



# THE DONALDSON TRUST

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The National Body for Neurodiversity

## Fundraising Policy

Version: 1

Date: May 2026

Owner: Trusts and Grants Fundraiser

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## Document Control

### Version:

Version	Date	Owner	Reviewer	Approver	Amend
1	May 2026	Trusts and Grants Fundraiser	ELT	Trustees Board	NEW

### Next Review Due: May 2029

This policy will be reviewed following a significant event and as a minimum every three years.

### References:

#### Policies:

- Privacy Notice – External
- Data Protection Policy
- Records Management Policy & Procedure

#### Forms:

- Due Diligence Form – Donations
- Due Diligence Form – Corporate Fundraising Partnerships

#### Records:

- The Donaldson Trust Annual Report and Audited Accounts
- The Donaldson Trust Bank Statements
- Supporter Records
- Cash Donation Forms
- Letters of Thanks
- Corporate Fundraising Partnership Memoranda of Understanding (MOUs)

## Introduction

The Donaldson Trust is committed to ensuring that all fundraising activities are conducted in a manner that is legal, open, honest and respectful, in line with the [Charities and Trustee Investment \(Scotland\) Act 2005](#) and the [Code of Fundraising Practice \(2025\)](#).

## Scope

This policy applies to all colleagues, volunteers and trustees (for the purposes of this policy referred to as colleagues), contractors and third parties fundraising on behalf of the Trust.

## The Policy

This policy provides a framework for the ethical assessment, acceptance, refusal, and management of donations and fundraising relationships. It ensures that all decisions are made in the best interests of the Trust, taking into account legal requirements, ethical considerations, reputational risk, and alignment with our charitable purposes and values.

All fundraising activity undertaken on behalf of the Trust must comply with this policy and be subject to proportionate, risk-based decision-making and appropriate oversight.

## Definitions

This policy makes reference to a number of key terms relevant to fundraising:

- Code of Fundraising Practice – the standards that apply to all fundraising in the UK.
- Donor – a person or organisation who gives money to a charity.
- Fundraising – the seeking of financial support for the Donaldson Trust as a charity or in raising funds for other charities.
- Fundraising partner – a separate business that works with the Donaldson Trust, including but not limited to fundraising, pro-bono support and giving other donations and gifts in kind.

- In-kind donation – the donation of goods, services, facilities, or other non-cash support to The Donaldson Trust.
- Scottish Fundraising Adjudication Panel – the independent regulator of charitable fundraising in Scotland for Scottish registered charities.
- Supporter – a person or organisation that actively assists a charity in achieving its mission, ranging from financial donors and volunteers to campaigners and advocates.
- Volunteering – the provision of unpaid time, skills, expertise, or practical support to The Donaldson Trust in furtherance of our charitable objectives.

## **Roles and Responsibilities**

### **Trustees**

The Board of Trustees retains ultimate responsibility for all fundraising activities carried out in the name of the Trust. Under the Charities and Trustee Investment (Scotland) Act 2005, Trustees must:

- comply with all relevant legal requirements
- make sure that all funds which are raised are properly accounted for
- only spend donations on the purposes for which they were raised.

Full details on Trustees responsibilities can be found at:

<https://www.oscr.org.uk/managing-a-charity/fundraising/fundraising-for-charity-trustees-guidance>

Furthermore, Trustees are responsible for:

- Oversight of compliance with the Code of Fundraising Practice
- Approval of high-risk or high-value donations
- Ensuring effective risk management and internal controls

### **Executive Leadership Team (ELT)**

The ELT is responsible for:

- Overseeing the implementation of this policy
- Making decisions within delegated authority
- Escalating high-risk or high-value cases to the Board
- Ensuring due diligence is undertaken and documented

## **Fundraising Colleagues**

Colleagues must:

- Comply with this policy
- Undertake proportionate due diligence when considering accepting a donation or working with a specific organisation or person.
- Identify and escalate risks to ELT when required
- Maintain accurate records

## **Fundraising Behaviour Standards**

In line with the Code of Fundraising Practice, all fundraising must:

- Be legal, open, honest and respectful
- Avoid undue pressure or intrusion on supporters, or prospective supporters
- Respect requests to cease contact
- Be accurate and not misleading
- Enable informed decision-making

## **Supporters**

Supporters, and prospective supporters, have a right to expect us to provide clear, truthful information on our work, including reporting on how we spend the funding we are given, and managing donors' information responsibly.

