

# Quakers in Yorkshire

## Risk Management and Risk Register

As with other charities Quakers in Yorkshire is subject to a number of risks in its operational and investment activities. The general position, adapted from the Charity Commission, is as follows.

*Risks are any events that could prevent the charity achieving its aims or carrying out its strategies. The types of risks a charity might face will depend on its size, funding and activities, among other factors. Some of the risks charities can face are:*

- *damage to the charity's reputation*
- *receiving less funding or fewer donations*
- *losing money through inappropriate investments*
- *change in the government's policy on a particular issue, affecting grants or contracts*

*Trustees should identify any potential risks that could prevent them meeting the needs of their beneficiaries, and have processes in place to assess and manage those risks.*

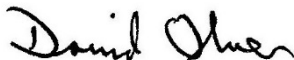
*Having a rigorous process and a clear risk management policy helps ensure that:*

- *the identification, assessment and management of risk is linked to the achievement of the charity's objectives;*
- *all areas of risk are covered - for example, financial, governance, operational and reputational;*
- *a risk exposure profile can be created that reflects the trustees' views as to what levels of risk are acceptable;*
- *the principal results of risk identification, evaluation and management are reviewed and considered;*
- *risk management is ongoing and embedded in management and operational procedures.*

*[For further details see the guidance in 'Charities and risk management' (CC26)]*

**In recognition of potential risks such as those listed above and the need to take action to minimise their occurrence the Trustees of Quakers in Yorkshire will undertake an annual risk assessment, using the Risk Register which is below. This exercise will include a regular review and update of the Risk Register.**

Signed



**David Olver, Clerk of Trustees**

**Date 18 September 2021**

# Quakers in Yorkshire Trustees Risk Register - 2021

Finance					
	RISK	IMPACT	LIKELY-HOOD	Questions to ask when Managing and /Mitigating Risk	RESPONSES
<b>A Functioning and Governance</b>					
A1	Lack of direction, strategy and forward planning	High	Low	Do you: <ul style="list-style-type: none"> <li>Have a strategic plan that sets out key objectives and policies</li> <li>Carry out regular review and monitoring of the above</li> </ul>	No strategic plan but the following apply: <ul style="list-style-type: none"> <li>Annual cycle of QiY in session agenda</li> <li>Reference to Governing Document, Quaker Faith &amp; Practice and Handbook for Quaker Trustees.</li> <li>Annual report of Trustees to QiY in session</li> </ul>
A2	Inability to recruit and keep role holders with necessary skills and knowledge	High	Medium	Do you have well documented policies, systems and plans for recruitment, training, retention of trustees, clerks and all role-holders?	<ul style="list-style-type: none"> <li>No, currently two AMs have been unable to find QiY trustees. Need to understand reasons. Both QiY and AM Nominations Committees put in considerable effort to find role-holders.</li> </ul>
A3	Committee structures not functioning adequately	Medium	Low	Do you: <ul style="list-style-type: none"> <li>Have clear mechanisms for accountability, recording &amp; reporting decisions</li> <li>Have appropriate delegation of operational responsibilities</li> <li>Have an organisation chart with clear understanding of roles and duties</li> <li>Regularly review the training and motivational requirements of groups and individuals</li> </ul>	<ul style="list-style-type: none"> <li>Yes, all decisions and discussion minuted</li> <li>Yes</li> <li>No, but one will be produced</li> <li>Woodbrooke courses etc, (e.g. Safeguarding, trusteeship)?</li> </ul>
A4	Board of Trustees unable to meet necessary standards for good governance	Medium	Low	Do you: <ul style="list-style-type: none"> <li>Regularly review and monitor membership and functions</li> <li>Understand Trust Law</li> </ul>	<ul style="list-style-type: none"> <li>Yes?</li> </ul> <p>Reference to CC website and newsletters. Handbook for Quaker Trustees</p>
A5	Trustees poorly informed about developments	Medium	Low	Do you have clear methods of communication and reporting information at and between meetings? <ul style="list-style-type: none"> <li>Is there regular contact between Trustees and Committees</li> </ul>	<ul style="list-style-type: none"> <li>Clerk and Treasurer have responsibility</li> <li>Minutes exchanged between clerks. QiY minutes go to all trustees</li> </ul>
A6	Lack of continuity across key posts	Medium	Medium	Do you: <ul style="list-style-type: none"> <li>Carry out succession planning</li> <li>Document your systems and plans</li> <li>Where do you keep centralised storage of records and reports</li> </ul>	<ul style="list-style-type: none"> <li>limited amount by QiY Nominations Committee</li> <li>Yes, through policies and minutes</li> <li>See Data Protection policy (re. documents held by current clerk and archiving policy)</li> </ul>

