if issues arise	Needs close monitoring to ensure compliance		District leadership team	17/06/2025
OP011	17/06/2025	Operational	District Chair	Fundraising	Negative public perception of fundraising from less than reputable sources / for reasons that would not be judged appropriate by	3	2	9	Defined event/purpose of fundraising. Appropriate financial risks noted Monitoring of social media	1	1	2	Regular review by District treasurer Ring fenced funds if raised for a specific project			DLV	17/06/2025
OP012	17/06/2025	Operational	District Lead Volunteer	General Procedures and systems (not following POR)	Not covered by SA insurance & liable to legal action. Non- compliant with HQ policy.	3	2	9	Good communication, on- going monitoring of events and processes	1	1	2	On-going monitoring of POR updates through monthly membership emails			District leadership team	17/06/2025
OP013	17/06/2025	Operational	District Chair	Not having (or adhereing to) Asset register & management policy	Mis-management of assets, potential loss of assets, increased costs to bring assets back into compliance if mis-managed. Not gaining maximum return on our investments.	3	3	12	DLV monitoring asset register	2	1	4	Standard operating procedure to be put in place for managing assets and replacements			District leadership team	17/06/2025
OP014	17/06/2025	Operational	District Chair	Not adhereing to Expenses policy	Not following POR/Charity Commission rules, impact on reputation, impact on funds, negative publicity.	3	3	12	Expenses controlled through online system, approved by budget holder and paid through 2 signature online	2	1	4	Regular review at trustee board meeting	Policy to be updated		District Chair District leadership team	17/06/2025
OP015	17/06/2025	Operational	District Lead Volunteer	Not adhereing to Growth & Development Policy	Not following POR/Charity Commission rules, impact on reputation, impact on funds, negative publicity.	3	3	12	Monitoring of policy by trustee board	1	2	3	Regular review at trustee board meeting Involvement of growth and development team	Policy to be updated		District lead volunteer	17/06/2025
OP016	17/06/2025	Operational	District Chair	Incorrect usage of legacies	SA & Charity Commission rule infringement, negative public/membership perception, stakeholder	3	3	12	Understanding stipulation on how funds are to be used	2	1	4	Review by DLV to ensure compliance of request			DLV	17/06/2025
OP017	17/06/2025	Operational	District Chair	Not having (or adhereing to) disaster recovery plan.	• Reputational risks • Charity unable to operate	4	2	12	To adopt national guidelines	2	1	4		Copy and adopt national template		Support Team Lead	17/06/2025
OP018	17/06/2025	Operational	District Lead Volunteer	Not following The Scout Association diversity & inclusion policies	Loss of members, not following POR, negative public perception.	3	3	12	To adopt national guidelines	2	1	4		Copy and adopt national template		DLV	17/06/2025
OP019	17/06/2025	Operational	14 - 24 Team Lead	Lack of Quality Explorer Scout Program	Explorers leave, negative public perception	3	3	12	Closing old small units with a single central unit	2	1	4	Review by DLV to ensure quality program is run			DLV	17/06/2025
LR001	17/06/2025	Legal and Regulatory	District Chair	Compliance with legislation and regulations appropriate to the activities we undertake	Legal action, safety of members/volunteers, non-adherence to POR & loss of The Scout Association	4	3	16	Review and ongoing monitoring of regulations. Ensure any SA updates are adopted and shared	2	2	6	Ensure uptodate POR and available to be used across the County	Good communication with District trustee boards		District Trustee Board	17/06/2025
LR002	17/06/2025	Legal and Regulatory	District Chair	Charity commission Regulatory reporting requirements	• regulatory action • reputational risks • impact on funding	4	3	16	Annual General Meeting held reliably, Charity Commission accounts reporting, trustees aware of Charity Commission	2	2	6	Ensure uptodate information on charity commission website	Good communication with District trustee boards		District Trustee Board	17/06/2025
LR003	17/06/2025	Legal and Regulatory	District Chair	Taxation	• loss of income (eg failure to utilise gift aid) • loss of mandatory or discretionary rate relief • failure to utilise tax	2	2	6	District Chair overseeing treasurer role	2	1	4	HMRC checks done by scrutineering accountants for yearly accounts	Find treasurer		District Treasurer	17/06/2025
LR004	17/06/2025	Legal and Regulatory	District Chair	Professional advice	• lack of investment strategy or management • failure to optimise fiscal position • contract risks • failure to address compliance risks, and follow	3	3	12	Reliance on The Scout Association & Charity Commission Scrutineering by appointed accountants	2	1	4	Any issues are reviewed by district trustee board,			District Treasurer	17/06/2025
D001	17/06/2025	Data protection	District Chair	Mis-management of data and non-adherence to The Scout Association policy	• Limited ability to operate • regulatory action • reputational risks. Access to data by volunteers, ex- volunteers & external parties who should not have access. Data held that we should not have (Non-compliance with GDPR laws)	4	3	16	HQ policy adoption - GDPR Learning mandatory & policed. All District Volunteers to have District 365 accounts, All data to be stored in OneDrive/SharePoint/Teams	2	2	6	Monitor any policy change and adopt as needed.	Appoint data protection lead	01/10/2026	DLV	17/06/2025