



## Third Sector Leeds (TSL): Risk Register

Register collating key business risks for third sector organisations in Leeds, as identified by TSL Group Members. TSL will review and update the register to monitor business risks, and will develop mitigation pathways to support third sector organisations to mitigate business risks.

## Introduction and Purpose

The purpose of the risk register is for TSL Group Members to capture key business risks for organisations across the third sector. The role of TSL in this work is to seek and collate feedback for the Leadership Group on progress, and activity that could support progress, in the identified risk areas. TSL will ensure that opportunities to mitigate risks are shared with Third Sector Leeds' Leadership Group members and the wider sector and will develop specific lines of work to mitigate risks as and when proposed by the Leadership Group.

As they are identified, risks should be recorded in the register along with any agreed TSL actions to mitigate the impact; the register should be reviewed at least every six months or as and when there are significant increases to existing risks or when new risks are identified.

The risk register will only address risks that pose a direct or immediate threat to third sector businesses, as these are priority areas for TSL to direct resources and exert influence. However, there are additional risks to third sector organisations that sit outside of the scope of the risk register, such as environmental sustainability and addressing inequality.

It is important for TSL to engage with these broader risks and support the third sector in responding to them, for example by advocating for governmental changes, and to be aware that broader risks may become more acute for third sector businesses over time and changing circumstances. In addition to the risks highlighted on the register, TSL will also advocate for strategic priorities and be a voice for the local third sector at West Yorkshire level.

## Risk Register

Risk	Potential Effect	Mitigation	Progress/further actions
<p><b>1. Inflation and rising cost of living</b></p>	<p>Inability to sustain current contracted services and to deliver quality support services</p>	<p>Develop evidence through ongoing sector research and collaboration; TSL to collate evidence through Leadership Group and use intelligence from across Leeds to lobby as appropriate.</p> <p>Regular dialogue with funding partners; use collective influence via forums; at local and National level.</p>	<p>TSL to investigate possible continuation of resilience surveys.</p>
<p><b>2. Workforce burnout, recruitment difficulties, and loss of expertise</b></p>	<p>Inability to attract, retain and competitively pay staff, staffing shortages, and inability to deliver key services</p>	<p>Raise awareness of mental health impacts of work pressures on the sector's workforce, work collaboratively with sector organisations to ensure the needs of the workforce are accounted for, and when seeking input from sector organisations, circulate and highlight significant risks in this area.</p> <p>Use existing forums as opportunities to influence commissioners.</p> <p>Look to increase our collective sector offer by growing staff from volunteers, offering sector apprenticeships, etc.</p> <p>Investigate developing pathways, such as collective events/ links to universities, or schemes to promote progression and working within the sector.</p>	<p>.</p>

Risk	Potential Effect	Mitigation	Progress/further actions
<b>3. Failure to keep pace with digitisation and susceptibility to cyber-attacks.</b>	Services become less accessible, less efficient, and less targeted than other sectors. Organisations suffer security breaches and operational shutdown	<p>Work collaboratively with partners to quantify and raise digital capability challenges in the sector, and influence partners in developing a digital strategy.</p> <p>Review, collate and share best practice with members to improve digital capability across the sector.</p> <p>Support business development and specific needs of sector organisations – mainly small businesses – to improve third sector digital development and increase access to shared digital resources.</p>	
<b>4. Growing and changing demands on the sector</b>	Reduced capacity, inability to adapt key services to changing demands, and failure to meet community needs	<p>Capture fundamental changes to services and in service requirements (e.g., repeated increase in complexity of mental health needs), leading to a wider member conversation about what different organisations in the sector are doing and how they are adapting.</p> <p>Develop an evidence base by obtaining regular feedback from TSL group members and wider membership. Use evidence base to lobby policy and decision makers.</p>	
<b>5. Coordinated sector messaging</b>	Not presenting clear, consistent, and strong messages as a sector	<p>Use the risk register to instigate and maintain discussions on key issues impacting the sector.</p> <p>Investigate and encourage co-working and co-communications from sector infrastructure; bring together partners, choose key areas of focus and agree on messaging collaboratively.</p>	

Risk	Potential Effect	Mitigation	Progress/further actions
		Highlight the good work and significant impacts of the sector for coordinated communications and amplification.	
<b>6. Responding to key systematic changes in the public sector</b>	Inability to keep up with system changes and failure to deliver key targets	TSL to convene conversations that inform members about system changes, identify opportunities for efficiencies (e.g., by reducing duplication across change programmes) and ensure that the sector is best placed to respond to opportunities.	
<b>7. Emergencies &amp; disasters (i.e., pandemics, climate crisis-induced weather events)</b>	Infrastructural breakdown, insufficient emergency response, inability to rapidly adapt services	TSL to support city preparedness for catastrophes by collating and sharing feedback as appropriate from key city and national bodies (e.g., Leeds' Volunteering Core Group and the national Voluntary and Community Sector Emergency Partnership).	
<b>8. Failure to embrace diversity</b>	Disengagement with the sector due to underrepresentation of diverse groups, failure to meet the needs of underrepresented groups and communities, entrenchment of pre-existing marginalisation	Monitor data and reporting on diversity in the sector and encourage greater sector diversity in line with TSL's strategic aims.	