

## SUSSEX COMMUNITY FOUNDATION RISK ASSESSMENT - As at October 19

Risk	Impact (1-3:9 low - high)	Probability (1-3:9 low-high)	Risk Score	Responsible for Review	Review Method	Review frequency (every x years)	Date Risk Reviewed	Risk Owner	Control 1	Control 2	Control 3	Controls Acceptable (Yes/No)	Controls Reviewed	Impact Once Controls in place (1-3 low-high)	Probability (1-3:9 low-high)	Risk Score Once Controls are in place	
<b>Overall Objective - to assess and minimise risk to Sussex Community Foundation</b>																	
<b>1 Strategic Risks</b>																	
1.1	Deterioration of reputation as a grant maker	9	1	9	Board	Annual review at Board	1	Oct-20	Chair of grants Committee	Rigorous Grant Assessment system	Robust Evaluation and Monitoring system	Review of process by grants strategy committee	yes	Nov-20	9	1	9
1.2	Deterioration of reputation with major donors	9	3	27	Board	Annual review at Board	1	Oct-20	Chair of FDT	Dedicated staff for donor relations and plans to ensure donors receive agreed services	Planned regular donor communication, feedback and consultation	Fund devt committee and strategic review to review donor relations	yes	Oct-20	9	1	9
1.3	Lack of success in raising funds for operating costs	9	3	27	Board	quarterly progress review	1/4	Jul-20	Chair of FDT	Clear targets for building relationships with effective monitoring	Dedicated staff and trustees	Development of friends, ambassadors and other schemes to generate unrestricted funds	yes	Oct-20	9	1	9
1.4	Grant making process being overstretched by the increasing volume and complexity of grant making funds	9	9	81	Finance & HR Committee	Annual Review at Grants Committee and strategy comm.	1	Oct-20	Chair of F&HR	Supervision of Head of Grant Programmes by CEO	Ensuring adequate grants team staff and use of sessional workers to relieve pressure when needed	Regular review of staffing and volume of grant programmes by F&HR	yes	Oct-20	9	1	9
1.5	Trustee Board not having the correct mixture of skills needed to support the charity's work	9	3	27	Board	Board review as part of Quality Accreditation	3	Jul-20	Chairman and Nominations committee	Regular review by Chair and Chief Executive	Recruitment in progress Autumn 20	regular review by Nominations Committee	yes	Nov-20	9	1	9
1.6	Inadequate resourcing for growth or change	9	3	27	Finance & HR	F&HR	1/2	Oct-20	F & HR	Ongoing strategic planning and review in relation to current and future income, expenditure and costs	Detailed planning and analysis of large or challenging potential new funds	New strategy approved May 19	yes	Oct-20	1	1	1
1.7	Public relations risk from controversial fundholders	3	3	9	Board	Board to discuss as required	1	May-20	F & HR	CEO to analyse all potential new funds with advice from Communications & Marketing Manager where appropriate	Implement revised risk analysis process for new opportunities	Board to review all controversial funds in the light of charity commission guidance	yes	Oct-20	1	3	3
1.8	Loss of trust in charities in the UK leads to reduction in giving	9	1	9	Board	Board to discuss as required	1	Jul-20	F & HR	CEO to keep track of giving trends through NCVO almanack, nfpsynergy and others	CEO to regularly review trends in giving to SCF	Improve reporting to donors to demonstrate impact	yes	Oct-20	3	1	3

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1.9 Negative PR crisis caused by events or actions related to the Foundation (e.g. data breach, fraud by grant recipient)	9	3	27	Board	Board to discuss as required	1	Oct-20	Comms & Marketing Committee	Chief Executive and Chair keep abreast of media issue and are ready to respond if needed	PR crisis plan based on a pro-active response to major crisis to be put in place	Comms & Marketing committee to keep abreast of positive and negative PR	yes	Oct-20	3	1	3
<b>2 People Risks</b>																
2.1 Loss or long term absence of key office staff	9	3	27	Chair of Finance & HR	Appraisal & Supervision process	1/2	Oct-20	CEO	Systemise office processes	Maintain up-to-date work plans and records and appraisals	Finance and HR committee to keep under review	yes	Oct-20	9	1	9
2.2 Staff working under high levels of stress	9	9	81	Chair of finance & HR; Chair	appraisal & supervision process	1	Oct-20	CEO	Monthly Supervision and Annual Appraisals	Regular communications between staff/CEO & CEO/Chair	Revised Staff development policy 2019	yes	Oct-20	3	9	27
<b>3 Financial Risks</b>																
3.1 Fraud by staff	9	3	27	Chief Executive	annual audit; finance procedures; regular review by F&HR	1	Jul-20	Chief Executive	Insure against Fraud by staff, take up references	Two independent signatures for financial transactions	adequate financial procedures with monthly oversight by treasurer and annual external audit	yes	Oct-20	9	1	9
3.2 Fraud by grant recipients	3	3	9	Grants committee	Grants monitoring process	1	Jul-20	Head of Grant Programmes	Recipients to provide evidence of legal status and bank details - confirmed independently by staff	Recipients subject to monitoring by staff	Regular reporting to grant committee of monitoring returns	yes	Nov-20	3	1	3
3.3 Fraud by Chief Executive	9	3	27	Chair	annual audit; finance procedures	1	Jul-20	Chair	Insure against Fraud by staff, take up references	Two independent signatures for financial transactions	adequate financial procedures with monthly oversight by treasurer and annual external audit	yes	Oct-20	9	1	9
3.4 Risk of losing significant large flow through funds	3	9	27	Board	Quarterly review of income	1/4	Jul-20	Fund development committee	Review fund development plans	explore other sources of flow-through income	Strategic review to propose a strategic position re future sources of income	yes	Oct-20	3	1	3

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3.5	Threats to financial stability impacting value of endowment	9	9	81	Board	Quarterly review of income	1/4	Jul-20	F&HR	Close attention to investment managers reports and market commentary	Include contingency plans in financial planning	continue to raise flow-through and unrestricted donations to mitigate reduction in investment income	yes	Oct-20	3	9	27
<b>4 Legal and Regulatory Risks</b>																	
4.1	Changes to fundraising and data protection regulations	3	3	9	Board	Ongoing review of new legislation and guidance	1/2	Jul-20	CEO	CEO reviewing regulatory changes with staff team	CEO to review internal procedures in the light of changes	CEO to create action plan to ensure we are acting in line with legislation and best practice	yes	Oct-20	1	1	1
<b>5 Operational Risks</b>																	
5.1	Unable to work from main office due to natural disaster	3	9	27	CEO	Risk assessment	1/4	Oct-20	CEO	All computer systems are cloud-based	All staff have an SCF laptop and all equipment needed to work from home	Use of digital technology minimises negative impact of home working	yes	Oct-20	1	9	9
<b>6 External Shocks</b>																	
6.1	Major disaster occurs in Sussex, which may require SCF to manage a large scale disaster fund	9	9	81	Board	Board review as part of Disaster policy	1/4	Jul-20	Board	Disaster planning policy and decision making framework	establishment of Emergency response procedures with support from UKCF and other CFs if needed	Regular review by Chair and chief Executive, and lead trustee for emergencies	yes	Oct-20	3	9	27
6.2	Political Uncertainty	3	9	27	Finance & HR	F&HR	1/2	Oct-20	F & HR	Ongoing review of political and economic environment	Keep informed about political developments and impact on investment market performance, level of donations and level of demand	incorporate conclusions into ongoing strategic planning	yes	Oct-20	1	9	9