Risk Responses - Responses to risk can be divided into four response categories:

Transfer: For some risks the best response may be to transfer them. This might be done by conventional insurance, or it might be done by paying a third party to take the risk in another way. This option is particularly good for mitigating financial risks of risks to assets.

Tolerate: The exposure may be tolerable without any further action being taken. Even if it is not tolerable, ability to do anything about some risks may be limited, or the cost of taking any action may be disproportionate to the potential benefit gained. In these cases the response may be toleration. This option may be supplemented by contingency planning for handling the impacts that will arise if the risk is realised.

Treat: By far the greater number of risks will belong to this category. The purpose of treatment is not necessarily to obviate the risk, but more likely to take control action to contain the risk to an acceptable level. Such controls can be **corrective, detective, directive or preventive** (see glossary)

Terminate: Some risks will only be treatable, or containable to acceptable levels, by terminating the activity. It should be noted that the option of termination of activities may be severely limited in the public sector when compared to the private sector; a number of activities are conducted in the public sector because the associated risks are so great that there is no other way in which the output or outcome, which is required for the public benefit, can be achieved.

Take the Opportunity: This option is not an alternative to those above; rather it is an option which should be considered whenever tolerating, transferring or treating a risk. There are two aspects to this. The first is whether or not at the same time as mitigating threats, an opportunity arises to exploit a positive impact. The second is whether or not circumstances arise which, whilst not generating threats, offer positive opportunities – for example a drop in the cost of goods or services might free up resources for redeployment.

These risks need to be assessed for Probability and Impact using the following scale: Green: low risk, Amber: medium risk and Red: High Risk.

Probability

Level	Description	Detailed Description
5	Almost Certain	Expected to occur in most circumstances. Greater the 95% probability of occurring.
4	Probable	Will probably occur in most circumstances. 60% - 95% probability of occurring.
3	Possible	Might occur at some time. 20% - 60% probability of occurring.
2	Unlikely	Unlikely to occur. Between 10% and 20% probability of occurring.
1	Rare	May occur in exceptional circumstances. Less than 10% probability of occurring.

Colour Key Code
Low Risk (1 & 2)
Medium Risk (3 & 4)
High Risk (5)

Impact

Level	**Description**	**Financial**	**Time**	**Reputational**
5	Highly Significant	Huge financial loss, >10% of project cost.	Major disruption to the school and/or services or major failure to deliver vital services.	Serious major reputational damage inflicted, external intervention certain.
4	Major	Major financial loss, 5-10% of project cost.	Major disruption to the school and/or services or medium failure to deliver vital services.	Major reputational damage inflicted, external intervention likely.
3	Moderate	Medium financial loss, 2-5% of project cost.	Disruption to the school and/or services or short failure to deliver vital services.	Reputational damage inflicted, external intervention possible.
2	Minor	Minor financial loss, 1-2% of project cost.	Little disruption to the school and/or services.	Could affect reputation.
1	Insignificant	Little or no financial loss, >1% of project cost.	Inconvenience to the school and/or services.	Potential reputation issue.

FACILITIES & FINANCE COMMITTEE RISKS – FINANCE RISKS (Last reviewed by Committee: June 2022)