B1	Inadequate financial planning	<b>High</b>	<b>Low</b>	<p>Do you:</p> <ul style="list-style-type: none"> <li>• Prepare outline budgets linked to business plan and objectives (year in advance preferable)</li> <li>• Identify risks or uncertainty in the business plan</li> <li>• Carry out quarterly reports and budget reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Yes but not linked to a business plan</li> <li>• No business plan</li> <li>• Yes</li> </ul>
B2	Inadequate financial control and reporting	<b>Medium</b>	<b>Low</b>	<p>Do you:</p> <ul style="list-style-type: none"> <li>• Carry out timely, accurate monitoring and reporting</li> <li>• Have adequate skills base to produce and monitor reports</li> <li>• Have procedures for reviewing and actioning variances</li> <li>• Have an audit or independent financial scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• Yes</li> <li>• Yes</li> <li>• Yes</li> </ul>
B3	Inadequate reserves	<b>High</b>	<b>Low</b>	<ul style="list-style-type: none"> <li>• Do you have a reserve policy?</li> <li>• Are your reserves linked to a business plan and financial/operational risks?</li> <li>• Do you regularly review/monitor the reserves/policy</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> <li>• Yes</li> </ul>
B4	Dependency on income sources	<b>High</b>	<b>Medium</b>	<ul style="list-style-type: none"> <li>• Have you identified any major dependency?</li> <li>• Do you have diversification plans</li> </ul>	<ul style="list-style-type: none"> <li>• Investment and Holiday School income. Investments are spread but subject to stock market fluctuations</li> <li>• No</li> </ul>
B5	Loss of Investment funds	<b>High</b>	<b>Low</b>	<p>Do you:</p> <ul style="list-style-type: none"> <li>• Have an investment policy</li> <li>• Take professional advice and/or management</li> <li>• Regularly review/monitor the investment/policy</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• Yes</li> <li>• Yes</li> </ul>
B6	Misuse of Restricted funds	<b>High</b>	<b>Low</b>	<ul style="list-style-type: none"> <li>• Do you understand legal implications of restricted funds?</li> <li>• Do you have clear systems to identify restricted receipts?</li> <li>• Do you have adequate monitoring and reporting?</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• Yes</li> <li>• Financial Procedures Policy and Annual Treasurer's report</li> </ul>
B7	Fraud or Error	<b>High</b>	<b>Low</b>	<p>Do you have clear policies and procedures for?</p> <ul style="list-style-type: none"> <li>• Financial control, including internal auditing</li> <li>• Segregation of duties</li> <li>• Authorisation limits</li> <li>• Security of assets</li> <li>• Fidelity Insurance</li> <li>• Annual audit</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• Yes</li> <li>• Yes</li> <li>• Yes</li> <li>• No</li> <li>• Annual Independent examination</li> </ul>

