

Risk Register for NSRI
Risks per business process

Review Date

May-17

Reviewed by: KD (Moore Stephens)

Nr	First level risks	Second level risks	Third level risks	Inherent risk			Responsible person	Action Plan/Mitigating measure	Residual risk			Third Party Assurance		
				Impact	Likelihood	Priority			Impact	Likelihood	Priority	Internal Audit Assurance	Other	
Operational														
1	We do not respond effectively and efficiently to an emergency call out	Equipment or infrastructure problems prevent us from responding effectively and efficiently to an emergency call out	Buildings and equipment damaged or destroyed by fire	5,00	3,00	15,00	Station Commander	<p>Preventative Maintenance, Station Audits, Fire Inspections, Fire Suppression Systems, Refuelling SOPs. There is a reserve fleet which can be deployed at short notice. In addition, there is redundancy in the system, so that assets can be redeployed. 1 % of capital budget is allocated to building maintenance.</p> <ul style="list-style-type: none"> • Station audits by Operations Team • SOP's on fire suppression and refuelling <ul style="list-style-type: none"> • Fire extinguishers • Regulatory requirements (including Health and Safety requirements) <ul style="list-style-type: none"> • Training • Reserve fuel stored in safety compartment on vessels (at certain stations) <ul style="list-style-type: none"> • Fire exits • Smoking restrictions (at certain Stations) <ul style="list-style-type: none"> • Smoking and heat detectors on large vessels 	3,0	2,0	6,0			
2			Erosion of slipways and damage to stations by rising sea levels	2,00	5,00	10,00	Station Commander	<p>Procurement of quality equipment, regular maintenance, redundant launch mechanisms. Training on the use of equipment</p> <p>Regular station audits. Responsive servicing by agent contracts. The majority of vessels can be launched manually.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Station audits by Operations Team <input type="checkbox"/> Services and certification of winches <ul style="list-style-type: none"> <input type="checkbox"/> Crew members on standby <input type="checkbox"/> Training <input type="checkbox"/> Restrictions on authority to operate winch/launch <input type="checkbox"/> SOP's with regards to winch operation (launching and recovery) <ul style="list-style-type: none"> <input type="checkbox"/> Equipment checklist <p>Good construction and engineering of slipways and bases to prevent damage. We can still launch from the beach. Class 1 stations have concrete slipways, so the impact is lower. A number of the slipways are shared with the public, so the local authorities also have responsibility to maintain.</p>	2,0	2,0	4,0			

3			Failure of launching equipment	5,00	4,00	20,00	Station Commander	Procurement of quality equipment, regular maintenance, redundant launch mechanisms. Training on the use of equipment. Regular station audits. Responsive servicing by agent contracts. The majority of vessels can be launched manually. <ul style="list-style-type: none"> • Station audits by Operations Team • Services and certification of winches <ul style="list-style-type: none"> • Crew members on standby • Training • Restrictions on authority to operate winch/launch • SOP's with regards to winch operation (launching and recovery) <ul style="list-style-type: none"> • Equipment checklist 	3,0	2,0	6,0		
4			Engine or equipment failure on a boat	5,00	4,00	20,00	Station Commander	Procurement of quality equipment, regular maintenance, standard operating procedures, service contracts with agents to ensure response. There is a reserve fleet which can be deployed at short notice. In addition, there is redundancy in the system, so that assets can be redeployed. <ul style="list-style-type: none"> • Station audits by Operations Team • Rescue operations logbook (operations logged on MIS) • Maintenance or service logbook (and/or logged on MIS) <ul style="list-style-type: none"> • SOP's on engine maintenance • SOP's on start-up and shut-down procedures <ul style="list-style-type: none"> • Recovery checklists • Training of coxswains (engine operation and fault finding) 	3,0	3,0	9,0		
5			Access to station is hampered	5,00	3,00	15,00	Station Commander	Roads are kept maintained and security contracts are in place where necessary.	3,0	2,0	6,0		
6			Boats and/or critical equipment not sufficiently prepared pre-operation	5,00	3,00	15,00	Station Commander	- Station audits by Operations Team - Maintenance or service logbook (and/or logged on MIS) - SOP's on engine maintenance - SOP's on start-up and shut-down procedures - Recovery checklists SOP on refuelling LGSC kept in date Refuelling SOPs displayed	3,0	3,0	9,0		
7			Public unable to reach NSRI by telephone in Emergencies	5,00	4,00	20,00	Operations Director	Agreement with 112 providers to route 112 to the MRCC. 4000 SafeTRX subscribers. VOIP with transfer at HQ.	5,0	2,0	10,0		