Risk No.	Type & Category of Risk	Sub category	Specific	Probability of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response	Control procedures and target date	Person(s) responsible for action
F1	**Public Profile Risk**	**Expenditure risk**	Management and administration costs are perceived by the public to be high	1	2	Tolerate	Compare to other academies/grammar schools to ensure reasonableness via Financial Benchmarking website. Report to Governors.	Headteacher/ Business Manager
F2	**Public profile Risk**	**Expenditure risk**	SLT of the charity are seen by the public to be paid high salaries	1	2	Tolerate	Comparison to other academies/grammar schools to ensure reasonableness.	Headteacher/ Business Manager
F3	**Public profile Risk**	**Expenditure risk**	Reserves level risk - Charity seen to be holding reserves and not spending enough on its charitable objects	1	2	Tolerate	Comparison to other academies / grammar schools to ensure reasonableness.	Headteacher/ Business Manager
F4	**Compliance – 3 Financial reporting risk**	**Statutory accounts; accounting standards; SORP compliance**	Legislative requirements are not known or fulfilled	1	4	Treat	• Adherence to Financial Regulations Manual as per DfE. • Support from Auditors in preparing end of year Accounts. • Auditors provide relevant updates. • Business Manager subscribes to EFA and national forums.	Business Manager Senior Finance Officer
F5	**Compliance – 5 Tax legislation risk**	**VAT/PAYE/NI**	Legislative requirements are not known or fulfilled	1	4	Treat	• Additional services provided by Auditors as required. • Payroll outsourced to Prospects Payroll Services who keep abreast of PAYE / NI changes and inform the Academy as required. • Advice from NASBM and FD Forum	Business Manager Senior Finance Officer
F6	**Compliance – 9 Local Authority and Central Government risk**	**Grant criteria**	Grant terms and conditions are not fulfilled	1	2	Tolerate	• Maintain record of reporting requirements. • Standard documentation for reporting.	Business Manager Senior Finance Officer
F7	**Financial – 1 Overall financial control risk**	**Budget**	Budget cannot be prepared in accordance with DfE timetable	1	4	Treat	• Timetable agreed in advance • Work can be completed by other members of the team to cover for absence	Business Manager Finance Officer
F8	**Financial – 1 Overall financial control risk**	**Budget**	Budget will be in deficit	5	5	Treat	• Budget holder reports in PSF • Review by Business Manager • Management accounts reviewed by Finance Committee • 3 year forecast reviewed by Finance Committee and appropriate action agreed to avoid a deficit situation	Headteacher Business Manager Budget Holders
F9	**Financial – 1 Overall financial control risk**	**Budget**	Actual performance is not monitored against budget on a regular basis	1	4	Treat	• Budget holders expected to use online reporting; • Business Manager reviews individual budget holder reports • Management accounts reviewed by Finance Committee a minimum of once a term	Business Manager Finance Officer
F10	**Financial – 1 Overall financial control risk**	**Budget**	Budget headings are manipulated to ensure targets are met	1	3	Treat	• Approved budget figures are entered into FPS and PSF systems. • Virements are ratified by Finance Committee	Business Manager Finance Officer
F11	**Financial – 1 Overall financial control risk**	**Reconciliation**	Bank reconciliations / other key reconciliations are not completed and reviewed	1	1	Treat/ Tolerate	Monthly bank and balance sheet reconciliations are produced by the Senior Finance Officer and counter-signed by Business Manager.	Business Manager Senior Finance Officer

