

F. Risk Register - Strategic and Reputational Risks

Category	Sub category	Specific	Likelihood of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response (transfer, tolerate, treat, or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
1 Strategic risk	Charitable objects risk	Charity is not operating within its objects	1	5	Treat	Termly governors meeting	Governing body	Ongoing
		Charity receives unfavourable Ofsted report	1	3	Treat	Plan, evaluate, monitor & improve	Governing body	Ongoing
	Competition risk	Other organisations competing for the same sources of income	1	5	Treat	Review marketing and publicity of organisation	Governing body	Ongoing
	Insurance risk	Risk of financial loss/inability to replace items if charity does not have adequate insurance cover	1	5	Treat	Purchase insurance through Risk Protection Arrangement	Governing body	Annual
	Natural disaster risk	Risk of the impact an uncontrollable event will have on the charity e.g. fire, flood	2	5	Treat	Emergency event plan in place/ adequate insurance	Headteacher/ Governing body	Annual
	Technology risk	Information security risk	2	4	Treat	Regularly update security	Assistant Headteacher	
Virus risk/corruption of data risk		1	3	Treat	Up to date virus protection. Constant monitoring by competent persons	Assistant Headteacher	Ongoing	
2 Public profile risk	Trustee profile risk	Trustees have a high public profile and may cause the charity to attract publicity	1	4	Treat	Recruitment, CVs, DBS	Governing body	Ongoing
	Fraud risk	Fraud discovered at the Charity attracts bad publicity	1	3	Treat	Internal controls, independent auditors, regular detailed reports	Governing body	Annual
	Failure to comply with legislation risk	Failure to comply with Health and Safety legislation results in an employee/volunteer/beneficiary	2	5	Treat	Policy, training, independent audit	Headteacher/ Governing body	Annual

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2 Public profile risk (cont'd)	Failure to comply with legislation risk (cont'd)	Failure to comply with employment law- e.g. unfair dismissal of an employee - attracts adverse publicity	2	4	Treat	Purchase and consult HR and legal advice	Governing body	Annual
	Litigation risk	Charity is involved in litigation	1	1	Treat	Appropriate legal advice	Governing body	Ongoing
3 Governing body organisation risk	Headteacher/BM absence risk	Trustees do not ensure rigorous monitoring is undertaken in the absence of the Headteacher and/or Business Manager	1	4	Treat	Temporary appointment made. Succession planning undertaken	Headteacher/ Governing body	Ongoing

Risk Register - Operational Risks

Category	Sub category	Specific	Likelihood of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response (transfer, tolerate, treat, or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
1 Management information risk	Quality risk	Risk that information produced (financial and non-financial) for trustees and senior management is not accurate or not in a format suitable for monitoring the performance of the charity	1	4	Treat	Regularly review reporting system. Obtain advice from independent professional organisations	Governing body	Annual
2 Human resources risk	Trustee risk	Lack of availability/poor attendance at meetings	1	1	Treat	Stated policy. Governor attendance monitored by Chair of Governors	Governing body	Annual
		Trustees do not act solely in the interests of the charity but for their business/other interests etc.	1	1	Treat	Register of business interests reviewed at each meeting	Governing body	Annual
	Management risk	Senior management capability / experience of risk	1	5	Treat	Rigorous recruiting process/ active appraisal	Governing body	Annual
	Staff risk	Low morale risk	1	4	Treat	Performance management, good communication, leadership, regular staff meetings	Headteacher	Ongoing
		Recruitment risk (risk of recruiting the wrong person)	1	3	Treat	Robust Recruitment process	Headteacher	Ongoing
		Recruitment risk (recruiting someone unsuitable to work with children)	1	5	Treat	Robust Recruitment process. Safer recruitment training undertaken by all senior staff. All staff are DBS cleared	Governing body	Ongoing

