

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) | Risk Factor Low Medium High | 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 | 5 | Treat | Termly governors meeting | Governing body | Ongoing |
| | | Charity receives unfavourable Ofsted report | 2 | 4 | 8 | Treat | Continue to plan, evaluate, monitor & improve. Continue to purchase external review and support. | Governing body | Ongoing |
| | Competition risk | Other organisations competing for the same sources of income | 1 | 5 | 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 | 5 | Treat | Purchase insurance through Risk Protection Arrangement | Governing body | Annual |
| | Natural disaster risk Pandemic | Risk of the impact an uncontrollable event will have on the charity e.g. fire, flood | 2 | 5 | 10 | Treat | Emergency event plan in place/ adequate insurance | Headteacher/ Governing body | Annual |
| | | National pandemic which impacts the health and ability of staff and students to attend school | 5 | 5 | 25 | Treat | Ensure that IT systems are enhanced to support home working and learning, staff wellbeing is prioritised where possible, students are supported through pastoral provision and vulnerable students are highlighted and prioritised. | Headteacher/ Governing body | Ongoing |
| | Technology risk | Information security risk | 3 | 4 | 12 | Treat | Regularly update security and ensure operating systems are | Headteacher | Ongoing |

| | | | | | | | | | |
|---|---|--|--|---|---|---|---|---|----------------------------|
| | | Virus risk/corruption of data risk | 3 | 4 | 12 | Treat | the latest versions. Up to date virus protection and cloud back-ups. Constant monitoring by competent persons and the purchasing of external support | 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 | 4 | Treat | Recruitment, CVs, DBS | Governing body | Ongoing |
| | Fraud risk | Fraud discovered at the Charity attracts bad publicity | 1 | 3 | 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 of the Charity being injured at work, attracting bad publicity | 2 | 5 | 10 | Treat | Policy, training, independent audit | Headteacher/ Governing body | Annual |
| Category | Sub category | Specific | Likelihood of occurring (5=high, 1=low) | Impact if occurs (5=high, 1=low) | Risk Factor Low Medium High | Response (transfer, tolerate, treat, or terminate) | Control procedures and target date | Person(s) responsible for action | Date of next review |
| 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 | 8 | Treat | Purchase and consult HR support/ legal advice | Governing body | Annual |
| | Litigation risk | Charity is involved in litigation | 1 | 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 | 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) | Risk Factor Low Medium High | 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 | 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 | 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 | 1 | Treat | Register of business interests reviewed at each meeting | Governing body | Annual |
| Management risk | Senior management capability / experience of risk | 1 | 5 | 5 | Treat | Rigorous recruiting process/ active appraisal | Governing body | Annual |
| Staff risk | Low morale risk | 3 | 4 | 12 | Treat | Performance management, good communication, leadership, regular staff meetings, pupil behaviour strategies, professional growth policy and a focus on staff wellbeing. | Headteacher | Ongoing |
| | Recruitment risk (risk of recruiting the wrong person) | 1 | 3 | 3 | Treat | Robust Recruitment process | Headteacher /Governors | Ongoing |
| | Recruitment risk (recruiting someone unsuitable to work with children) | 1 | 5 | 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) | Risk Factor Low Medium High | 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 | 5 | Treat | All volunteers are DBS checked | Headteacher/ Governing body | Ongoing |
| | H & S risk | Staff fatality/injury | 1 | 5 | 5 | Treat | Health & Safety policy Alcohol & Substance Abuse Policy for Staff | Governing body/ Headteacher | Ongoing |
| | | Fatality/injury to pupil/third party | 1 | 5 | 5 | Treat | Regular review of H&S, third party audit Bereavement policy | Governing body/ Headteacher | Ongoing |
| | | Other third party risk | 1 | 5 | 5 | Treat | As above | Governing body/ Headteacher | Ongoing |
| 3 Supplier risk | Supplier selection risk | Supplier financial viability | 2 | 5 | 10 | Treat | For large projects - use reputable suppliers, tender, quotes. Appoint Project Manager | Director of F&O | Ongoing |
| | | Delivery risk | 1 | 5 | 5 | Treat | As above | Director of F&O | Ongoing |
| | | Quality risk | 1 | 5 | 5 | Treat | As above | Director of F&O | Ongoing |
| | Value for money risk | Purchase price risk | 1 | 3 | 3 | Treat | Finance Policy. Value for Money statement included in Trustee report | Director of F&O | Ongoing |
| | | Efficiency risk | 1 | 3 | 3 | Treat | Finance Policy | Director of F&O | Ongoing |