Risk No.	Type & Category of Risk	Sub category	Specific	Probability of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response	Control procedures and target date	Person(s) responsible for action
F12	**Financial – 1 Overall financial control risk**	**Reconciliation**	Suspense accounts are not cleared or reconciled	1	2	Tolerate	Suspense accounts generally not used. Balance sheet reconciliations carried out and signed at month-end.	Business Manager Senior Finance Officer
F13	**Financial – 2 Financial systems risk**	**Systems suitability**	Financial system is unsuitable for charity's needs	1	3	Treat	PS Financials is designed for charity reporting.	Business Manager Senior Finance Officer
F14	**Financial – 2 Financial systems risk**	**Maintenance**	Financial system will not be maintained by provider in long term	1	2	Treat	The current system has external support as and when required. Long-standing and established company.	Business Manager Senior Finance Officer
F15	**Financial – 2 Financial systems risk**	**Disaster**	Financial information cannot be recovered in the event of a disaster (e.g. fire, theft, vandalism)	2	4	Tolerate	Daily electronic backup routine is run. Data is stored in a separate building to the main IT server room and is also backed up to an offsite storage provider.	Business Manager IT Manager
F16	**Financial – 2 Financial systems risk**	**Access risk**	Unauthorised access to financial systems	2	4	Treat	Financial system access limited to designated users plus IT team for admin purposes. Passwords are required and system forces these to be changed every 90 days.	Business Manager IT Manager
F17	**Financial – 3 Income risk**	**Completeness**	Invoices not raised for all transactions	2	2	Treat	Lettings bookings confirmed by Office Co-ordinator and invoices raised by Finance Office. Business Manager checks central register.	Business Manager Assistant Finance Officer Office Co-ordinator
F18	**Financial – 3 Income risk**	**Completeness**	Donations in kind or intangibles are not recorded or recognised in the financial statements	1	1	Treat	Information is entered into Gifts and Hospitality register maintained by the Finance Office.	Business Manager Senior Finance Officer
F19	**Financial – 3 Income risk**	**Restricted income**	Income is not identified as restricted on receipt	1	2	Tolerate	PS Financial allows income to be coded by funding stream.	Business Manager Senior Finance Officer
F20	**Financial – 3 Income risk**	**Restricted income**	Restricted income is used for purposes other than restriction	1	2	Tolerate	PS Financial allows income to be coded by funding stream and expenditure clearly tracked.	Business Manager Senior Finance Officer
F21	**Financial – 3 Income risk**	**Cut off**	Income is accounted for in the wrong accounting period	2	1	Treat	• Monthly reconciliations process • Spot checks during ICE audits • Annual review with auditors	Business Manager Senior Finance Officer
F22	**Financial – 3 Income risk**	**Fraud**	Cash donations are misappropriated	2	2	Tolerate	Cash handling procedures in place.	Business Manager Finance team
F23	**Financial – 4 Expenditure risk**	**Authorisation**	Expenditure is not authorised	1	2	Treat	• Financial Regulations detail scheme of delegation and signing limits • PSF requires sign off by budget holder and Business Manager.	Governors Headteacher Business Manager Budget Holder Finance Office
F24	**Financial – 4 Expenditure risk**	**Allocation**	Expenditure is allocated between SOFA headings using inappropriate basis	2	1	Treat	PSF has been set up to use standard headings required for Academy accounting.	Business Manager Senior Finance Officer
F25	**Financial – 4 Expenditure risk**	**Price**	Discounts are not secured or price reductions obtained on purchases or services	2	2	Tolerate	• Financial Regulations detail situations where multiple quotes or tender process is required • Delegated budgets mean motivation for budget holders to seek best deals.	Business Manager Budget Holders
F26	**Financial – 4 Expenditure risk**	**Cut off**	Expenditure is accounted for in the wrong accounting period	2	1	Treat	• Monthly reconciliations process • Spot checks during ICE audits • Annual review with auditors	Business Manager Senior Finance Officer