8			Loss of electricity and the effect on the station	5,00	3,00	15,00	Station Commander	Generator at most stations. We can launch with no electricity. We are currently busy reducing the dependency on electricity at the stations through a structured program. <ul style="list-style-type: none"> • Station audits by Operations Team Communication: <ul style="list-style-type: none"> • UPS (at certain Stations) • Rescue Vehicle (at certain Stations) Launching: <ul style="list-style-type: none"> • Standby generator sets (at certain Stations) • Standby Hydraulics sets (at certain Stations) • Gravity (downhill gradient slipways) 	3,0	3,0	9,0		
9		Volunteer issues prevent us from responding effectively and efficiently to an emergency call out	Station Commander suddenly becomes incapacitated and cannot perform his/her function	4,00	4,00	16,00	Station Commander	Deputy Statcoms in place to succeed. Volunteer wellness program in place. Leadership development program in place. <ul style="list-style-type: none"> <input type="checkbox"/> Station audits by Operations Team <ul style="list-style-type: none"> <input type="checkbox"/> Indemnity forms <input type="checkbox"/> Medical certificates <input type="checkbox"/> Fitness assessments <input type="checkbox"/> Certified rescue vehicles on standby (at certain Stations) <input type="checkbox"/> External paramedics on standby (at certain Stations) <input type="checkbox"/> External counsellors on standby (at certain Stations) <input type="checkbox"/> Legislative requirement re lifejackets <input type="checkbox"/> Valid certificates regarding approval of safety and survival equipment <ul style="list-style-type: none"> <input type="checkbox"/> Training <input type="checkbox"/> Buddy System <input type="checkbox"/> Jump Bags <input type="checkbox"/> LGSC's: certification of vessel safety 	3,0	2,0	6,0		
10			Insufficient Coxswains to maintain operational capacity	5,00	3,00	15,00	Station Commander	Trainee coxswain program in place, experiential learning ongoing. Coxswain assessment program in place. <ul style="list-style-type: none"> <input type="checkbox"/> Station audits by Operations Team <ul style="list-style-type: none"> <input type="checkbox"/> Indemnity forms <input type="checkbox"/> Medical certificates <input type="checkbox"/> Fitness assessments <input type="checkbox"/> Certified rescue vehicles on standby (at certain Stations) External paramedics on standby (at certain Stations) <input type="checkbox"/> External counsellors on standby (at certain Stations) <input type="checkbox"/> Legislative requirement re lifejackets <input type="checkbox"/> Valid certificates regarding approval of safety and survival equipment <ul style="list-style-type: none"> <input type="checkbox"/> Training <input type="checkbox"/> Buddy System <input type="checkbox"/> Jump Bags <input type="checkbox"/> LGSC's: certification of vessel safety 	3,0	2,0	6,0		

11			Insufficient Volunteers to maintain operational capacity at Stations	5,00	4,00	20,00	Station Commander	<ul style="list-style-type: none"> • Station audits by Operations Team <ul style="list-style-type: none"> • Indemnity forms • Medical certificates • Fitness assessments • Certified rescue vehicles on standby (at certain Stations) • External paramedics on standby (at certain Stations) • External counsellors on standby (at certain Stations) <ul style="list-style-type: none"> • Legislative requirement re lifejackets • Valid certificates regarding approval of safety and survival equipment <ul style="list-style-type: none"> • Training • Buddy System • Jump Bags • LGSC's: certification of vessel safety 	2,0	3,0	6,0		
12			Interpersonal conflict in the station	3,00	3,00	9,00	Station Commander	Leadership Development Program, Station Management Program, Standard Operating Procedures. Station Audits. Conflict resolution response by regional and national officers.	2,0	2,0	4,0		
13			Volunteers become incapacitated by ill health or injury (mental and physical)	4,00	4,00	16,00	Station Commander	<p>Volunteer Wellness Program, Standard Operating Procedures, Physical Fitness Program, Individual Development Plans. Leadership support. Potential new program also focussing on mental health will be implemented.</p> <ul style="list-style-type: none"> • Station audits by Operations Team <ul style="list-style-type: none"> • Indemnity forms • Medical certificates • Fitness assessments • Certified rescue vehicles on standby (at certain Stations) • External paramedics on standby (at certain Stations) • External counsellors on standby (at certain Stations) <ul style="list-style-type: none"> • Legislative requirement re lifejackets • Valid certificates regarding approval of safety and survival equipment <ul style="list-style-type: none"> • Training • Buddy System • Jump Bags • LGSC's: certification of vessel safety 	3,0	3,0	9,0		
14			Lack of Third Party Cover for Volunteers/Public/Property/Assets	2,00	5,00	10,00	CFO	Death and disability cover for volunteers to the value of R1 million per volunteer and initial hospital admission has been covered, up to R100,000 per individual case	2,0	1,0	2,0		
15			Volunteers cannot perform their duties due to insufficient knowledge.	4,00	4,00	16,00	Station Commander	<ul style="list-style-type: none"> • Station audits by Operations Team • Continuous training requirements • Training register (on MIS) or White Board method (at certain Stations) • SAMSA Certificates of Competence for coxswains 	4,0	2,0	8,0		