We will ensure our supporters are treated fairly, so that they can make an informed decision around donating, in compliance with guidance issued by the Charity Regulators, and Scottish and UK law.

We will respect the privacy and contact preferences of our donors. We will respond promptly to requests to cease contacts or complaints in line with GDPR legislation, the Code of Fundraising Practice, and the Scottish Fundraising Adjudication Panel; and act to address their causes.

## **Vulnerable Individuals**

It is possible that we may come into contact with people who are vulnerable and not able to make informed decisions about their giving. This section outlines how we take all reasonable care to identify supporters who may be vulnerable, and what action we take if we suspect a person is vulnerable.

By 'vulnerable', we mean a person who lacks the ability, either temporarily or permanently, to make an informed decision about donating money to the Trust. There are a number of factors which can contribute to vulnerability. Examples of indicators which could mean that an individual is in a vulnerable circumstance or needs additional support could include, but is not limited to:

- Mental illness and mental capacity concerns (both permanent and temporary conditions), including dementia and personality disorders
- Significant physical illness
- Physical and sensory disability
- Learning difficulties
- Times of stress or anxiety (e.g. bereavement, redundancy)
- Financial vulnerability (where a gift from a donor may impact on their ability to sufficiently care for themselves or leave them in financial hardship)
- Language barriers
- Influence of alcohol or drugs

The Code of Fundraising practice states that "fundraisers must give appropriate consideration to the needs of existing or potential donors who may be in vulnerable circumstances or need extra care and support to make an informed decision."

As such, when communicating with potential or existing donors we will be mindful of indicators that may suggest they may be vulnerable. If an individual shows signs of possible vulnerability, we will:

- Consider their communication preferences.
- Not make assumptions.
- Ask them what they need and how we can help them better.
- Try asking questions in a different way.
- Summarise anything that has been decided or agreed in plain English.

If we suspect that a donor lacks the capacity to make a decision about their donation, the Trust will not ask for a donation and/or accept a gift.

If after the donation is taken, we receive evidence that the donor lacked capacity to make the decision to donate, the Trust will return the donation,

and measures will be put in place to ensure donations are not solicited from them in the future.

## **Partnerships and Third Parties**

All fundraising partners must:

- Undergo due diligence before any agreements are entered into
- Have written agreements
- Comply with the Code of Fundraising Practice
- Be monitored regularly

We will not partner with any organisation that produces goods/services or acts in a way that is contrary to our charitable objects or values. This will be ascertained and decided through the Trust's due diligence process noted below.

We will ensure that any commercial agreement represents a fair deal for the charity and:

- Clearly establishes what we expect to gain from it, prior to entering into an agreement
- Set up appropriate systems to monitor and review the partnership
- Take appropriate steps to identify and manage any risks
- Ensure from the outset that the expectations of both the charity and the company have been agreed, and
- Can be managed effectively and appropriately.

The Trust distinguishes between fundraising conducted 'on behalf of' the organisation and fundraising conducted 'in aid of' it and will apply appropriate levels of oversight accordingly.

All third-party fundraising relationships will be subject to periodic review to ensure ongoing compliance with the Code of Fundraising Practice.

The Trust retains responsibility for all fundraising conducted in its name.

## **Prospect Research**

Prospect research will:

- Be lawful and proportionate

- Use relevant data only
- Respect individual rights
- Avoid intrusive practices

When conducting prospect research, we will:

- Have a clear understanding of what information is fair and relevant to the purpose it is being used for.
- Not use unethical methods to obtain prospect research information, while avoiding personal prejudice and bias.
- Be honest and transparent with regard to the purpose of the research and their identity when seeking information.
- Take into account the reliability of the sources of information used.
- Ensure that research when presented is accurate, relevant to its purpose and timely.

## **Beneficiaries**

How we represent our beneficiaries, in our communications, is always respectful of them and portrays them in the way they would wish to be seen.

We will only use personal information that they have given consent for and for the purposes they have agreed; and will not disclose anything that might put them at risk, particularly children and vulnerable people.

## **Fundraising Communications**

All fundraising communications must be accurate, truthful, and not misleading.

Case studies and stories will be used with informed consent and shall not misrepresent typical experiences.

## **Systems and Procedures**

### **Acceptable Sources of Donations**

The Trust accepts donations on a good faith basis, assuming a donation is acceptable unless evidence suggests otherwise.