Risk No.	Type & Category of Risk	Sub category	Specific	Probability of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response	Control procedures and target date	Person(s) responsible for action
F27	**Financial – 4 Expenditure risk**	**Fraud**	False invoice/payment risk	2	2	Tolerate	• Financial Regulations detail scheme of delegation and signing limits	Business Manager Finance Office
F28	**Financial – 5 Treasury risk**	**Cash flow**	Cash flow requirements are not forecast	2	3	Treat	Cash flow forecasts reviewed by Finance Committee	Business Manager Finance Officer
F29	**Financial – 5 Treasury risk**	**Cash flow**	Cash is tied up in investments and insufficient is readily available to meet short term cash flow needs	1	5	Treat	A proportion of cash reserves are held in longer term bank deposit accounts. Requirements are reviewed with Finance Committee.	Business Manager
F30	**Financial – 6 Fixed asset risk**	**Capital construction**	Assets built by contractors do not meet specifications, or actual cost exceeds budget	2	3	Treat	• Detailed design agreed. • Project Management reviews. • Detailed cost reports maintained and reviewed with appropriate personnel.	Governors Headteacher Business Manager
F31	**Financial – 6 Fixed asset risk**	**Asset recognition**	Assets are not capitalised	2	2	Treat	• Audit checks • Asset register maintained	Business Manager Finance Office IT Manager
F32	**Financial – 6 Fixed asset risk**	**Asset recognition**	Depreciation rate is not appropriate	2	2	Treat	Policies have been discussed with Auditors & Governors. Annual review of remaining assets' useful economic life and depreciation policy.	Business Manager Senior Finance Officer
F33	**Financial – 6 Fixed asset risk**	**Fraud**	Assets are misappropriated	2	3	Treat	• Maintenance of asset register • Completion of annual physical check • Security marking of IT assets • Security measures in place eg access control; CCTV; laptop storage protocol.	Business Manager IT Manager Site Manager
F34	**Financial – 7 Investment risk**	**Return**	Return on investments is not being maximised	2	2	Tolerate	No significant investments. All monies are in current or long term deposit accounts	Business Manager
F35	**Financial – 7 Investment risk**	**Return**	Governors are not acting in accordance with their investment policy/powers (e.g. investing in high risk investments which are not in best interests of the charity)	1	3	Tolerate	All monies are in current or 6-month deposit accounts. Investment of reserves is discussed with Finance Committee.	Business Manager
F36	**Financial – 8 Stock risk**	**Fraud**	Stock is misappropriated	1	1	Tolerate	• Departments generally order what is required in order to minimise levels of stock. • Secure storage areas are utilised	Budget Holders Site team
F37	**Financial – 9 Debtors risk**	**Recoverability**	Risk that debts are not recovered	2	1	Tolerate	• Monthly review of aged debtors is completed • Assistant Finance Officer will escalate any items of concern to the Business Manager for follow-up • Use of Small Claims Court	Business Manager Finance Office
F38	**Financial – 9 Debtors risk**	**Recoverability**	Provision for doubtful debts is overstated/understated	1	1	Tolerate	Do not generally provide for doubtful debts. Aged debts are actively pursued.	Business Manager Finance Office
F39	**Financial – 9 Debtors risk**	**Completeness**	Debtors record is not complete	2	2	Treat	• Segregation of duties within the Finance team • Use of PSF accounting system	Business Manager Finance Office
F40	**Financial – 9 Debtors risk**	**Cut off**	Debtors are accounted for in the wrong accounting period	2	2	Tolerate	• Monthly reconciliations process • Spot checks during ICE audits • Annual review with auditors	Business Manager Finance Office
F41	**Financial – 9 Debtors risk**	**Cash flow**	Profile of aged debtors deteriorates which impacts on cash flow position	2	1	Tolerate	• Month end process • Procedures in place for chasing debts and payment periods set.	Business Manager Finance Office

