

Risk register - Devon Scouts

Step 1: Identify the risks				Step 2: Assess the risks					Step 3: Control the risks				Step 4: Monitor the risks		
ID	Date added	Category	Risk owner	Risk	Impact	Pre-control			Current controls	Post-control			How will the risk be monitored	Further actions	By when
						Impact score	Likelihood score	Score		Impact score	Likelihood score	Score			
G001	19/01/25	Governance	County Chair	Trustees may not have the required skills to effectively carry out their role	<ul style="list-style-type: none"> Trustee board cannot operate effectively. Decisions made outside of board meetings. Conflicts of interest. Personal agenda Culture of secrecy or deference arbitrary overriding of 	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	CLT monitoring learning compliance via new system. Trustees review annually prior to Annual General Meeting. Monitoring HQ guidance on trustee boards & function. Via the County VD lead	Charity commission entry kept up to date.	When new trustee appointed / step down
G002	19/01/25	Governance	County Chair	Trustee board dominated by one or two trustees or by connected individuals	<ul style="list-style-type: none"> Trustee board cannot operate effectively. Decisions made outside of board meetings. Conflicts of interest. Personal agenda Culture of secrecy or deference arbitrary overriding of 	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. County Chair & County Lead Volunteer to continuously monitor.	n/a	On going monitoring
G003	19/01/25	Governance	County Chair	Trustees financially benefiting from charity	<ul style="list-style-type: none"> Conflicts of interest. Personal agenda Culture of secrecy or deference arbitrary 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
G004	19/01/25	Governance	County Chair	The trustee board may lack direction, strategy and forward planning	Non-functioning Board of Trustees, no direction	3	3	12	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.	1	2	3	Agendas, minutes, decisions & actions saved and circulated. Roadmap approved and stored.	Sharing of documents previously mentioned	Each Board of Trustees meeting
G005	19/01/25	Governance	County Chair	Conflicts of interest multiple trustee boards	<ul style="list-style-type: none"> 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). Finances are	1	1	2	Annual declarations for all trustees, Annual General Meeting processes & accounts audits.	n/a	On going monitoring
G005	19/01/25	Governance	County Chair	Conflicts of interest	<ul style="list-style-type: none"> charity unable to pursue its own interests and agenda without bias decisions may not be based upon relevant considerations impact on reputation trustee to declare other interests 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). Finances are externally audited.	1	1	2	Annual declarations for all trustees, Annual General Meeting processes & accounts audits. Ongoing compliance monitoring.	n/a	On going monitoring

G006	19/01/25	Governance	County 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.		On going monitoring
G007	19/01/25	Governance	County Chair	Activities outside of charitable 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.	register of interest	On going monitoring
G010	19/01/25	Governance	County 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.	County admin to ensure review schedule followed.	At each respective review date
G011	19/01/25	Governance	County Chair	Acting counter to our Terms of Reference or the needs of our membership	<ul style="list-style-type: none"> 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. County Lead Volunteer run county team meetings. Transparent & open county 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.		On going monitoring
G012	19/01/25	Governance	County Chair	Oversight of District Financial Governance	<ul style="list-style-type: none"> inadequate information resulting in poor quality decision making failure of trustees to fulfil their control functions trustees become ill informed 	3	3	12	Districts submitting Annual General Meeting reports & a Charity Commission accounts to County Admin.	2	3	8	County Admin to report compliance to Board of Trustees. Districts to adopt compliance framework policy annually.	Creation of district compliance framework policy.	1. 1st meeting of each Board of Trustees year. 2. July Board of Trustees Meeting (28/07/25)
G012	19/01/25	Governance	County Chair	Oversight of District Policy Governance	<ul style="list-style-type: none"> inadequate information resulting in poor quality decision making failure of trustees to fulfil their control functions trustees become ill informed 	3	3	12	Districts submitting Annual General Meeting reports & a Charity Commission accounts to County Admin.	2	3	8	County Admin to report compliance to Board of Trustees. Districts to adopt compliance framework policy annually.	Creation of district compliance framework policy.	1. 1st meeting of each Board of Trustees year. 2. July Board of Trustees Meeting
E006	19/01/25	External	County Chair	Government policy changes	<ul style="list-style-type: none"> 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 association directives and communication to appropriate roles as required Monitoring social media	2	1	4	Monitoring of national and local communications	Under control of Finance Committee and County Treasurer	
OP004	19/01/25	Operational	County Chair	Employment issues	<ul style="list-style-type: none"> employment disputes health and safety issues claims for injury, stress, harassment, unfair dismissal equal opportunities and diversity issues adequacy of staff training low morale unsafe working hours outside of working time directive - Pay review 	3	3	12	Regular communication between admin, chair and county lead volunteer	1	1	2	Ensure regular review of DSE compliance for work station Review of scout policies for employed team members Review of available training and development for role Ensure standard operating procedure in place for additional hours worked - paid back in lieu time	Pay reviews to be conducted in March in line with CPI, Annual review of contracted hours.	Further actions to be completed ASAP
OP005	22/03/25	Operational	County Chair	Employment compliance	Lack of regular review, loss of opportunities for further development or training	3	2	9	Regular communication between admin, chair and county lead volunteer	1	1	2	Formal review with County Chair and County lead volunteer		