16	We do not prevent drowning through educating our target audience		We are not reaching our target audience (i.e. not teaching enough numbers to make a difference)	5,00	4,00	20,00	WaterWise Manager	Reaching 300000 children every year. Partnership with Scouts, PMF, LSA. Need to reach 1m children/year.	4,0	4,0	16,0		
17			We do not choose and use appropriate educators	5,00	3,00	15,00	WaterWise Manager	NPA funds the majority of the volunteers. Department of Agriculture funds 2, and NSRI the rest	3,0	2,0	6,0		
18			We do not utilise the correct training material	2,00	3,00	6,00	WaterWise Manager		2,0	2,0	4,0		
19	Brand reputation is threatened		Brand reputation is threatened via misconduct.	5,00	4,00	20,00	Marketing Manager	Consistent Brand Communication. Continuous brand exposure through media/communication. Dedicated spokesperson. Brand protection. There is a Brand bible. Social media continually monitored by 1 of 3 dedicated personnel.	3,0	3,0	9,0		
20			Brand reputation is threatened via Brand Abuse or Misuse	5,00	4,00	20,00	Marketing Manager	Consistent Brand Communication. Continuous brand exposure through media/communication. Dedicated spokesperson. Brand protection. There is a Brand bible. Social media continually monitored by 1 of 3 dedicated personnel.	3,0	2,0	6,0		
21			Brand reputation is threatened via Brand Aggression	5,00	4,00	20,00	Marketing Manager	Consistent Brand Communication. Continuous brand exposure through media/communication. Dedicated spokesperson. Brand protection. There is a Brand bible. Social media continually monitored by 1 of 3 dedicated personnel.	3,0	2,0	6,0		
Financial													
22	We do not receive all applicable funds in a sustainable and timely manner		Diminishing take-up on debit orders negatively influence income	5,00	5,00	25,00	CEO	Service Level Agreement with WinDirect in place. Monthly and annual budgeting, and monitoring and reporting against budgets. Contract Manager manages the relationship with WinDirect. WinDirect income is commission-based; therefore an incentive to maximise income.	5,0	2,0	10,0		
23			We do not have direct and complete access to the donor database	5,00	5,00	25,00	CEO	Service Level Agreement with WinDirect in place. Monthly and annual budgeting, and monitoring and reporting against budgets.. Contract Manager manages the relationship with WinDirect. WinDirect income is commission-based; therefore an incentive to maximise income. Monthly copies of donor database. No direct access and only certain information extracted.	5,0	4,0	20,0		

24			Income from all debit orders are not directed to us via WinDirect.	5,00	5,00	25,00	CEO	Service Level Agreement with WinDirect in place. Monthly and annual budgeting, and monitoring and reporting against budgets. Contract Manager manages the relationship with WinDirect. Executive Management is continuously exploring options in an effort to manage this risk.	4,0	2,0	8,0		
25			Diminishing take-up on competitions negatively influence income	5,00	5,00	25,00	CEO	Service Level Agreement with WinDirect in place. Monthly and annual budgeting, and monitoring and reporting against budgets. Contract Manager manages the relationship with WinDirect. WinDirect income is commission-based; therefore an incentive to maximise income.	5,0	2,0	10,0		
26		We do not receive all Corporate Donations, Members' Contributions, Bequests and other direct income in a sustainable and timely manner	Diminishing bequests affect income negatively	3,00	3,00	9,00	Fundraising Director	Dedicated person in place. Monthly and annual budgeting, and monitoring and reporting against budgets.	2,00	2,00	4,00		
27			We do not receive all funds from fundraising activities in a timely manner	3,00	3,00	9,00	Fundraising Director	Dedicated person in place. Contract in place with GivenGain to facilitate easier transfer of funds (both nationally and internationally) Event organizers are not transferring funds to NSRI.	2,00	3,00	6,00		
28			Fundraising funds declining year on year	3,00	3,00	9,00	Fundraising Director	Dedicated fundraising team. An income budget is set and monthly performance is assessed against this budget. Monthly Fundraising and Marketing Team meetings. Progress of projects (actual vs budgeted) are reviewed and discussed and an action list is compiled for each member of the team. Meetings are minuted. An events list is available; this is used as a guideline to plan for future events. Appeal letters are sent to donors on a regular basis.	2,00	2,00	4,00		