<b>C Human Resource</b>					
C1	Failure to ensure safe working environment or practices - Health and Safety	<b>Medium</b>	<b>Low</b>	<ul style="list-style-type: none"> <li>Do you take professional advice in H &amp; S matters?</li> <li>Do you carry out appropriate training?</li> <li>Do you have a compliance officer?</li> </ul> <ul style="list-style-type: none"> <li>Do you regularly review all policies and practices?</li> <li>Do you have appropriate insurance?</li> </ul>	<ul style="list-style-type: none"> <li>No, but see Actions below</li> <li>Yes, as part of preparations for events.</li> <li>Yes for Holiday School where Health &amp; Safety is shared with representatives of school they are using.</li> <li>Yes</li> <li>Yes</li> </ul>
C2	Failure to protect children and vulnerable adults from harm	<b>High</b>	<b>Low</b>	<ul style="list-style-type: none"> <li>Do you take professional advice in Children &amp; Safety matters?</li> </ul> <ul style="list-style-type: none"> <li>Do you carry out staff and volunteer vetting?</li> <li>Do you carry out appropriate training?</li> </ul> <ul style="list-style-type: none"> <li>Do you regularly review policies and practices?</li> <li>Are we covered for Easter Settlement? And children's activities at QiY Meetings? Are we clear about who would accompany an injured child to hospital, for instance?</li> </ul>	<ul style="list-style-type: none"> <li>QiY has a comprehensive Safeguarding Policy and appointed Safeguarding Coordinator and Deputy. Professional advice is available from 31:8 (the national body contracted by BYM) and from BYM staff.</li> <li>Yes</li> <li>Holiday School – at the event; Junior Holidays – as appropriate; Easter Settlement – before event.</li> <li>Yes – annually</li> <li>Yes. Yes. Parents / carers are at Easter Settlement are responsible for their children.</li> </ul>
C3	Risk of volunteer-related disputes	<b>Low</b>	<b>Low</b>	<ul style="list-style-type: none"> <li>Do you have clear recruitment procedures?</li> <li>Do you carry out job training and personal/team development?</li> </ul>	Not relevant except in certain areas with volunteers

<b>D Operational Risks</b>					
D1	Loss of IT due to theft, failure or damage	<b>Medium</b>	<b>Medium</b>	Do you: <ul style="list-style-type: none"> <li>Employ professional service and support</li> <li>Carry out regular back-ups onto external or cloud storage.</li> <li>Have up-to-date virus protection</li> </ul>	<ul style="list-style-type: none"> <li>No, but good access to advice.</li> <li>Yes</li> <li>Yes</li> </ul>
D2	Loss, theft or damage of assets	<b>Low</b>	<b>Low</b>	<ul style="list-style-type: none"> <li>Do you ensure safe custody of important documents?</li> </ul> <ul style="list-style-type: none"> <li>Do you carry out insurance reviews?</li> </ul>	<ul style="list-style-type: none"> <li>Yes, Archives policy, but confidential safeguarding documents need a safe storage.</li> <li>Yes</li> </ul>

D3	Major disaster (i.e. fire or flood or pandemic)	<b>High</b>	<b>Medium</b>	Have you: <ul style="list-style-type: none"> <li>• Documented plans for major disaster</li> <li>• Data back-up procedures</li> <li>• Insurance cover</li> <li>• Adequate reserves (to cover short term, staffing etc)</li> </ul>	<ul style="list-style-type: none"> <li>• No</li> <li>• Yes</li> <li>• Yes</li> <li>• Yes</li> </ul>
D4	Non-compliance with legislation and regulations, including taxation (see note Page 6)	<b>High</b>	<b>Low</b>	<ul style="list-style-type: none"> <li>• Have you identified key requirements such as Data protection, Corporate Tax liabilities etc?</li> <li>• Do you monitor legal and regulatory changes?</li> <li>• Do you use professional advice</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• Yes, via CC Newsletters and Quaker Trustees Newsletters</li> <li>• Yes</li> </ul>

<b>E External Factors</b>					
E1	Adverse publicity or public perception (Service or Organisational)	<b>Medium</b>	<b>Medium</b>	Do you have: <ul style="list-style-type: none"> <li>• PR/ Outreach – training and procedures</li> <li>• Clear lines of communication, including annual/financial reporting</li> <li>• Policies and procedures</li> <li>• Crisis management plan</li> </ul>	<ul style="list-style-type: none"> <li>• No</li> <li>• Yes</li> <li>• Some</li> <li>• No, but professional advice is available using either BYM or local experts.</li> </ul>

Approved by Trustees 18 September 2021