Risk Register - Compliance Risks

| Category | Sub category | Specific | Likelihood of occurring (5=high, 1=low) | Impact if occurs (5=high, 1=low) | Risk Factor Low Medium High | 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 | 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 | 3 | Treat | As above | Governing body/ Headteacher | |
| | | Data Protection risk | 1 | 3 | 3 | Treat | As above | Governing body/ Headteacher | |
| | | Human Rights risk | 1 | 3 | 3 | Treat | As above | Governing body/ Headteacher | |
| | | Equal opportunities risk | 1 | 3 | 3 | Treat | As above | Governing body/ Headteacher | |
| | | Contract risk | 1 | 3 | 3 | Treat | As above | Governing body/ Headteacher | |
| | Pension risk | Risk that legislative requirements are not known or complied with | 1 | 4 | 4 | Treat | As above | Governing body/ Headteacher | |
| | Health & safety risk | Risk that legislative requirements are not known or complied with | 1 | 4 | 4 | Treat | As above | Governing body/ Headteacher | |

| Category | Sub category | Specific | Likelihood of occurring (5=high, 1=low) | Impact if occurs (5=high, 1=low) | Risk Factor | Response (transfer, tolerate, treat, or terminate) | Control procedures and target date | Person(s) responsible for action | Date of next review |
|----------------------------|--------------------------------|---|---|----------------------------------|-----------------------|--|--|------------------------------------|---------------------|
| | | | | | Low Medium High | | | | |
| 2 Financial reporting risk | Statutory accounts risk | Risk that legislative requirements are not known or complied with | 1 | 4 | 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 | 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 | 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 | 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 | 4 | Treat | Purchase HR and legal and DPO advice to ensure compliance and consult regularly. | Governing body/ Headteacher | |
| 5 Welfare compliance risk | Disability risk | Risk that legislative requirements are not known or complied with | 1 | 4 | 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 | 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 | 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 | 3 | Treat | Purchase HR and legal advice to ensure compliance and consult regularly | Governing Body/ Director of F&O | |

| Category | Sub category | Specific | Likelihood of occurring (5=high, 1=low) | Impact if occurs (5=high, 1=low) | Risk Factor Low Medium High | Response (transfer, tolerate, treat, or terminate) | Control procedures and target date | Person(s) responsible for action | Date of next review |
|---|---------------------|---|---|----------------------------------|--------------------------------------|--|--|------------------------------------|---------------------|
| 7 Local Authority and Central Government risk | Grant criteria risk | Grant terms and conditions are not complied with | 1 | 3 | 3 | Treat | Regular training, Senior leader has responsibility | Governing Body/ Director of F&O | |
| | Licensing risk | Risk that legislative requirements are not known or complied with | 1 | 3 | 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) | Risk Factor Low Medium High | 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 | 4 | Treat | Consider reasons and act accordingly | Headteacher/ Director of F&O | |
| | | Risk that actual performance is not measured against budget on a regular basis | 1 | 3 | 3 | Treat | Regular reports monitored by Headteacher/ Director of F&O & Finance Committee | Headteacher/ Director of F&O | |
| | Reconciliation risk | Risk that bank reconciliations / other key reconciliations are not completed and reviewed | 1 | 3 | 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 | 4 | Treat | Regular backup. Backup kept offsite completed onsite as well as to a cloud facility | Headteacher/ Director of F&O | |
| | Access risk | Risk of unauthorised access to financial systems | 1 | 3 | 3 | Treat | Clear division of duty. Access rights controlled | Headteacher/ Director of F&O | |
| 3 Income risk | Completeness risk | Invoices not raised for all transactions | 2 | 3 | 6 | Treat | Policy in place. Regular checks by RO. Regular audit | Governing Body/ Director of F&O | |
| | Restricted income risk | Income is not identified as restricted on receipt | 2 | 2 | 4 | Treat | Regular checks by Director of F&O | Governing Body/ Director of F&O | |