29			We do not receive all member's contributions budgeted for in a timely manner.	2,00	3,00	6,00	Fundraising Director	Dedicated fundraising team. An income budget is set and monthly performance is assessed against this budget. Monthly Fundraising and Marketing Team meetings. Progress of projects (actual vs budgeted) are reviewed and discussed and an action list is compiled for each member of the team. Meetings are minuted. An events list is available; this is used as a guideline to plan for future events. Appeal letters are sent to donors on a regular basis	2,00	3,00	6,00		
30			Membership contributions declining year on year	2,00	5,00	10,00	Fundraising Director	Dedicated fundraising team. An income budget is set and monthly performance is assessed against this budget. Monthly Fundraising and Marketing Team meetings. Progress of projects (actual vs budgeted) are reviewed and discussed and an action list is compiled for each member of the team. Meetings are minuted. An events list is available; this is used as a guideline to plan for future events. Appeal letters are sent to donors on a regular basis.	2,00	3,00	6,00		
31			We do not receive all corporate donations budgeted for in a timely manner	5,00	3,00	15,00	Chief Executive Officer	Dedicated fundraising team. An income budget is set and monthly performance is assessed against this budget. Monthly Fundraising and Marketing Team meetings. Progress of projects (actual vs budgeted) are reviewed and discussed and an action list is compiled for each member of the team. Meetings are minuted. An events list is available; this is used as a guideline to plan for future events. Appeal letters are sent to donors on a regular basis.	4,00	3,00	12,00		
32			Corporate donation income decreasing year on year.	5,00	3,00	15,00	Fundraising Director	Dedicated fundraising team. An income budget is set and monthly performance is assessed against this budget. Monthly Fundraising and Marketing Team meetings. Progress of projects (actual vs budgeted) are reviewed and discussed and an action list is compiled for each member of the team. Meetings are minuted. An events list is available; this is used as a guideline to plan for future events. Appeal letters are sent to donors on a regular basis.	4,00	3,00	12,00		

33	Wasting money by buying unnecessary goods and services, or overpaying for goods and services		Payments are made for goods and services that are not a current priority, not received, or is of an inappropriate quality	4,00	4,00	16,00	Station commanders/ Operations manager/Chief Operating Officer/Financial Director	Budgeting process in place and monitoring of expenditure at Head Office and Stations. Procurement Policy in place and implemented. Supply Chain procedures in place at Head Office and Stations. Dedicated Procurement Officer in place and purchase of stock on demand. Approval process for payments.	3,0	2,0	6,0		
34			Invoices are incorrectly settled (over- or underpaid)	4,00	4,00	16,00	Station commanders/ Operations manager/Chief Operating Officer/Financial Director	Budgeting process in place and monitoring of expenditure at Head Office and Stations. Supply Chain procedures in place at Head Office and Stations. Checks and balances in place which includes review of invoices by Financial Director before approving payments.	2,0	3,0	6,0		
35	Cash flow problems		Cash flow problems resulting from inadequate planning procedures, or unforeseen events	4,00	3,00	12,00	CFO	Formal process in place. Cash flow monitored continuously.	4,0	1,0	4,0		
36	Theft and/or Fraud		Theft of cash	1,00	3,00	3,00	CFO	All peripheral bank accounts are being shut down. Instituting a credit card system for stations. Attempting to eliminate all physical cash. Strict controls over petty cash	1,0	2,0	2,0		
37			Theft of cash in the cash boats	2,00	5,00	10,00	CFO	Works on the honour system. Very difficult to control. Approximately R250k per year.	1,0	4,0	4,0		
38			Fraud via Credit Card usage at Stations	2,00	3,00	6,00	CFO	The Financial Director reviews and reconciles the credit card statements from the bank and monitors the usage on the cards.	2,0	2,0	4,0		
39			Fraudulent transactions on the financial system, as it relates to payroll, leads to an outflow of funds	4,00	3,00	12,00	Financial Director	The Financial Director prepares the Payroll on VIP. A monthly payroll schedule is compiled by the Financial Director and sent to the Accounts Assistant to process. The Accounts Assistant records the information within the payroll schedule. The Financial Director reviews and approves the payroll journal that is processed by the Accounts Assistant at the end of every month.	2,0	3,0	6,0		

40			Fraudulent transactions on the financial system, as it pertains to income from Debit Orders and Competitions, lead to a reduction in inflow of funds	4,00	4,00	16,00	CFO	Governance Board and Committees in place. Regular meetings and communication. Integrated ICT. Good budgeting and process. Transparent financial management. Supply Chain Management System. Cash management system. Financial Director records income directly from the bank statements. The Financial Director performs a review and reconciliation on income received, recorded and reported by WinDirect. An informal reconciliation between income received in our bank account, and income reported by WinDirect, is performed by the Chief Executive Officer on a monthly basis. Monthly and annual budgeting, and monitoring and reporting against budgets.	3,0	3,0	9,0		
41			Fraudulent transactions on the financial system, as it pertains to Members' Contributions and Corporate Donations, lead to a reduction in inflow of funds	3,00	4,00	12,00	CFO	An income budget is set and monthly performance is assessed against this budget. Donor Administration records income in Donor Care and AccPac, at least weekly. Colour coding is used by Donor Administration to facilitate complete and accurate accounting.	3,0	2,0	6,0		
42			Fraudulent transactions on the financial system, as it pertain to the procurement of goods and services, leads to an outflow of funds	4,00	3,00	12,00	Financial Director	Budgeting process in place and monitoring of expenditure at Head Office and Stations. Checks and balances in place which includes review of invoices by Financial Director before approving payments.	2,0	3,0	6,0		
43	Payroll is not complete and accurate, and does not contain valid information		Mistakes on the payroll results in over- or underpayment	5,00	3,00	15,00	Financial Director	VIP is used to calculate salaries. VIP is updated as required. Only the Financial Director has access to and uses VIP; he has a unique username and password to access VIP. VIP is updated by the Financial Director from approved Appointment Letters and/or approved increase letters. The CEO calculates Executive Management's Performance Bonuses, which are approved by the HR Committee. The CEO approves the Payroll Remuneration Schedule every month before payment of salaries. The Financial Director effects salary payments in line with the approved Payroll Remuneration Schedule. The Financial Director reviews third party schedules prior to payment and effects payments.	3,0	3,0	9,0		