This policy applies to donations from:

- Individuals
- Charitable Trusts and Foundations
- Companies or Organisations
- Donations from outside the UK

## **Restricted Donations**

Supporters may make a restricted donation if they wish their contribution to be used for a specific purpose. This can be done by providing instructions with the donation. As such, restricted donations, along with all related expenditures, will be carefully recorded to ensure that the funds are being used as intended.

In compliance with legal requirements, the Trust will recognise restricted funds in our Annual Accounts, which are subject to independent audit.

If a restricted donation cannot be used for its intended purpose, we will engage in discussions with the original donor or their representative to reallocate the funds towards other areas within our charitable purposes which align with the donor's intentions.

This reallocation will only occur when some, or all, of the purposes of the restricted funds:

- Have been fulfilled as far as possible or are adequately provided for by other means.
- Are no longer part of our charitable purposes.
- Have otherwise ceased to provide a suitable and effective method for using the funds.
- Can no longer be carried out effectively – for example, if the beneficiary of the restricted fund is a service which no longer exists.

In the event we are unable to contact a donor, or their legal designate, to reallocate a restricted donation, we will follow the guidelines outlined by OSCR [here](#).

## **Refusal/Return of Donations**

The Trust adheres to laws requiring us to prioritise the charity's overall best interest when deciding whether to accept or decline a donation.

The Trust will refuse donations if there are reasonable grounds to believe:

- Acceptance would be unlawful, such as in cases of attempted scams, money laundering, tax evasion, proceeds of crime, or other illegal activities.
- Acceptance would harm the Trust's objectives as outlined in our Trust deed.
- The donation involves private benefits, like an obligation to purchase goods or services from a specific company.
- Conditions attached to the donation undermine our independence, are so onerous as to compromise our effectiveness, or restrict who may benefit to the extent of compromising our public benefit obligation.

There are further circumstances which may be detrimental to the achievement of our purpose including activities, fundraising events/participation, or donations that would result in:

- Reputational damage due to conflicts with the Trust's values.
- Loss of volunteers, colleagues, prospective colleagues, or beneficiaries due to the nature of the activity or donation.
- Loss of donations, local authority funding, or national government grants.

In such cases, a thorough analysis will be conducted to balance the financial impact of refusing support against the concerns about the donation source. The charity's Fundraising team, Executive Leadership Team (ELT), and/or Trustees, may participate in this evaluation process to ensure transparency and diligence.

All decisions will be taken in the best interests of the Trust, in line with our charitable purpose and values, and in line with legislation, regulation, and guidance as noted in Appendix 3.

## **Anonymous and Suspicious Donations**

Donations made through collection tins and online platforms are often anonymous, and any donor may choose to remain anonymous.

Colleagues will take reasonable and appropriate steps to identify the charity's donors and will not accept a donation if the assessed risk to the charity outweighs the benefit of the funds donated.

Any prospective donor who requests cash to be forwarded in advance or asks for a portion of the donation to be paid to a third party will always be treated as highly suspicious.

The ELT will consider reporting suspicious donations to the Scottish Charity Regulator, as well as to Police Scotland and HMRC. In such cases the Trustees will be informed.

## **Financial Accountability and Due Diligence**

In line with our legal requirements, the Donaldson Trust will not fundraise for purposes which do not align with our charitable objectives. We are committed to ensuring that all donations are used lawfully and in accordance with our charitable objectives.

The Office of the Scottish Charity Regulator and the Code of Fundraising Practice require organisations to undertake a proportionate due diligence process, appropriate to the nature and scale of the relationship, before entering into partnerships, accepting donations, or securing corporate sponsorship. This ensures there are no conflicts of interest, or potential conflicts of interest, related to the donation or partnership.

To comply with this mandate, we will perform due diligence on donors to ensure they do not hold views or engage in activities incompatible with our values or harmful to our reputation. Donor due diligence templates are noted in Appendices 1 and 2.

All decisions will consider:

1. Legal compliance

2. Alignment with purpose and values
3. Ethical considerations
4. Reputational risk
5. Operational impact
6. Financial benefit vs risk
7. Best interests of the charity

Where a donation is received, the following thresholds will determine the appropriate level of decision-making authority:

- Low value or low risk: Fundraising team
- £10,000+ or medium risk: ELT
- £100,000+ or high risk: Board of Trustees

Where a very high risk donation or partnership has been identified, and where potential mitigations have not been able to reduce it to a lesser risk level, it will be escalated to the Board of Trustees with a recommendation to refuse/reject.