OP009	19/01/25	Operational	County chair	Employed Staff Turnover	inability to undertake day to day operations	4	4	20	Regular review and communication between chair, CLV and employed staff	2	2	6	Review and good communication channels		
OP010	19/01/25	Operational	County Chair	Treasurer Turnover	inability to undertake day to day operations	4	4	20	Regular review and communication between Chair, CLV and County Admin	3	2	9	Formal review with County Chair and County lead volunteer		
OP012	19/01/25	Operational	County Chair	Poor management of Assets - Property	Lack of proper management and maintenance of property. Loss of asset value. Insurance breaches	3	2	9	We don't currently own any property	1	1	2			
OP013	19/01/25	Operational	County Chair	Poor management of Assets - Climbing Wall	Climbing wall unavailable for use, not covered by insurance if activities run on it, loss of asset value, dangerous.	4	4	20	Standard operating procedure for use of wall, training of users County admin monitors insurance.	2	2	6	New booking process in place Review of training for users of wall Monitoring of support from trained users. Procedure in place for reporting of broken items to county quartermaster Review of equipment log for compliance User to be hiring out wall to provide driver's license for compliance and vehicle towing capacity to be checked	More standard operating procedures in place to cover use of climbing wall	
OP014	19/01/25	Operational	County Chair	Poor management of Assets - Other County 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 users if not maintained.	3	3	12	Asset register monitored by county admin	1	1	2	Review of asset register by county admin, highlighting to trustee board if issues arise	Needs close monitoring to ensure compliance	
OP015	19/01/25	Operational	County Chair	Donations	Negative public perception of Donations 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 county admin Ring fenced funds if raised for a specific project	Oversight by County Treasurer	
OP015	19/01/25	Operational	County Chair	Legacy & Gifts	SA & Charity Commission rule infringement, negative public/membership perception, stakeholder relationships	3	2	9	Understanding stipulation on how funds are to be used	1	1	2	Regular review by county admin Ring fenced funds if raised for a specific project	Oversight by County Treasurer	
OP015	19/01/25	Operational	County Chair	Grants	Negative public perception of Grants from less than reputable sources / for reasons that would not be judged appropriate by	3	2	9	Defined event/purpose of Grants Appropriate financial risks noted Monitoring of social media	1	1	2	Regular review by county admin Ring fenced funds if raised for a specific project	Oversight by County Treasurer	
OP016	19/01/25	Operational	County 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	Policy to be reviewed annually	