Risk No.	Type & Category of Risk	Sub category	Specific	Probability of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response	Control procedures and target date	Person(s) responsible for action
F42	**Financial – 10 Taxation risk**	**Non-charitable trading**	Charity is liable to tax on non-charitable trading activities	2	2	Treat	Seek further expert advice as and when appropriate.	Business Manager Senior Finance Officer
F43	**Financial – 10 Taxation risk**	**Change in legislation**	Charity is not aware of changes in legislation	2	2	Treat	Seek further expert advice as and when appropriate.	Business Manager Senior Finance Officer
F44	**Financial – 11 Provisions and contingent liability risk**	**Recognition**	Charity is not recognising provisions or commitments in accordance with latest financial standards.	2	2	Treat	• Additional services provided by Auditors as required. • Advice from NASBM and FD Forum	Business Manager Senior Finance Officer
F45	**Financial – 11 Provisions and contingent liability risk**	**Contractual commitments**	Charity has entered into future commitments without having the future funding available to meet them	1	5	Treat	• Budget plus 3-year forecasts reviewed by Finance Committee. • Strategic planning process in place. Larger commitments are reviewed in detail as specific agenda items at Governor meetings.	Governors Headteacher Business Manager
F46	**Financial – 12 Related party risk**	**Identification**	Related party transactions/ transactions with connected parties are not identified	1	1	Tolerate	• Register of interest completed annually by staff and reviewed by Business Manager. • Governors complete an annual related party questionnaire. Details published on website.	Governors Staff
F47	**Financial – 12 Related party risk**	**Disclosure**	Related party transactions are not correctly or fully disclosed in the financial statements	1	1	Tolerate	• Annual audit checks • ICE visits	Business Manager Senior Finance Officer
F48	**Financial – 13 Funds risk**	**Level of funds**	Fund levels are too high/low	3	5	Treat	Annual review of funds as part of budgeting/forecasting process.	Governors Headteacher Business Manager
F49	**Financial – 13 Funds risk**	**Level of funds**	Unrestricted funds are in deficit and restricted funds are in surplus	1	2	Tolerate	• Review of Management accounts by Finance Committee • Scheme of delegation	Governors Headteacher/ Business Manager
F50	**Financial – 14 Pension risk**	**Funding**	Scheme is in significant deficit	5	3	Treat	Review of actuarial reports and consult external specialists as required.	Business Manager Senior Finance Officer
F51	**Financial – 14 Pension risk**	**Contribution**	Employers' contribution rate increases	5	4	Treat	• Monitor communications from LGPS and TP. • Amend forecast as required.	Business Manager Senior Finance Officer
F52	**Financial – 14 Pension risk**	**Contribution**	Risk that charity is not making the correct contributions	2	3	Tolerate	• Payroll outsourced to Prospects. • Spot checks on payroll reports. • Annual audit checks • ICE checks	Business Manager Senior Finance Officer
F53	**Financial – 15 Bank and investment account risk**	**Level of income**	Risk that the bank could go into liquidation and Academy would lose all income and investments.	2	5	Treat	Funds are split between three major banks.	Business Manager Senior Finance Officer
F54	**Operational – 3 Income risk**	**Donor**	Charity heavily reliant on one donor	1	5	Tolerate	Funding assured through funding agreement with DfE	Governors Headteacher Business Manager

Risk No.	Type & Category of Risk	Sub category	Specific	Probability of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response	Control procedures and target date	Person(s) responsible for action
F55	**Operational – 3 Income risk**	**Donor**	Donor has a strong influence/power over charities activities	4	3	Treat	• National Government policy through Academies Financial Handbook • Lobbying via local MP and national forums • Academy has developed additional funding streams through lettings and donations	Governors Headteacher Business Manager
F56	**Operational – 3 Income risk**	**Marketing**	Other charities competing for donations or similar sources of income	3	3	Treat	• Use of professional services for capital funding bids • Search for additional sources of funding eg grants is ongoing.	Governors Headteacher Business Manager
F57	**Operational – 3 Income risk**	**Grants receivable**	Grants receivable not used for the purposes for which they were given	1	3	Tolerate	• Proper use of PSF financial system to track income and expenditure • Review of management accounts • Annual audit checks • ICE checks	Business Manager Senior Finance Officer
F58	**Operational – 3 Income risk**	**Grants receivable**	Grant receivable reporting requirements are not adhered to	1	3	Treat	• Annual audit checks • ICE checks • Reports to relevant Governors' committee	Business Manager
F59a	**Operational – 4 Supplier risk**	**Supplier selection**	Financial viability and appropriateness of general suppliers	2	2	Treat	• Financial Regulations detail requirements for multiple quotes and/or tender process • References sought on new suppliers undertaking high value contracts. • Most suppliers are paid in arrears.	Business Manager Budget Holders
F59b	**Operational – 4 Supplier risk**	**Supplier selection**	Financial viability and appropriateness of energy suppliers	3	4	Treat	• Financial Regulations detail requirements for multiple quotes and/or tender process • References sought on new suppliers undertaking high value contracts. • Most suppliers are paid in arrears.	Business Manager
F60	**Operational – 4 Supplier risk**	**Supplier selection**	Supplier connected with either Governors or staff	2	1	Treat	Register of business interests is maintained for all staff and Governors.	Business Manager Finance Office
F61	**Operational – 4 Supplier risk**	**Supplier selection**	Delivery	2	2	Treat	• Clear delivery procedures in place. • PSF Web portal reporting highlights outstanding orders for action	Business Manager Budget Holders
F62	**Operational – 4 Supplier risk**	**Supplier selection**	Quality risk	2	1	Tolerate	Budget holder is responsible for verifying the goods prior to signing an invoice for payment.	Business Manager Budget Holders
F63	**Operational – 4 Supplier risk**	**Key supplier dependency risk**	Supplies not available	1	2	Tolerate	The Academy is only tied into high value long term contracts for photocopiers and utilities provision (2-3 years).	Business Manager Budget Holders
F64	**Operational – 4 Supplier risk**	**Value for money risk**	Purchase price	2	2	Treat	• Financial Regulations detail requirements for multiple quotes and/or tender process • Large commitments reviewed by Facilities and Finance Committee	Business Manager Budget Holders
F65	**Operational – 4 Supplier risk**	**Value for money risk**	Dependency on few suppliers	1	1	Tolerate	Alternatives sought through purchasing consortiums, internet and recommendations from other schools/academies.	Business Manager Budget Holders