In the event that the Trust decides to refuse or return a donation, for whatever reason, we will maintain records of:

- Due diligence undertaken
- Risk assessments
- Decisions made and the rationale behind them

These records will be kept in line with data protection legislation and the Trust's Record Management policy.

## **Documentation and Reporting**

The Trust will document the entire review process, including all collated information, completed ethical consideration forms, and decision rationales.

All records will be stored in the Trust's donor database, in line with Data Protection legislation and the Trust's Record Management policy.

## Complaints Process

The Donaldson Trust has registered for the Good Fundraising Guarantee, which sets out a clear complaint procedure for fundraising activity. As part of this commitment, The Donaldson Trust has committed to following the [Complaints Procedure](#), as outlined by the Scottish Fundraising Adjudication Panel.

As such, if a donor, or prospective donor wishes to raise a complaint, they have the right to do so. The following process outlines the steps to take:

### Initial Contact

In the first instance, a complainant can contact the Trust to raise their concerns with the relevant fundraiser. This can be done by phone or in writing, either by email or post:

**Phone:** 01506 841 900

**Email:** [getinvolved@donaldsons.org.uk](mailto:getinvolved@donaldsons.org.uk)

**Post:** The Fundraising Department, The Donaldson Trust, Preston Road, Linlithgow, West Lothian, EH49 6HZ

It is our aim to resolve most issues at the initial point of complaint. However, some issues may require investigation before a response can be made, or the complainant may request a formal response. In both cases, complaints will be escalated and recorded as formal complaints.

If negative fundraising feedback is posted on any Donaldson Trust social media channel, the individual will be invited to discuss their concerns further with a relevant colleague or to make a formal complaint.

All complaints will be handled in a fair, proportionate and respectful manner.

### Formal Complaint

Formal complaints can be raised by:

**Phone:** 01506 841 900

**Email:** [complaints@donaldsons.org.uk](mailto:complaints@donaldsons.org.uk)

**Post:** Complaints, The Donaldson Trust, Preston Road, Linlithgow, West Lothian, EH49 6HZ

A formal complaint will be acknowledged within 5 working days of receipt.

The Trust will appoint a manager of suitable seniority to investigate the complaint and will inform the complainant of the name of the person who will be investigating the complaint.

We will provide a full response within 20 working days of the acknowledgment date. If exceptional circumstances prevent us from meeting this deadline, the complainant will be informed of the delay and given an expected response time.

When responding, if we need to take action to address the problem, we will advise the complainant what action we will take, why and when. A log of complaints will be maintained and reviewed periodically to identify trends.

## **Appeal**

If the complainant is not satisfied with the Trust's decision, they may escalate the issue to the Trust's Board of Trustees by writing to the Chief Operating Officer at the address above.

The Board will investigate and typically respond within 14 working days.

## **Escalation to the Scottish Fundraising Adjudication Panel**

If the complainant remains unsatisfied after the Trust's response, they have the right to refer the complaint to the Scottish Fundraising Adjudication Panel.

The complaint can be submitted via the webform at:

<https://goodfundraising.scot/make-a-complaint/>

## Appendix 1 – Due Diligence Form – Donations

<b>Donor Details</b>				
Donor Name				
Donation Amount				
Date				
Fundraiser				
Donation Type	One-off/Pledge/Restricted/In-Kind			
Conditions				
<b>Due Diligence Summary</b>				
<i>Check</i>	<i>Outcome</i>	<i>Notes</i>		
Identity Verified (where appropriate)	Y/N			
Source of Funds Considered	Y/N			
Media/Reputational Check Completed	Y/N			
Sanctions/Legal Concerns Identified	Y/N			
Alignment with Trust Values Assessed	Y/N			
<b>Risk Assessment</b>				
Severity: 1 (Insignificant) → 5 (Extreme) Likelihood: 1 (Improbable) → 5 (Almost Certain)				
Risk Score: Impact × Likelihood				
<i>Risk Area</i>	<i>Severity</i>	<i>Likelihood</i>	<i>Score</i>	<i>Notes</i>
Legal Risk				
Reputational Risk				
Ethical Risk				
Operational Risk				
Financial Risk				
<b>Overall Risk Rating:</b> <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High <input type="checkbox"/> Very High				
<b>Enhanced Risk Triggers</b> - <i>Tick all that apply. If any box is selected, enhanced due diligence and escalation may be required.</i>				
<input type="checkbox"/> Donation ≥ £10,000		<input type="checkbox"/> Anonymous donation		
<input type="checkbox"/> Donation ≥ £100,000		<input type="checkbox"/> Conditions/restrictions attached		
<input type="checkbox"/> Overseas donor		<input type="checkbox"/> Negative media or controversy		
<input type="checkbox"/> Politically exposed/high-profile individual		<input type="checkbox"/> Other (specify)		
<b>Enhanced Due Diligence Required:</b> Y/N				

