

Commercial Risk Control Register

Risk Category	Activity	Top Risk(s)	Initial Likelihood	Initial Severity	Initial Risk Rating	Prevention Controls - reducing likelihood	Mitigation Controls - reducing severity	Final Likelihood	Final Severity	Final Risk Rating	Responsibility?	Last / next review
1	Inability to locate sufficient new retail venues	<ul style="list-style-type: none"> Financial targets not met Core costs not spread widely enough 	4	4	16	<ul style="list-style-type: none"> Working with a professional commercial volunteer who is locating sites in our area Registered interest with commercial agents :staff, volunteers and Trustees reporting back if they see and possible vacant sites 	<ul style="list-style-type: none"> Identified alternative styles of specialist stores Super Store, childrens, book etc. -Actively seek out oportunities for pop up shops 	3	3	9	Commercial Director	July 25/Sept 25
2	Inability to Grow Lottery Income	<ul style="list-style-type: none"> Financial targets not met Hospice sustainability at risk 	4	4	16	<ul style="list-style-type: none"> Explored the option of moving to Local Hospice Lottery Bringing canvassing in house 	<ul style="list-style-type: none"> Attrition rate reduced by bespoke communication to Lottery players single ticket sales in shops to go live by September Lottery having dedicated marketing time and resourse 	3	3	9	Commercial Director	July 25/Sept 25
3	Inability to Recruit Sufficient Volunteers to support Commercial	<ul style="list-style-type: none"> Retail Operation is restricted Non-Agency Lottery Growth delayed 	4	4	16	<ul style="list-style-type: none"> Retail Team trained in recruitment and retention of volunteers Retail spesific campaigns Strong policies, procedures and engagement to retain volunteers 	<ul style="list-style-type: none"> Ongoing comms campaign for volunteer recruitment Volunteer Co-ordinator actively supporting shop staff with recruitment 	3	3	9	Commercial Director	July 25/Sept 25
4	Loss of key members of staff impacts implementation of the strategy	<ul style="list-style-type: none"> Delay arising from loss of corporate and system "knowledge" Negative impact on remaining team Delay arising from recruitment 	4	2	8	<ul style="list-style-type: none"> Regular 121's, Performance reviews and checks on morale Achievable but challenging individualised targets Regular feedback One team one goal approach 	<ul style="list-style-type: none"> Career development training and opportunity Review salaries to ensure we stay competative 	2	2	4	Commercial Director	July 25/Sept 25
5	Vulnerability of retail staff lone working	<ul style="list-style-type: none"> Staff at risk of harm or accident Staff at risk of anxiety and concern Reputational damage 	4	2	8	<ul style="list-style-type: none"> Review shop staffing in those stores with a raised risk All shops given Lone Worker devices and training on how to use them. Anti Social Behaviour and Harrassment signs put up in all shops. Good CCTV in all stores making clear recordings and clear signage in shops :Instruction to all staff about how to deal with shoplifters and agressive customers 	<ul style="list-style-type: none"> Seek to increase volunteer numbers to ensure dual presence at all times 	3	2	6	Commercial Director	July 25/Sept 25
6	Legal changes in fundraisng regulation or from the Gambling Commission causes an avenue of income generation to cease	<ul style="list-style-type: none"> Financial Losses continue and cash drains Long Term sustainability reduced 	3	1	3	<ul style="list-style-type: none"> Follow regular updates from the fundraising regulator and Gambling Commission Members of the Hospice Income Generation Group, CRA, Hospice Retail steering group and IOF 	<ul style="list-style-type: none"> Ensure wide involvement with technical updates accross the team 	3	1	3	Commercial Director	July 25/Sept 25

The axis for Likelihood should be from 1. Very Low – 2. Low – 3. Medium – 4. High – 5. Very High
 The axis for Severity should be from 1. Light – 2. Serious – 3. Major – 4. Catastrophic – 5. Multi Catastrophic

Over 13 = red
 8-13 = amber
 7 or under = green