Benenden Village Trust Risk Identification and Management
HUMAN RESOURCES

Monitoring Process	Performance reports reviewed quarterly by trustees of the working group and in conjunction with the Risk Management group.
Responsibility	Trustees (primary) and Working group (secondary)
Dates of review	Half yearly or more. Agenda item for working group and trustee meetings.

RISK MATRIX Low Medium High

Severity of Impact

Extreme/Catastrophic	5	5	10	15	20	25
Major	4	4	8	12	16	20
Moderate	3	3	6	9	12	15
Minor	2	2	4	6	8	10
Insignificant	1	1	2	3	4	5
Likelihood of occurrence		1 Remote	2 Unlikely	3 Possible	4 Probable	5 Highly Probable

PERFORMANCE REPORTS

Governance Risks

Potential risk identified	Likelihood score	Severity score	Overall risk	Steps to mitigate risk and control procedure	Retained or net risk	Follow up and next steps	Completion date
Trustee body lacks relevant skills or commitment to oversee Human Resources	3	2	**6**	• Agree upon a working group and review regularly • Ensure tasks are shared among trustees • Recruit a diverse Trustee body • Group discussions informed by varied Trustee backgrounds	**Low**	Group to meet as required and include a procedure review.	Ongoing

Operational Risks

Potential risk identified	Likelihood score	Severity score	Overall risk	Steps to mitigate risk and control procedure	Retained or net risk	Follow up and next steps	Completion date
Ineffective staff recruitment Poor staff retention/high staff turnover Poor performance Staff absence Staff injury Disciplinary and grievance issues Reputational risk	3 3 3 4 2 3 3	3 3 3 3 4 3 3	9 9 9 12 8 9 9	• Robust and effective recruitment policy and procedures • Robust and effective appraisal process • Clear lines of management • Adequate and appropriate training • Ensure employer duties are fulfilled and in a timely manner. • Ensure compliance with safe working practices	**Low**	Draw up list of required and recommended HR policies and procedures Review HR policies and practices Group to meet as required	Ongoing

Financial Risks

Potential risk identified	Likelihood score	Severity score	Overall risk	Steps to mitigate risk and control procedure	Retained or net risk	Follow up and next steps	Completion date
Ineffective staff recruitment Poor staff retention/high staff turnover Poor performance Staff absence Staff injury Grievance issues Redundancy	3 3 3 5 2 2 1	3 3 3 2 2 3 3	9 9 9 10 2 6 3	• Robust and effective recruitment policy • Robust and effective appraisal process • Competent management structure • Adequate and appropriate training • Ensure compliance with safe working practices	Low	Draw up list of required and recommended HR policies and procedures Review HR policies and practices Group to meet as required	Ongoing

Environmental or External Factors Risks

Potential risk identified	Likelihood score	Severity score	Overall risk	Steps to mitigate risk and control procedure	Retained or net risk	Follow up and next steps	Completion date
Global risks	2	2	4	• Keep abreast of/monitor	Low		

Compliance Risk (Law and Regulation)

Potential risk identified	Likelihood score	Severity score	Overall risk	Steps to mitigate risk and control procedure	Retained or net risk	Follow up and next steps	Completion date
Legal and contractual requirements not met Legal challenge Lack of/out of date policies and procedures Inadequate insurances Trustees uninformed	3 3 2 2 2	3 3 3 4 3	9 9 6 8 6	• Awareness of sources of advice on employment law, regulations and employee rights (eg ACAS helpline) • Review insurances annually • Review Health & Safety policy	Low	Review HR policies and practices Group to meet as required	