44			Not all third party payments (Medical Aid, Retirement funds, etc.) paid over correctly and in a timely manner.	3,00	3,00	9,00	CFO	The CEO approves the Payroll Remuneration Schedule every month before payment of salaries. The Financial Director effects salary payments in line with the approved Payroll Remuneration Schedule. The Financial Director reviews third party schedules prior to payment and effects payments.	2,0	2,0	4,0		
45	Leave records are not valid, accurate and complete		Employees' accumulated leave are incorrect and/or employees take unauthorised leave	5,00	3,00	15,00	Financial Director and Organisational Support Director	Employment Contracts stipulates certain leave regulations. A Leave Policy is in place and applied. A leave register is in place and maintained. Leave forms are completed and approved, prior to leave taken by employees.	2,0	3,0	6,0		
46	Financial loss or loss of life due to disruptive events.		A fire or act of nature at Head Office causes financial losses	3,00	1,00	3,00	CEO	Would be operational in a day or two. Insured.	2,0	1,0	2,0		
47			Security Concerns relating to staff and volunteers	4,00	4,00	16,00	Station Commander	All crew members are volunteers who are familiar with the areas they operate in. Access security (Security Keys, Alarm, Cameras in vicinity, Tracking Device and Store Room) (at certain Stations)	2,0	3,0	6,0		
48			Health and safety relating to staff and volunteers	4,00	4,00	16,00	Station Commander	Certain stations are situated within a port and have to comply with port regulations with regards to health and safety. The ports undergo a yearly audit regarding health & safety	2,0	3,0	6,0		
49			Investments suffer market losses	5,00	3,00	15,00	Chairman of NSRI Endowment Trust	Board in place. Investment Committee in place. Investment policy with exposure limits. Regular investment trend reporting. Annual investment review.	4,0	2,0	8,0		
50	Movable and immovable assets are not optimally utilised throughout their lifecycle		Movable assets are lost, stolen or damaged	5,00	5,00	25,00	Operations Director/ Station Commander	Vehicles, boats, etc. Appropriate access security. Insurance in place. No continuous audit of assets in place. • Station audits by Operations Team • Access security (Security Keys, Alarm, Cameras in vicinity, Tracking Device and Store Room) (at certain Stations) • Restriction of authority to operate certain assets • SOP's with regards to winch operation • Related SOP's (Cleaning Boats, Cleaning Equipment, Recovery Checklist, Report Missing Equipment) • Fixed Asset Registers for all stations maintained at head office • Fixed Asset Registers are sent to Stations yearly to be updated by Station Commanders with assets not yet on the Fixed Asset Register • Rescue Vehicle Logbook • Rescue operations logbook (operations logged on MIS)	3,0	3,0	9,0		

51			Lease or rental agreement terms regarding immovable assets become unfavourable	5,00	1,00	5,00	Operations Director	99 year lease with local government for properties that house the stations. HO is owned.	4,0	1,0	4,0		
52	Financial reporting contains inaccurate information, or does not represent the operating activities of the organisation	Financial transactions are incompletely or inaccurately processed on the financial system	Financial transactions, as it pertains to Income received from Debit Orders and Competitions, are incompletely or inaccurately processed on the financial system based on information received from WinDirect	4,00	4,00	16,00	CFO	The Financial Director records income directly from the bank statements. The Financial Director performs a review and reconciliation on income received, recorded and reported by WinDirect. An informal reconciliation between total income received in our bank account, and total income reported by WinDirect, is performed by the Chief Executive Officer on a monthly basis. Monthly and annual budgeting, and monitoring and reporting against budgets.	3,0	2,0	6,0		
53			Financial transactions, as it pertains to Members' Contributions and Corporate Donations, are incompletely or inaccurately processed on the financial system	4,00	3,00	12,00	Financial Director	An income budget is set and monthly performance is assessed against this budget. The Donor Administrator records income in Donor Care and AccPac, at least weekly. Colour coding is used by the Donor Administration to facilitate complete and accurate accounting.	2,0	3,0	6,0		
54			Financial transactions, as it relates to payroll, are incompletely or inaccurately processed on the financial system	4,00	4,00	16,00	Financial Director	The Financial Director prepares the Payroll on VIP. A monthly payroll schedule is compiled by the Financial Director and sent to the Accounts Assistant to process. The Accounts Assistant records the information within the payroll schedule. The Financial Director reviews and approves the payroll journal that is processed by the Accounts Assistant at the end of every month.	2,0	3,0	6,0		
55			Financial transactions processed on the financial system, as it pertains to the procurement of goods and services, are not valid, accurate and complete	4,00	4,00	16,00	Financial Director	Budgeting process in place and monitoring of expenditure at Head Office and Stations. Checks and balances in place which includes review of invoices by Financial Director before approving payment.	2,0	3,0	6,0		

