

Windmill Hill City Farm Risk Log
Last updated 29 Apr 2019

| Risk | Impacts (and therefore....) | Containment or Mitigation | Probability 1-low, 4-high | Impact 1-low 4-high | Risk Score |
|---|---|--|------------------------------|------------------------|---------------|
| Organisational | | | | | |
| Loss of site lease due to compulsory purchase, or breach of lease, or lapse of lease. | Funders will not provide funding towards the end of the lease. Cease of charity and trading. | Review lease every 5 years and renewal well in advance or lease expiry. Arrange extension or freehold in good time. Current lease runs to 2051. Awareness of the board and CEO of lease requirements to avoid a breach of lease. To avoid a compulsory purchase, lobby relevant powers and appeal to public, legal challenges. | 1 | 4 | 4 |
| Attack from animal rights or militant vegan groups. | Physical threat to property or personnel. Reputational risk if mishandled. | Clear adherence to good animal welfare. Transparency in purpose of animals on site (education, food production, therapeutic work). | 3 | 2 | 6 |
| Hostile board take over by an agenda driven group. | Loss of balanced input on the board, dominance of a small number of individuals. Threat to the direction of the organisation. | Continued board recruitment from a broad spectrum of skills and backgrounds. Continued recruitment of the membership. | 1 | 1 | 1 |
| Operational | | | | | |
| Failure to comply with GDPR | Fine and potential loss of reputation | Undertake steps to put systems in place to comply, monitor and document data protection. | 1 | 2 | 2 |
| Failure of safeguarding processes results in abuse to child or vulnerable adult | Potential prosecution. Reputational damage. Staff morale and confidence lost. | Continued update of policies and training. Wide involvement of all staff and board in reviewing procedures. | 1 | 4 | 4 |
| Financial mismanagement | No cash flow to pay staff or to continue operations. Reduce to core activities or cease of operations. | Regular financial reporting to the board of trustees. Establishment of a 3 to 6 month reserve fund. Emphasis on spreading the load across funding areas, and responsible, sustainable financial decisions. Board and Finance-Sub scrutiny well in advance of the reserves being used. Always KIV opportunities for income generation, have a fund raising strategy. Trustee training and mentorship on accounts. | 1 | 4 | 4 |
| A member of staff could defraud the organisation | | Financial policies & Board rigour of finances to be in place - eg monthly review of accounts and Finance-Sub closer to the detail | 1 | 2 | 2 |
| Economic downturn | Reduced charity and trading income. | Maintain and build towards 6 month reserves in capital. Diversification of the enterprise. Alternative funding for current provision. | 4 | 1 | 4 |

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| Key members of staff may be missing from work for significant periods - eg sickness, accident | Important activities have to be cancelled or do not run effectively. Knowledge held only in person's head is not available to covering staff. | Stand-in staff develop sufficient knowledge of other roles to pick up the ropes. Develop shared systems to hold knowledge, don't rely on keeping it in individuals. Prioritise critical activities if someone is absent to lessen strain on cover. Consider use of temporary or contract staff. | 3 | 2 | 6 |
| Long term CEO absence (sickness, accident. etc) | Absence of leadership. Threats to ongoing funding bids and future bidding put on hold with opportunities missed. | Trustees initiate a transitional procedure and/or a recruitment procedure. Develop shared systems to hold knowledge with the office manager and trustee liaison. | 1 | 3 | 3 |
| A member of staff working with vulnerable adults at the farm behaves in a manner that constitutes a safeguarding failure. | A possible criminal investigation, suspension of the volunteer programme and loss of income, loss of staff members, reputational damage and negative publicity. | A safeguarding policy in place with an annual review. A nominated trustee with oversight and contact with the staff lead. | 1 | 4 | 4 |
| Mass staff absence - eg pandemic disease; lottery syndicate win; strike action | Important activities have to be cancelled or do not run effectively. Considerable pressure on remaining team to cover essential work (eg feeding animals) | Ensure good staff morale to encourage loyalty. Encourage open and honest feedback. Prioritise critical activities if someone is absent to lessen strain on cover. Consider use of temporary or contract staff. | 1 | 4 | 4 |
| On site hazards | | | | | |
| A staff member or member of the public could be injured on site - by falling debris from trees or buildings, slipping on the paths, injury by an animal, other people or cars on site. | Potential reputational damage, negative publicity, negligence claim | Ensure H&S policy is in place and reviews completed as appropriate. Members of the public have limited direct contact with the animals. Follow code of practice on preventing ill health (http://www.visitmyfarm.org/component/k2/content/2-healthandsafety) Clear signage around hazardous areas to direct traffic and visitors . An up to date public liability insurance policy. A clear understanding of where liability lies within the different physical elements and legal entities of the business (Site owner, trading co. and charity.) | 2 | 4 | 8 |
| Someone behaves violently on the premises | Immediate danger to staff, animals, the public or themselves. Mid-term damage to reputation and standing | Train staff to deal with violent incidents. Minimise impact at the time. Ensure senior staff on hand to answer media questions. | 1 | 1 | 1 |
| Hazardous waste or chemicals found on site. | Short-term partial or complete site closure depending on the extent of the issue. | Regular H&S checks. | 1 | 4 | 4 |