Risk No.	Type & Category of Risk	Sub category	Specific	Probability of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response	Control procedures and target date	Person(s) responsible for action
F66	**Operational – 4 Supplier risk**	**Supplier selection**	Supplier contract ends during academic year	1	3	Tolerate	Catering specific risk. In the event supplier did not renew, catering could be brought in house temporarily with staff transferred under TUPE (Transfer of Undertakings – Protection of Employment) scheme. Unlikely that contractor would not renew / extend as liable for redundancy payments for staff if not transferred. Payment system could be readily transferred to ParentPay.	Business Manager

FACILITIES & FINANCE COMMITTEE RISKS – FACILITIES RISKS (Last reviewed by Committee: June 2022)

Risk No.	Type & Category of Risk	Sub category	Specific	Probability of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response	Control procedures and target date	Person(s) responsible for action
P1	**Strategic & Reputational Risk**	**Technology risk**	Information security risk	2	4	Tolerate	ICT Policy, Firewalls and website security for students and staff.	IT Manager/ Head of ICT
P2	**Strategic & Reputational Risk**	**Technology risk**	Virus risk/corruption of data risk	2	4	Tolerate	ICT Policy, Firewalls and website security for students and staff. Subscribe to annual maintenance / support contract with suppliers. Daily off-site back-up of data.	IT Manager/ Head of ICT
P3	**Strategic & Reputational Risk**	**Technology risk**	IT systems out of date / no longer supported	2	3	Tolerate	IT Team monitors development of technology and age of equipment. IT Focus group monitor the effective and appropriateness of current offer and identify future needs. Annual budget bids for equipment/system/software.	IT Manager / IT Focus Group
P4	**Compliance – 1 Legislation risk**	**Health & Safety**	Legislative requirements re employees and environment are not known or fulfilled	2	3	Treat	• Subscribe to professional H&S service • Utilise national forums	Business Manager Site Manager
P5	**Compliance – 1 Legislation risk**	**GDPR**	Legislative requirements re personal data are not known or fulfilled	3	3	Treat	• Subscribe to professional DPO service for information on current requirements • Annual audit conducted by Essex Information Governance • Annual staff training with certification to be completed	Business Manager
P6	**Operational – 2 Human resources risk**	**Health & Safety**	Injury to staff	2	4	Treat	• Subscribe to professional HS& service • Risk assessments in place • H&S training conducted • Nominated staff trained as First Aiders • Incident tracking and review by Business Manager and H&S Committee. Minutes reported to Facilities and Finance Committee. • Insurance cover in place.	Business Manager Site Manager Office Co-ordinator Staff