Risk Register - Operational Risks Cont'd

Category	Sub category	Specific	Likelihood of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response (transfer, tolerate, treat, or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
	Volunteer risk	Risk that volunteers are not of appropriate quality/vetted/subject to police checks	1	5	Treat	All volunteers are DBS checked	Headteacher/ Governing body	Ongoing
	H & S risk	Staff fatality/injury	1	5	Treat	Health & Safety policy Alcohol & Substance Abuse Policy for Staff	Governing body/ Headteacher	Ongoing
		Fatality/injury to pupil/third party	1	5	Treat	Regular review of H&S, third party audit Bereavement policy	Governing body/ Headteacher	Ongoing
		Other third party risk	1	5	Treat	As above	Governing body/ Headteacher	Ongoing
3 Supplier risk	Supplier selection risk	Supplier financial viability	2	5	Treat	For large projects - use reputable suppliers, tender, quotes. Appoint Project Manager	Business Manager	Ongoing
		Delivery risk	1	5	Treat	As above	Business Manager	Ongoing
		Quality risk	1	5	Treat	As above	Business Manager	Ongoing
	Value for money risk	Purchase price risk	1	3	Treat	Finance Policy. Value for Money statement included in Trustee report	Business Manager	Ongoing
		Efficiency risk	1	3	Treat	Finance Policy	Business Manager	Ongoing

Risk Register - Compliance Risks

Category	Sub category	Specific	Likelihood of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response (transfer, tolerate, treat, or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
1 Employee legislation risk	Employment laws risk	Risk that legislative requirements are not known or complied with	1	3	Treat	Purchase HR, legal and H&S advice to ensure compliance. Consult professional bodies regularly. Attend appropriate training	Governing body/ Headteacher	
		Discrimination risk	1	3	Treat	As above	Governing body/ Headteacher	
		Data Protection risk	1	3	Treat	As above	Governing body/ Headteacher	
		Human Rights risk	1	3	Treat	As above	Governing body/ Headteacher	
		Equal opportunities risk	1	3	Treat	As above	Governing body/ Headteacher	
		Contract risk	1	3	Treat	As above	Governing body/ Headteacher	
	Pension risk	Risk that legislative requirements are not known or complied with	1	4	Treat	As above	Governing body/ Headteacher	
	Health & safety risk	Risk that legislative requirements are not known or complied with	1	4	Treat	As above	Governing body/ Headteacher	

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2 Financial reporting risk	Statutory accounts risk	Risk that legislative requirements are not known or complied with	1	4	Treat	Appoint accountants and consult regularly	Governing body/ Headteacher	
	Accounting standards risk	Risk that legislative requirements are not known or complied with	1	4	Treat	Appoint accountants and consult regularly	Governing body/ Headteacher	
	SORP compliance risk	Risk that legislative requirements are not known or complied with	1	4	Treat	Appoint accountants and consult regularly	Governing body/ Headteacher	
3 Tax legislation risk	VAT/PAYE/NI risk	Risk that legislative requirements are not known or complied with	1	4	Treat	Appoint accountants and consult regularly	Governing body/ Headteacher	
4 Data Protection Act risk		Risk that legislative requirements are not known or complied with	1	4	Treat	Purchase HR and legal advice to ensure compliance and consult regularly. Be aware of new legislation coming in May 2018. Create working party to monitor and enforce regulations. BM to attend training and produce guidance papers. External DPO to be appointed	Governing body/ Headteacher	
5 Welfare compliance risk	Disability risk	Risk that legislative requirements are not known or complied with	1	4	Treat	Purchase HR and legal advice to ensure compliance and consult regularly	Governing body/ Headteacher	
	Child Protection Act risk	Risk that legislative requirements are not known or complied with	1	4	Treat	Regular training, Senior leader has responsibility	Governing body/ Deputy Head	

6 Sector compliance risk	National curriculum compliance	Risk that legislative requirements are not known or complied with	1	3	Treat	Regular training, Senior leader has responsibility	As above	
	Mental Health compliance risk	Risk that legislative requirements are not known or complied with	1	3	Treat	Purchase HR and legal advice to ensure compliance and consult regularly	Governing Body/ Business Manager	
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7 Local Authority and Central Government risk	Grant criteria risk	Grant terms and conditions are not complied with	1	3	Treat	Regular training, Senior leader has responsibility	Governing Body/ Business Manager	
	Licensing risk	Risk that legislative requirements are not known or complied with	1	3	Treat	As above	As above	