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| There could be a telephony or IT failure on site | Put a note on the website, utilise walkie talkies or mobiles for communication. Have up to date paper copies of parents details to enable contact. | Resilience of IT - backups of data, alternative hardware for use, alternative network or wifi/data usage for critical comms & mobiles or walkie talkies instead of landlines. | 3 | 1 | 3 |
| There could be a fire on site | Invoke emergency closure procedures as documented in business continuity plan. | CCTV, fire alarms/extinguishers/blankets and regular rehearsals. Regular H&S checks to make sure hazards are identified | 1 | 2 | 2 |
| The site could be forced to partly or completely close at short notice - as a result of hazardous waste identified in public areas; extreme weather conditions (wind, flood, snow) that could cause danger to staff or the public; gas leak; bomb scare; loss of utilities etc | Invoke emergency closure procedures as documented in business continuity plan. | Regular H&S walkarounds. Procedures in place and known for emergency closure/evacuation/lockdown. | 1 | 3 | 3 |
| An unwanted visitor could gain access to the nursery - via tailgating, doors not properly locked etc | Staff training re removal of visitors | Protection policies in place - eg auto locking doors, staff and parent training, Board scrutiny, BAND and Redcliffe Childrens Centres advice to be followed. Practices of lockdown procedures | 1 | 2 | 2 |
| Infections disease outbreak - from food poisoning in the café or nursery, or germs spread from the animals | Reputational damage, negative publicity, income loss and possible closure | Education of users re contact with animals and hand washing signage. Café and nursery kitchen hygiene to be of the highest standard. Up to date Public Liability Insurance Policy. | 1 | 4 | 4 |
| An outbreak of illness to the animals - foot and mouth, e-coli etc | Potential for passing to humans, loss of animal, loss of income, negative publicity, additional costs of dealing with the issue, having to close. | Following DEFRA advice re care and animal management. Awareness of incidents at other local farms. | 1 | 4 | 4 |
| Nursery | | | | | |
| A member of staff working with children in the nursery behaves in a manner that constitutes a safeguarding failure. | A possible criminal investigation, Ofsted enquiry, Charity Commision enquiry. Suspension or closure of the nursery with a substantial loss of income, suspension of staff on full or partial pay or redundancy payments, reputational damage and negative publicity. | A safeguarding policy in place with an annual review. A nominated trustee with oversight and contact with the staff lead. A high level of staff supervision. | 1 | 4 | 4 |
| The nursery could receive an unsatisfactory rating from OFSTED | Manage improvements with support from partner organisations. Close liaison with parents | Regular visits from BAND and Redcliffe's Children's Centre staff for advice/guidance. Good, motivated staff, Ongoing training and development Strong policies | 3 | 1 | 3 |
| The nursery may need to be partly or fully rebuilt | Nursery has to move temporarily. Cost | Plan suitable alternative accomodation - either on or off site. Good planning to reduce the time for temporary measures to be in place. Good comms with partners and parents to minimise disruption. | 2 | 1 | 2 |
| New nursury set up as competition in local area | Loss of staff and or customers | Maintain competitive rates of pay to existing staff. Bid to run new local nursery if opportunity arises. | 2 | 1 | 2 |