56		Financial transactions are not processed on the financial system in a timely manner	Financial transactions, as it pertains to Income received from Debit Orders and Competitions, are not processed on the financial system in a timely manner	4,00	4,00	16,00	Financial Director	The Financial Director records income directly from the bank statements. The Financial Director performs a review and reconciliation on income received, recorded and reported by WinDirect. An informal reconciliation between total income received in our bank account, and total income reported by WinDirect, is performed by the Chief Executive Officer on a monthly basis. Monthly and annual budgeting, and monitoring and reporting against budgets	2,0	3,0	6,0		
57			Financial transactions, as it relates to payroll, are not processed on the financial system in a timely manner	4,00	4,00	16,00	Financial Director	The Financial Director prepares the Payroll on VIP. A monthly payroll schedule is compiled by the Financial Director and sent to the Accounts Assistant to process. The Accounts Assistant records the information within the payroll schedule. The Financial Director reviews and approves the payroll journal that is processed by the Accounts Assistant at the end of every month.	2,0	3,0	6,0		
58			Other financial transactions are not processed on the system in a timely manner	3,00	4,00	12,00	CFO	Various procedures in place. Busy upgrading to Sage 500. Will be integrated with CRM package (Microsoft Dynamix).	2,0	2,0	4,0		
59		Reports (such as management accounts) are inaccurately compiled outside the financial system.		2,00	3,00	6,00			2,0	2,0	4,0		
60		Inaccurate, incomplete or unauthorised changes to financial information in the system		4,00	4,00	16,00	CFO	Strict access controls to system. Appropriate monitoring controls. Only the Financial Director has access to and uses VIP; he has a unique username and password to access VIP.	2,0	2,0	4,0		
Human Resources													
61	We do not maintain a quality workforce	We do not attract or retain appropriate members of staff	Inappropriate recruitment and appointment procedures (includes, for example, not confirming stated experience, skills requirement of position, etc.)	3,00	3,00	9,00	CFO		2,0	2,0	4,0		
62			We do not attract or retain appropriate members of staff due to inappropriate remuneration	3,00	3,00	9,00	Organisational support Director	Recently implemented remuneration strategy that involved benchmarking and Paterson grading. External consultant utilised.	3,0	2,0	6,0		
63			We do not attract or retain good people due to a lack of dynamic culture and image.	3,00	3,00	9,00	CFO		2,0	2,0	4,0		

64		We do not fill our vacancies in a timely manner	Administrative issues	3,00	3,00	9,00	CFO		2,0	2,0	4,0		
65			Unavailability of suitable candidates	3,00	3,00	9,00	CFO		2,0	3,0	6,0		
66		Personnel are not managed to realise the full potential during their employment	Training needs are not met	3,00	3,00	9,00	CFO	Busy implementing a new system that will include formalised, annual training.	2,0	2,0	4,0		
67			Non-performers are not being appropriately dealt with	3,00	3,00	9,00	CFO	Performance management system recently implemented.	3,0	2,0	6,0		
68			Staff are not positioned within appropriate departments or roles given their experience, interests and/or qualifications	3,00	3,00	9,00	CFO		2,00	2,00	4,00		
69			Current organogram not commensurate with real input needs, resulting in overworked individuals and inefficiencies	3,00	3,00	9,00	CEO	Just redone the organogram, is a continuous process.	3,0	2,0	6,0		
70	Key knowledge being lost when members of staff are not retained		Key knowledge resides in key people within Station Specific Operations	3,00	3,00	9,00	CFO	Deputy Station Commanders in place. SOP's in place. Executive Wellness Program, Shared Executive Awareness and Management Development. Succession planning.	3,00	2,00	6,00		
71			Key knowledge resides in key people within Finance	3,00	3,00	9,00	CFO	Executive Wellness Program, Shared Executive Awareness and Management Development. Succession planning. With regards to CFO, financial succession and support staff in place. Training and development of finance staff	3,00	2,00	6,00		
72			Key knowledge resides in key people-within Fundraising and Marketing	3,00	3,00	9,00	CFO	Executive Wellness Program, Shared Executive Awareness and Management Development. Succession planning.	3,00	2,00	4,00		
73			Key knowledge resides in key people Managing Governance and Compliance aspects	3,00	3,00	9,00	CFO	Executive Wellness Program, Shared Executive Awareness and Management Development. Succession planning.	3,00	2,00	4,00		
Information Communication Technology													
74	We do not appropriately manage our information technology resources		Loss of key data	5,00	5,00	25,00	Information Officer	MIS, Sage 300 ERP and other systems hosted at Vodacom. iSquared contracted to provide IT services. Backup of Vodacom environment. iSquared performs technical monitoring of Vodacom environment. WinDirect donor database synchronised and stored at Vodacom.	3,0	2,0	6,0		