OP017	19/01/25	Operational	County Chair	Not having (or adhering 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	County admin monitoring asset register	2	1	4	Standard operating procedure to be put in place for managing assets and replacements	Policy to be reviewed annually. Oversight by County Treasurer	
OP021	19/01/25	Operational	County Chair	Not having (or adhering to) disaster recovery plan.	<ul style="list-style-type: none"> Reputational risks Charity unable to operate 	4	2	12	To adopt national guidelines	2	1	4		Any changes to policies must be strictly adhered to.	
OP022	19/01/25	Operational	County 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	This will be monitored by reviewing all complaints to ensure that inclusion guidelines have been followed	Any changes to policies must be strictly adhered to.	
OP23	28/04.25	Operational	County Lead Volunteer	Website becoming nonfunctional, offline due to 3rd party involvement & potential Phishing platform.	Loss of members, poor public perception, potential data breach.	3	3	12	Using reputable company to host and maintain security on County website.	2	2	6	All members of County Senior team to monitor website and report any issues to County Admin to pass to Company	More transparent view of Admins for O365 system.	Soon as possible.
OP24	28/04.25	Operational	County Lead Volunteer	Website becoming out of date and not relevant to modern Scouting.	Loss of members, poor public perception & potential out of date information being used by members	2	3	8	Online web form forwarded to Admin.	2	1	4	All members of County team to monitor website and report any issues to County Admin or website team!	Good communication with District trustee boards	
OP25	28/04/2025	Operational	County Lead Volunteer	Office 365 emails & online storage not being available after becoming corrupted by hackers or Malware.	Loss of communication and vital information.	3	2	9	Dedicated team of volunteers look after the system,	2	2	6	Ongoing monitoring of systems by team members.	Good communication with District trustee boards	
LR001	19/01/25	Legal and Regulatory	County 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 up-to-date POR and available to be used across the County		
LR002	19/01/25	Legal and Regulatory	County Chair	Charity commission Regulatory reporting requirements	<ul style="list-style-type: none"> regulatory action reputational risks impact on funding & risk of charity not being able to function 	4	3	16	Annual General Meeting held reliably, Charity Commission accounts reporting, trustees aware of Charity Commission rules	2	2	6	Ensure up to date information on charity commission website		
LR003	19/01/25	Legal and Regulatory	County Chair	Taxation	<ul style="list-style-type: none"> loss of income (e.g. failure to utilise gift aid) loss of mandatory or discretionary rate relief failure to utilise tax 	2	2	6	County Treasurer	2	1	4	HMRC checks done by scrutineering accountants for yearly accounts		
LR004	19/01/25	Legal and Regulatory	County Chair	Professional advice	<ul style="list-style-type: none"> 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 county trustee board,		

D001	19/01/25	Data protection	County Chair	Mis-management of data and non-adherence to The Scout Association policy	<ul style="list-style-type: none"> 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 DPA laws & GDPR laws) 	4	4	20	HQ policy adoption - Data Protection Learning mandatory & policed	2	2	6	Monitor any policy change and adopt as needed.		
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IMPACT	Major 4	8	12	16	20
	Significant 3	6	9	12	15
	Important 2	4	6	8	10
	Minor 1	2	3	4	5
		Unlikely 1	Possible 2	Likely 3	Highly Likely 4
LIKELIHOOD					

Responsible	Last review date
County Leadership Team	22/11/2025
Trustee Board	22/11/2025
County Treasurer	22/11/2025
County Admin	22/11/2025
County Admin	22/11/2025
County Admin	22/11/2025

County leadership team	22/11/2025
County Admin	22/11/2025
County Admin	22/11/2025
County Trustee Board	22/11/2025
County Treasurer	22/11/2025
Ongoing: County Admin & DLV's. Creation: Board of Trustees	22/11/2025
County Trustee Board	22/11/2025
County leadership Team and Trustee Board	22/11/2025
County Chair & County lead volunteer	22/11/2025

County chair & County lead volunteer	22/11/2025
County chair & County lead volunteer	22/11/2025
County Trustee Board	22/11/2025
County leadership team County Admin	22/11/2025
County leadership team County admin	22/11/2025
County admin	22/11/2025
County leadership team	22/11/2025
County leadership team County admin	22/11/2025
County Admin County Chair County leadership team	22/11/25

County lead volunteer	22/11/25
County Leadership team	22/11/25
All County team members	22/11/25
County Team	22/11/25
County Trustee Board	22/11/25
County Trustee Board	22/11/25
County Admin	22/11/25
County Treasurer	22/11/25
County Treasurer	22/11/25
County Trustee Board	22/11/25

County Trustee Board	22/11/25
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