**Donation Decision Framework** - Provide a brief evidence-based summary (1–3 sentences). Avoid “no issues” without explanation.

<i>Criteria</i>	<i>Assessment Summary</i>
Legal Compliance	
Alignment with Purpose and Values	
Ethical Considerations	
Reputational Risk	
Operational Impact	
Financial Benefit vs Risk	
Best Interests of the Charity	

**Suggested Mitigation Measures** - Describe practical actions to reduce risk (e.g. restricted use, no publicity, additional approvals). If risks cannot be mitigated, state this clearly.

<i>Criteria</i>	<i>Proposed Mitigation</i>
Legal Compliance	
Alignment with Purpose and Values	
Ethical Considerations	
Reputational Risk	
Operational Impact	
Financial Benefit vs Risk	
Best Interests of the Charity	

**Mitigated Risk Assessment**

**Severity:** 1 (Insignificant) → 5 (Extreme) **Likelihood:** 1 (Improbable) → 5 (Almost Certain)

**Risk Score:** Impact × Likelihood

<i>Risk Area</i>	<i>Severity</i>	<i>Likelihood</i>	<i>Score</i>	<i>Notes</i>
Legal Risk				
Reputational Risk				
Ethical Risk				
Operational Risk				
Financial Risk				

**Mitigated Risk Rating:**  Low  Medium  High  Very High

**Decision:**  Accept  Accept with Conditions  Reject  Defer

**Decision Rationale:**

*Provide a clear justification referencing:*

- *Key risks identified*
- *Whether risks can be mitigated*
- *Financial and strategic benefit*
- *Why this decision is in the best interests of the Trust*

**Decision Authorisation**

<i>Role</i>	<i>Name</i>	<i>Signature</i>	<i>Date</i>
Assessed by			
ELT Assessment			
Board Assessment (if required)			

## Appendix 2 – Due Diligence Form – Corporate Fundraising Partnerships

<b>Organisation Details</b>		
Organisation Name		
Partnership Type	(Sponsorship/Charity of the Year/Commercial/Other)	
Estimated Vale		
Duration		
Fundraiser		
Summary of Proposal		
<b>Due Diligence Summary</b>		
<i>Check</i>	<i>Outcome</i>	<i>Notes</i>
Organisation Identity Verified	Y/N	
Business Activities Reviewed	Y/N	
Media/Reputational Check Completed	Y/N	
Legal/Regulatory Concerns Identified	Y/N	
Alignment with Trust Values Assessed	Y/N	
<b>Strategic Alignment</b>		
<i>Check</i>	<i>Outcome</i>	<i>Notes</i>
Supports Trust's vision and objectives	Y/N	
Benefits neurodivergent people	Y/N	
Aligns with organisational values	Y/N	
Compatible with existing partnerships	Y/N	

<b>Risk Assessment</b>				
Severity: 1 (Insignificant) → 5 (Extreme) Likelihood: 1 (Improbable) → 5 (Almost Certain)				
Risk Score: Impact × Likelihood				
<i>Risk Area</i>	<i>Severity</i>	<i>Likelihood</i>	<i>Score</i>	<i>Notes</i>
Reputational Risk				
Ethical Risk				
Operational Risk				
Legal Risk				
Financial Risk				
<b>Partnership Specific Risks</b> - Consider both direct risks and risks arising from public association with the partner.				
<i>Risk Area</i>	<i>Outcome</i>	<i>Notes</i>		
Conflicts with Existing Agreements	Y/N			
Brand Misuse Risk	Y/N			
Messaging Conflicts	Y/N			
Influence Over Trust Decisions	Y/N			
Risk to Supported People	Y/N			
Exclusivity conflicts	Y/N			
<b>Overall Risk Rating:</b> <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High <input type="checkbox"/> Very High				
<b>Enhanced Risk Triggers</b> - Tick all that apply. If any box is selected, enhanced due diligence and escalation may be required.				
<input type="checkbox"/> High Profile Organisation		<input type="checkbox"/> High-value partnership (£50k+)		
<input type="checkbox"/> Controversial industry (Arms/Pharma/Tobacco etc)		<input type="checkbox"/> Long-term strategic partnership		
<input type="checkbox"/> Significant media exposure		<input type="checkbox"/> Other (specify)		
<b>Enhanced Due Diligence Required: Y/N</b>				
<b>Suggested Mitigation Measures (if/where required)</b>				
<i>Criteria</i>	<i>Proposed Mitigation</i>			
Legal Compliance				
Alignment with Purpose and Values				
Ethical Considerations				
Reputational Risk				
Operational Impact				
Financial Benefit vs Risk				
Best Interests of the Charity				

