ILLUSTRATIVE SAMPLE · fictional organisation (XYZ Foundation) · Enterprise Risk Management Assessment Toolkit · all scores and risks are invented to show the report format

Risk management: summary for the Board

XYZ Foundation (fictional) · 10 Nov 2026 · Prepared by Head of Finance (illustrative)

1. Overall position

Our risk-management maturity is **3.00 out of 5 (Level 3 – Defined)**, based on 42 of 42 questions. Practices are written down and owned, but applied unevenly.

Strongest area: **Risk Governance & Culture** (3.40). Weakest area: **Resilience, Technology & Reputation** (2.50), which is the first priority for improvement.

Risk Governance & Culture	3.40	Level 3 – Defined
Risk Strategy & Appetite	2.75	Level 3 – Defined
Risk Identification, Assessment & Monitoring	3.00	Level 3 – Defined
Financial & Funding Risk	2.67	Level 3 – Defined
Compliance: Legal, Regulatory & Donor	3.33	Level 3 – Defined
Internal Control & Assurance	3.33	Level 3 – Defined
Operational, Partner & Programme Risk	2.80	Level 3 – Defined
Resilience, Technology & Reputation	2.50	Level 3 – Defined

2. Top risks after controls

ID	Risk	Owner	Residual	Appetite	Response / action
R-001	Funding concentration	Chief Executive	12 High	Outside appetite	Reduce: Diversify income: two new institutional donors and a reserves policy of 4 months
R-003	Partner under-performance or non-compliance	Programme Director	9 Medium	Within appetite	Reduce: Partner due diligence and annual monitoring visits
R-005	Loss of key staff	HR Lead	9 Medium	Within appetite	Accept and monitor: Succession plan for finance head and programme director

R-002	Payment or expense fraud	Head of Finance	8 Medium	Outside appetite	Reduce: Segregate payment approval and bank upload; quarterly surprise cash counts
R-006	Harm to beneficiaries	Safeguarding Lead	8 Medium	Outside appetite	Reduce: Refresh safeguarding training and reporting line for all field staff
R-004	Missed statutory filings	Head of Finance	6 Medium	Outside appetite	Reduce: Compliance calendar with named owners reviewed monthly
R-007	Strategy not delivered	Chief Executive	6 Medium	Within appetite	Accept and monitor: Quarterly milestone review by the Board
R-008	Late or inaccurate donor reporting	Grants Manager	6 Medium	Within appetite	Reduce: Grant-condition register and pre-award checklist

3. Decisions needed from the Board

- 4 risks are outside the Board's appetite: R-001 Funding concentration; R-002 Payment or expense fraud; R-004 Missed statutory filings; R-006 Harm to beneficiaries. The Board should accept each risk, approve further action, or change its appetite.
- Risks with no owner: 0. Overdue risk reviews: 2. Overdue risk actions: 0.

4. Compliance, controls and incidents

- Compliance obligations: 0 overdue, 0 due in the next 30 days.
- Key controls: 21 of 30 effective; 4 gaps (Monthly bank reconciliations prepared and reviewed by a second person; Staff advances and petty cash reconciled and cleared on time; Donor reports reviewed against grant terms before submission; Safeguarding and code-of-conduct training completed by all staff).
- Incidents and near misses: 0 logged, 0 still open, with a recorded financial impact of 0 USD.
- Action plan: 0 actions, 0 done, 0 overdue.

Prepared with the Enterprise Risk Management Assessment Toolkit, 2026–27 edition. A self-assessment, not an audit.

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