| | | | | | | | | | |
|--|-------------------|---|---|---|---|-------|---|------------------------------------|--|
| | Fraud risk | Risk that donations are misappropriated | 2 | 3 | 6 | Treat | Clear division of duties. Regular checks by Director of F&O | Governing Body/ Director of F&O | |
|--|-------------------|---|---|---|---|-------|---|------------------------------------|--|

| Category | Sub category | Specific | Likelihood of occurring (5=high, 1=low) | Impact if occurs (5=high, 1=low) | Risk Factor Low Medium High | Response (transfer, tolerate, treat, or terminate) | Control procedures and target date | Person(s) responsible for action | Date of next review |
|--|-----------------------------------|---|---|----------------------------------|--------------------------------------|--|---|------------------------------------|---------------------|
| 4 Expenditure risk | Authorisation risk | Risk that expenditure is not authorised | 2 | 3 | 6 | 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 | 4 | Treat | Regular checks by Director of F&O | Headteacher/ Business Manager | |
| | Fraud Risk | False invoice/payment risk | 2 | 2 | 4 | 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 | 8 | Treat | Project Manager/ CDM, reputable contractor | Governing body | Ongoing |
| | Fraud risk | Risk that assets are misappropriated | 1 | 4 | 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 | 9 | Treat | Regularly review bank accounts | Director of F&O | |
| 7 Stock risk | Fraud risk | Risk that stock is misappropriated | 1 | 3 | 3 | Treat | Fixed asset register | Governing Body/BM | |
| 8 Debtors risk | Recoverability risk | Risk that debts are not recovered | 1 | 1 | 1 | Treat | Ensure sound process in place. Monitor debtors regularly. | Governing Body/ Director of F&O | |
| 9 Taxation risk | Change in legislation risk | Risk that charity is not aware of changes in legislation | 1 | 2 | 2 | Treat | Appoint auditors consult regularly | Governing Body/ Director of F&O | |
| 10 Provisions and contingent liability risk | Recognition risk | Risk that charity is not recognising provisions or commitments in accordance with FRS 12 | 1 | 3 | 3 | Treat | Appoint auditors and HR consultants. Consult regularly | Governing Body/ Director of F&O | |

| Category | Sub category | Specific | Likelihood of occurring (5=high, 1=low) | Impact if occurs (5=high, 1=low) | Risk Factor Low Medium High | Response (transfer, tolerate, treat, or terminate) | Control procedures and target date | Person(s) responsible for action | Date of next review |
|-----------------|-------------------|---|---|----------------------------------|--------------------------------------|--|---|---|---------------------|
| 11 Funds risk | Level of funds | Risk that fund levels are too high/low | 3 | 5 | 15 | Treat | Continue to increase the unrestricted carry forward and reserves. | Headteacher/ Director of F&O/ Governors | |
| | | Risk that unrestricted funds are in deficit and restricted funds are in surplus | 1 | 1 | 1 | Treat | Close monitoring of budget reports. BM to adjust as necessary | Governing Body/ Director of F&O | |
| 12 Pension risk | Funding risk | Risk that scheme is in significant deficit | 5 | 3 | 15 | Tolerate | Known and accepted by GB | Governing Body/ Director of F&O | |
| | Contribution risk | Risk that employers' contribution rate increases | 5 | 4 | 20 | Tolerate | Budget based on accurate figures | Governing Body/ Director of F&O | |
| | | Risk that charity is not making the correct contributions | 1 | 4 | 4 | Treat | HR Payroll provider support purchased | Governing Body/ Director of F&O | |