<b>Mitigated Risk Assessment</b>				
Severity: 1 (Insignificant) → 5 (Extreme) Likelihood: 1 (Improbable) → 5 (Almost Certain)				
Risk Score: Impact × Likelihood				
<i>Risk Area</i>	<i>Severity</i>	<i>Likelihood</i>	<i>Score</i>	<i>Notes</i>
Legal Risk				
Reputational Risk				
Ethical Risk				
Operational Risk				
Financial Risk				
<b>Mitigated Risk Rating:</b> <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High <input type="checkbox"/> Very High				
<b>Decision:</b> <input type="checkbox"/> Approve <input type="checkbox"/> Approve with Conditions <input type="checkbox"/> Reject <input type="checkbox"/> Defer				
<p><b>Decision Rationale:</b></p> <p><i>Provide a clear justification referencing:</i></p> <ul style="list-style-type: none"> <li>• <i>Key risks identified</i></li> <li>• <i>Whether risks can be mitigated</i></li> <li>• <i>Financial and strategic benefit</i></li> </ul> <p><i>Why this decision is in the best interests of the Trust</i></p>				
<b>Decision Authorisation</b>				
<i>Role</i>	<i>Name</i>	<i>Signature</i>	<i>Date</i>	
Assessed by				
ELT Assessment				
Board Assessment (if required)				

## Appendix 3 – The Basis of Our Decisions

In addition to the Trust's purpose and values, this policy is based on current legislation, regulation, and guidance; and will be updated as and when there are any changes:

- Code of Fundraising Practice – overseen in Scotland by The Scottish Fundraising Adjudication Panel
- Chartered Institute of Fundraising Scotland
  - CloF Acceptance and Refusal of Gifts Guidance
- Charity Commission - Know Your Donor Key Questions
  
- Charities (Regulation and Administration) (Scotland) Act 2023
- Charities and Trustee Investment (Scotland) Act 2005
- Charities Act 2022
  
- Bribery Act 2010
- Counter Terrorism Act 2008
- Proceeds of Crime Act 2002
  
- The Scottish Charity Regulator (OSCR)

## Appendix 4 – Donation/Partnership Risk Assessment Matrix

The matrix measures two main components:

- Impact (Severity): What are the consequences if it does?
- Likelihood (Probability): How likely is it that a risk will occur?

		Likelihood				
		1	2	3	4	5
Severity	1	Low (1)	Low (2)	Low (3)	Medium (4)	Medium (5)
	2	Low (2)	Medium (4)	Medium (6)	High (8)	High (10)
	3	Low (3)	Medium (6)	High (9)	High (12)	Very High (15)
	4	Medium (4)	High (8)	High (12)	Very High (16)	Very High (20)
	5	Medium (5)	High (10)	Very High (15)	Very High (20)	Very High (25)

Increasing Severity Scoring Guide	Increasing Likelihood Scoring Guide
<b>1 – Insignificant:</b> Minimal impact, no external awareness, easily managed internally.	<b>1 – Very Low:</b> rare/very unlikely
<b>2 – Minor:</b> Limited impact, unlikely to affect stakeholders.	<b>2 – Low:</b> unlikely
<b>3 – Moderate:</b> Noticeable impact, possible stakeholder concern.	<b>3 – Medium:</b> could happen/possible
<b>4 – Major:</b> Significant impact, likely reputational or operational consequences	<b>4 – High:</b> likely/probable
<b>5 – Extreme:</b> Major impact, serious reputational damage or harm to beneficiaries	<b>5 – Very high:</b> near certain