

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 advice, 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.

All policies are reviewed every least every 3 year and some annually.

Signed 

David Olver, Clerk of Trustees

Date: 20 September 2025

Quakers in Yorkshire Trustees Risk Register - 2025

	RISK	IMPACT	LIKELY-HOOD	Questions to ask when Managing and /Mitigating Risk	RESPONSES
A Functioning and Governance					
A1	Lack of direction, strategy and forward planning	High	Low	Do you: <ul style="list-style-type: none"> Have a strategic plan that sets out key objectives and policies Carry out regular review and monitoring of the above 	Strategic plan likely to developed by Yorkshire Quakers, but the following apply: <ul style="list-style-type: none"> Annual cycle of QiY in session agenda Strategic plan to be developed. Annual report of Trustees to QiY in session
A2	Inability to recruit and keep role holders with necessary skills and knowledge	High	Medium	<ul style="list-style-type: none"> 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"> Partly. There are policies and hardworking nominations committees (both QiY and AMs). However, one AM has been unable to find a QiY trustee.
A3	Committee structures not functioning adequately	Medium	Low	Do you: <ul style="list-style-type: none"> Have clear mechanisms for accountability, recording & reporting decisions Have appropriate delegation of operational responsibilities Have an organisation chart with clear understanding of roles and duties Regularly review the training and motivational requirements of groups and individuals 	<ul style="list-style-type: none"> Yes, all decisions and discussion minuted Yes Yes, shows governance and organisational links. Youth activities train volunteers. Links with Woodbrooke who have range of courses. Safeguarding training online.
A4	Board of Trustees unable to meet necessary standards for good governance	High	Low	Do you: <ul style="list-style-type: none"> Regularly review and monitor membership and functions Understand Trust Law 	<ul style="list-style-type: none"> Yes. Currently one AM unable to find Trustee. <p>Reference to Charity Commission website and publications. Handbook for Quaker Trustees recently updated.</p>
A5	Trustees poorly informed about developments	Medium	Low	<ul style="list-style-type: none"> Do you have clear methods of communication and reporting information at and between meetings? Is there regular contact between Trustees and Committees 	<ul style="list-style-type: none"> Clerk and Treasurer have responsibility Minutes exchanged between clerks. QiY and Trustee minutes are published online.
A6	Lack of continuity across key posts	Medium	High	Do you: <ul style="list-style-type: none"> Carry out succession planning Document your systems and plans Where do you keep centralised storage of records and reports 	<ul style="list-style-type: none"> Limited amount by QiY Nominations Committee Yes, through policies and minutes Some are kept in 'cloud' storage. This is an on-going issue to find accessible storage.

A7	Policies become out of date	Medium	Low	Do you regular review policies to ensure up to date, relevant and inline with government regulations.	<ul style="list-style-type: none"> Yes, Trustees have agreed to review all policies at least every 3 years. Some policies (e.g. Safeguarding and Risk Register) are reviewed annually.
A8	Declining membership	High	Medium	Do you <ul style="list-style-type: none"> regularly assess the membership levels have policies in place to deal with implications. Try to counteract 	<ul style="list-style-type: none"> Yes, annual BYM Tabular Statement gives numbers. This is recognised as a long-term problem Yorkshire Quaker Governance Group (Simplifying charitable functions group) has published proposals for simplification.

Financial					
B1	Inadequate financial planning	High	Low	Do you: <ul style="list-style-type: none"> Prepare outline budgets linked to business plan and objectives (year in advance preferable) Identify risks or uncertainty in the business plan Carry out quarterly reports and budget reviews 	<ul style="list-style-type: none"> Yes. In future planned to link to a strategic plan Strategic plan being developed. Yes
B2	Inadequate financial control and reporting	Medium	Low	Do you: <ul style="list-style-type: none"> Carry out timely, accurate monitoring and reporting Have adequate skills base to produce and monitor reports Have procedures for reviewing and actioning variances Have an audit or independent financial scrutiny 	<ul style="list-style-type: none"> Yes Yes Yes Yes
B3	Inadequate reserves	High	Low	<ul style="list-style-type: none"> Do you have a reserve policy? Are your reserves linked to a business plan and financial/operational risks? Do you regularly review/monitor the reserves/policy 	<ul style="list-style-type: none"> Yes No, but trustees review level of reserves annual and monitor expenditure at each meeting. Yes
B4	Dependency on income sources	High	Medium	<ul style="list-style-type: none"> Have you identified any major dependency? Do you have diversification plans 	<ul style="list-style-type: none"> Maximising income for youth events depends on donations as well as good publicity. Yes, through Investment Manager
B5	Loss of Investment funds	High	Low	Do you: <ul style="list-style-type: none"> Have an investment policy Take professional advice and/or management Regularly review/monitor the investment/policy 	<ul style="list-style-type: none"> Yes Yes Yes
B6	Misuse of Restricted funds	High	Low	<ul style="list-style-type: none"> Do you understand legal implications of restricted funds? Do you have clear systems to identify restricted receipts? Do you have adequate monitoring and reporting? 	<ul style="list-style-type: none"> Yes Yes Financial Procedures Policy and Annual report