75			Unauthorised access to key data	4,00	4,00	16,00	Information Officer	MIS, Sage 300 ERP and other systems hosted at Vodacom. Very limited network and user access granted to Vodacom environment. Internet access is firewalled. Anti-virus and patch management enabled for head office machines. Extensive role-based access control established over MIS. Access to Sage 300 ERP restricted through passwords. Contracts in place with MIS and Sage 300 ERP developers. There is a fiveyear contract with Vodacom in place.	3,0	4,0	12,0		
78			Interrupted access to key data	5,00	4,00	20,00	Information Officer	MIS, Sage 300 ERP and other systems hosted at Vodacom. iSquared contracted to provide IT services. Backup of Vodacom environment. iSquared performs technical monitoring of Vodacom environment. WinDirect donor database synchronised and stored at Vodacom.	3,0	2,0	6,0		
79			We are not using the right technology for our business	3,00	3,00	9,00	Information Officer	Upgrade to Sage and Dynamix. Keep up with latest technology regarding electronics on vessels.	3,0	2,0	6,0		
80			We are not using our existing technology resources effectively	3,00	3,00	9,00	CEO		2,0	3,0	6,0		
Compliance													
81	Not all applicable laws and regulations are adhered to	Not all applicable operational/business mandates and regulations are adhered to	Not adhering to the Companies' Act	5,00	4,00	20,00	CEO	Knowledge of senior personnel. External audit. All required documentation in place.	2,00	2,00	4,00		
82			Not adhering to the NPO Act	5,00	3,00	15,00	CEO	Knowledge of senior personnel. External audit. All required documentation in place.	2,0	2,0	4,00		
83			Not adhering to the Merchant Shipping Act	5,00	3,00	15,00	CEO	Knowledge of senior personnel. Essential requirement is that vessels must be seaworthy. All required documentation in place.	2,0	2,0	4,00		
84			Not adhering to POPI Act	5,00	3,00	15,00	CEO	Obtaining information for donors will become more difficult.	2,0	2,0	4,00		
85			Not adhering to the National Lottery Act	4,00	5,00	20,00	CEO	Certificates approving both the Debit Order and Car Lotteries were received in the final quarter of 2017.	2,0	2,0	4,00		
86		Not all applicable financial mandates and regulations are adhered to	Not all applicable SARS mandates and regulations with regards to VAT are adhered to	5,00	3,00	15,00	CFO	Knowledge of senior personnel. Annual external audit.	2,0	2,0	4,00		

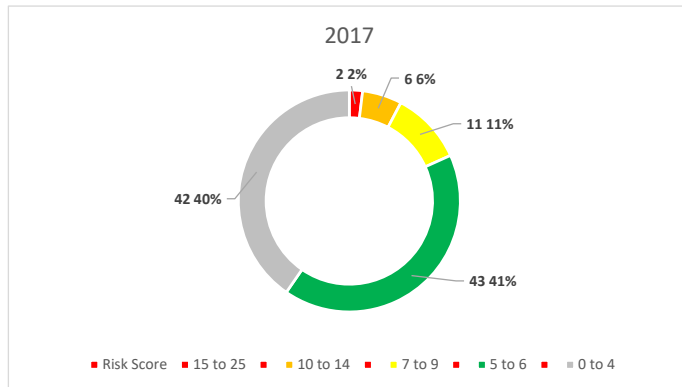
87			Not all applicable SARS mandates and regulations with regards to PAYE, UIF, WCA and SDL are adhered to	5,00	5,00	25,00	Financial Director	VIP is used to calculate statutory deductions. VIP is updated as required. The Financial Director uses the VIP EMP 201's to complete the SARS EMP 201's. He processes, reviews and approves the EMP 201's and uploads and releases payments. Knowledge of senior personnel. Annual external audit.	3,0	2,0	6,00		
88			Not all applicable SARS mandates and regulations with regards to income tax (including STC and withholding tax) are adhered to	3,00	3,00	9,00	CFO	Registered, but exempt. Annual returns have to be submitted.	2,0	2,0	4,00		
89			Not all applicable BEE procurement regulations are adhered to	2,00	3,00	6,00	CFO	Busy creating a list of qualifying service providers.	2,0	3,0	6,00		
90			Not all applicable IFRS for SME's requirements are adhered to	2,00	4,00	8,00	CFO	Knowledge of senior personnel. Annual external audit.	2,0	3,0	6,00		
91		Not all applicable legal mandates with regards to Human Resources are adhered to	Not all applicable legal mandates with regards to Human Resources are adhered to - OHS Act	2,00	4,00	8,00	CFO	Appropriate knowledge on senior level. Director responsible recently completed appropriate update course via UCT	2,0	3,0	6,00		
92			Not all applicable legal mandates with regards to Human Resources are adhered to - Basic Conditions of Employment Act	2,00	4,00	8,00	CFO	Appropriate knowledge on senior level. Director responsible recently completed appropriate update course via UCT	2,0	3,0	6,00		
93			Not all applicable legal mandates with regards to Human Resources are adhered to - Labour Relations Act	2,00	4,00	8,00	CFO	Appropriate knowledge on senior level. Director responsible recently completed appropriate update course via UCT	2,0	3,0	6,00		
94			Not all applicable legal mandates with regards to Human Resources are adhered to - Employment Equity Act. (Applies to personnel appointments on all levels)	2,00	4,00	8,00	CFO	Appropriate knowledge on senior level. Director responsible recently completed appropriate update course via UCT	2,0	3,0	6,00		
95			Not all applicable legal mandates with regards to Human Resources are adhered to - Black Economic Empowerment Act	3,00	3,00	9,00	CFO	Appropriate knowledge on senior level. Director responsible recently completed appropriate update course via UCT	2,0	2,0	4,00		