Risk Register - Financial Risks

Category	Sub category	Specific	Likelihood of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response (transfer, tolerate, treat, or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
1 Overall financial control risk	Budget risk	Risk that budget cannot be prepared in accordance with DfE timetable	1	4	Treat	Consider reasons and act accordingly	Headteacher/ Business Manager	
		Risk that actual performance is not measured against budget on a regular basis	1	3	Treat	Regular reports monitored by Headteacher/BM & Finance Committee	Headteacher/ Business Manager	
	Reconciliation risk	Risk that bank reconciliations / other key reconciliations are not completed and reviewed	1	3	Treat	Policy in place monitored by RO and Finance committee	Governing Body/Head teacher	
2 Financial systems risk	Disaster risk	Risk that financial information cannot be recovered in the event of a disaster (eg fire, theft, vandalism)	1	4	Treat	Regular backup. Backup kept offsite.	Headteacher/ Business Manager	
	Access risk	Risk of unauthorised access to financial systems	1	3	Treat	Clear division of duty. Access rights controlled	Headteacher/ Business Manager	
3 Income risk	Completeness risk	Invoices not raised for all transactions	2	3	Treat	Policy in place. Regular checks by RO. Regular audit	Governing Body/BM	
	Restricted income risk	Income is not identified as restricted on receipt	2	2	Treat	Regular checks by BM	Governing Body/BM	
	Fraud risk	Risk that donations are misappropriated	2	3	Treat	Clear division of duties. Regular checks by BM	Governing Body/BM	

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4 Expenditure risk	Authorisation risk	Risk that expenditure is not authorised	2	3	Treat	Finance Policy, systems in place. Division of duties	Headteacher/ Business Manager	
	Allocation risk	Risk that expenditure is allocated between SOFA headings using inappropriate basis	2	2	Treat	Regular checks by BM	Headteacher/ Business Manager	
	Fraud Risk	False invoice/payment risk	2	2	Treat	Finance Policy, systems in place. Division of duties	Headteacher/ Business Manager	
5 Fixed asset risk	Capital construction risk	Risk that assets built by contractors do not meet specifications, or actual cost exceeds budget	2	4	Treat	Project Manager/ CDM, reputable contractor	Governing body	Ongoing
	Fraud risk	Risk that assets are misappropriated	1	4	Treat	Fixed Asset Register (FAR)	Governing body	Ongoing
6 Investment risk	Return risk	Risk that the return on investments is not being maximised	3	3	Treat	Regularly review bank accounts	BM	
7 Stock risk	Fraud risk	Risk that stock is misappropriated	1	3	Treat	Fixed asset register	Governing Body/BM	
8 Debtors risk	Recoverability risk	Risk that debts are not recovered	1	1	Treat	Ensure sound process in place. Monitor debtors regularly.	Governing Body/BM	
9 Taxation risk	Change in legislation risk	Risk that charity is not aware of changes in legislation	1	2	Treat	Appoint auditors consult regularly	Governing Body/BM	
10 Provisions and contingent liability risk	Recognition risk	Risk that charity is not recognising provisions or commitments in accordance with FRS 12	1	3	Treat	Appoint auditors and HR consultants. Consult regularly	Governing Body/BM	

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11 Funds risk	Level of funds	Risk that fund levels are too high/low	3 5	3 5	Treat	BM to produce 5 year budget plan. Governors monitor and make decisions based on up to date information. Inform ESFA to request help with recovery plan	Headteacher BM Governors	Sept 2017
		Risk that unrestricted funds are in deficit and restricted funds are in surplus	1	1	Treat	Close monitoring of budget reports. BM to adjust as necessary	Governing Body/BM	
12 Pension risk	Funding risk	Risk that scheme is in significant deficit	5	3	Tolerate	Known and accepted by GB	Governing Body/BM	
	Contribution risk	Risk that employers' contribution rate increases	5	4	Tolerate	Budget based on accurate figures	Governing Body/BM	
		Risk that charity is not making the correct contributions	1	4	Treat	HR Payroll provider support purchased	Governing Body/BM	