B7	Fraud or Error	High	Low	<p>Do you have clear policies and procedures for?</p> <ul style="list-style-type: none"> Financial control, including internal auditing Segregation of duties Authorisation limits Security of assets Fidelity Insurance Annual audit Dealing with cyber-attacks. 	<ul style="list-style-type: none"> Yes Yes Yes Yes No Yes Partly, most transactions are now online so dependent on bank security.
----	----------------	------	-----	--	--

C Human Resource					
C1	Failure to ensure safe working environment or practices - Health and Safety	Medium	Low	<ul style="list-style-type: none"> Do you take professional advice in H & S matters? Do you carry out appropriate training? Do you have a compliance officer? Do you regularly review all policies and practices? Do you have appropriate insurance? 	<ul style="list-style-type: none"> No, but see Actions below Yes, as part of preparations for events. Yes for Holiday School where Health & Safety is shared with staff of school being used. Yes Yes
C2	Failure to protect children and vulnerable adults from harm	High	Low	<ul style="list-style-type: none"> Do you take professional advice in Children & Safety matters? Do you carry out staff and volunteer vetting? Do you carry out appropriate training? Do you regularly review policies and practices? Are we covered for: <ul style="list-style-type: none"> Easter Settlement? Holiday School? Junior Holidays? Link Group Yorkshire Quaker Camp? Children's activities at QiY Meetings? Are we clear about who would accompany an injured child to hospital, for instance? 	<ul style="list-style-type: none"> 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. Yes Yes, before events and aim to provide coordinated annual training. Yes – annually Yes. Yes. Yes. Yes. Yes. Yes, Parents / carers are responsible for their children at this and other appropriate events. Regularly reviewed.

C3	Risk of volunteer-related disputes	Low	Low	<ul style="list-style-type: none"> Do you have clear recruitment procedures? Do you carry out job training and personal/team development? 	Not relevant except in certain areas with volunteers, where training is provided.
----	------------------------------------	------------	------------	---	---

D Operational Risks					
D1	Loss of IT provision (due to theft, failure, damage or cyber-attack)	Medium	Medium	Do you: <ul style="list-style-type: none"> Employ professional service and support Carry out regular back-ups onto external or cloud storage. Have up-to-date virus protection 	<ul style="list-style-type: none"> No, but good access to advice. Yes Yes
D2	Loss, theft or damage of assets	Low	Low	<ul style="list-style-type: none"> Do you ensure safe custody of important documents? Do you carry out insurance reviews? 	<ul style="list-style-type: none"> Yes, Archives policy. Need confidential safeguarding documents to be stored securely using cloud storage. Yes.
D3	Pandemic or major disaster (e.g. fire or flood)	High	Medium	Have you: <ul style="list-style-type: none"> Documented plans for major disaster Data back-up procedures Insurance cover Adequate reserves (to cover short term, staffing etc) 	<ul style="list-style-type: none"> Partly through experience of COVID-19 pandemic Yes Yes Yes
D4	Non-compliance with legislation and regulations, including taxation (see note Page 6)	High	Low	<ul style="list-style-type: none"> Have you identified key requirements such as Data protection, Corporate Tax liabilities etc? Do you monitor legal and regulatory changes? Do you use professional advice 	<ul style="list-style-type: none"> Yes Yes, via Charity Commission Publications and Quaker Trustees Newsletters Yes

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

Amended by Trustees 20 September 2025