96			Not all applicable legal mandates with regards to Human Resources are adhered to - Unemployment Insurance Fund Act	2,00	4,00	8,00	CFO	Appropriate knowledge on senior level. Director responsible recently completed appropriate update course via UCT	2,0	2,0	4,00		
97			Not all applicable legal mandates with regards to Human Resources are adhered to - Compensation for Occupational Injury and Diseases Act	2,00	4,00	8,00	CFO	Appropriate knowledge on senior level. Director responsible recently completed appropriate update course via UCT	2,0	2,0	4,00		
98			Not all applicable legal mandates with regards to Human Resources are adhered to - Skills Development Act	2,00	4,00	8,00	CFO	Appropriate knowledge on senior level. Director responsible recently completed appropriate update course via UCT	2,0	2,0	4,00		
99	We do not have a process to ensure that we adhere to all applicable laws and regulations		We do not identify all applicable laws and regulations	2,00	4,00	8,00	CEO		2,0	2,0	4,00		
100			We do not understand all applicable laws and regulations	2,00	4,00	8,00	CEO		2,0	2,0	4,00		
101			We do not keep abreast of updates and amendments to all applicable laws and regulations	2,00	4,00	8,00	CEO		2,0	2,0	4,00		
102			We do not apply all applicable laws and regulations accurately and completely	2,00	4,00	8,00	CEO		2,0	2,0	4,00		
103	We are not aware of and do not appropriately deal with intellectual property issues		We do not protect our intellectual property as it relates to trademarks as well as other IP.	4,00	4,00	16,00	Fundraising director		2,0	2,0	4,00		
104			Transgressions with regards to other organisations IP	4,00	4,00	16,00	Fundraising director		2,0	2,0	4,00		

CONSEQUENCE							
Very Low	Low	Medium	High	Very High			
1	2	3	4	5			
					5	Certain	LIKELIHOOD
					4	Likely	
					3	Possible	
					2	Unlikely	
					1	Rare	

Extreme	Critical event resulting in intervention of Board and Executive Management. Even may have major financial, operational and/or reputational loss. Act immediately to mitigate the risk (focussing all available resources).
Major	Critical event resulting in intervention of Executive Management. Event may reduce ability to achieve business objectives and short term/medium term disruption of services. Act immediately to mitigate the risk. If these controls are not immediately accessible, set a timeframe for their implementation and establish interim risk reduction strategies for the period of the set timeframe.
Moderate	Take reasonable steps to mitigate the risk. Implement administrative controls. Event may disrupt normal operations, but with limited effect on the achievement of strategy and objectives.
Minor	Take reasonable steps to mitigate and monitor the risk. Institute controls in the long term. Event will be coped with in short term through normal management processes.
Insignificant	Monitor and control. Event will be coped with through normal management processes.

	2017	%	2016	%	2015	%	2014	%
Risk Score	Number of Risks		Number of Risks		Number of Risks		Number of Risks	
15 to 25	2	2%	3	3%	3	3%	2	3%
10 to 14	6	6%	8	8%	1	1%	2	3%
7 to 9	11	11%	19	18%	7	7%	8	13%
5 to 6	43	41%	32	30%	18	17%	11	18%
0 to 4	42	40%	44	42%	75	72%	37	62%
Total	104	100%	106	100%	104	100%	60	100%



PRIORITY	PRIORITY RISKS
1	20 We do not have direct and complete access to the donor database
2	16 We do not prevent drowning through educating our target audience
3	12 We do not receive all corporate donations budgeted for in a timely manner
4	12 Income from all debit orders are not directed to us via WinDirect.
5	12 Corporate donation income decreasing year on year.
6	12 Unauthorised access to key data
7	12 Diminishing take-up on competitions negatively influence income
8	10 Public Unable to reach NSRI in Emergencies