Risk No.	Type & Category of Risk	Sub category	Specific	Probability of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response	Control procedures and target date	Person(s) responsible for action
P7	**Operational – 2 Human resources risk**	**Health & Safety**	Injury to pupil/third party	3	1-4	Treat	• Subscribe to professional HS& service • Risk assessments in place • H&S training conducted • Nominated staff trained as First Aiders • Incident tracking and review by Business Manager and H&S Committee. Minutes reported to Facilities and Finance Committee. • Insurance cover in place. • School procedures are routinely monitored and active steps are taken to reduce the probability of accidents	Business Manager Site Manager Office Co-ordinator Staff
P8	**Operational – 2 Human resources risk**	**Health & Safety**	Fatality to staff/pupil/third party	1	5	Treat	• Subscribe to professional H&S service. • Risk assessments in place • H&S training conducted • Nominated staff trained as First Aiders • Incident tracking and review by Business Manager and H&S Committee. Minutes reported to Facilities and Finance Committee • Insurance cover in place	Business Manager Site Manager Office Co-ordinator Staff
P9	**Operational 5 Building risk**	**Health & Safety**	Building unavailable due to fire or extensive damage	2	5	Treat	• Premises maintenance schedule in place • Fire and intruder alarms in place • BCP arrangements to be investigated with ARU and KEGS	Business Manager Site Manager

FACILITIES & FINANCE COMMITTEE RISKS – SSEF PROJECT RISKS (Last reviewed by Committee: June 2022)

Risk No.	Type & Category of Risk	Sub category	Specific	Probability of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response	Control procedures and target date	Person(s) responsible for action
E1	**Compliance – 1 Legislation risk**	**Health & Safety**	Legislative requirements re employees and environment are not known or fulfilled	1	3	Treat	• Adviser to be in place with appropriate skills and knowledge to ensure health and safety risks managed in a proportionate way.	Business Manager Headteacher Manager
E2	**Operational – 2 Human resources risk**	**Health & Safety**	Injury to staff	1	4	Treat	• Construction site to be fenced off compound, with pre-construction information shared including health and safety plan, method statement, fire procedures and evacuation procedures between school and principal contractor / designer. • Ensure contractor's site manager maintains health and safety management arrangements for duration of project • Ensure that the principal designer prepares a health and safety file for the project and that it is revised as necessary and made available to anyone who needs it for subsequent work at the site • Communicate to staff and students at assembly the dangers of construction sites	Business Manager Headteacher Site Manager Project Manager Principal Contractors
E3	**Operational – 2 Human resources risk**	**Health & Safety**	Injury to pupil/third party	1	1-4	Treat	• Construction site to be fenced off compound, with pre-construction information shared including health and safety plan, method statement, fire procedures and evacuation procedures between school and principal contractor / designer. • Ensure contractor's site manager maintains health and safety management arrangements for duration of project • Ensure notifiable projects (>30 days and >20 workers or 500 individual workdays) are reported to HSE • Communicate to staff and students at assembly the dangers of construction sites	Business Manager Headteacher Site Manager Project Manager Principal Contractors
E4	**Operational – 2 Human resources risk**	**Health & Safety**	Fatality to staff/pupil/third party	1	5	Treat	• Construction site to be fenced off compound, with pre-construction information shared including health and safety plan, method statement, fire procedures and evacuation procedures between school and principal contractor / designer. • Ensure contractor's site manager maintains health and safety management arrangements for duration of project • Ensure notifiable projects (>30 days and >20 workers or 500 individual workdays) are reported to HSE	Business Manager Headteacher Site Manager Project Manager Principal Contractors

Risk No.	Type & Category of Risk	Sub category	Specific	Probability of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response	Control procedures and target date	Person(s) responsible for action
							• Communicate to staff and students at assembly the dangers of construction sites • Ensure that the principal designer prepares a health and safety file for the project and that it is revised as necessary and made available to anyone who needs it for subsequent work at the site	
E5	**Operational 5 Building risk**	**Health & Safety**	Building unavailable due to fire or extensive damage	2	5	Treat	• Advise Insurance firm ahead of commencement of building works and value to ensure coverage under work in progress cover, including any hot works permit templates • Ensure fire procedures are updated as required to adapt to changing site activity. • Evacuation site agreed with KEGS as immediate safety protocol. Business Continuity Plan in place. • Delay to build could be supported through temporary accommodation funded by insurance.	Business Manager
E6	**Strategic & Reputational Risk**	**Insurance risk**	Risk of financial loss/inability to replace items if charity does not have adequate insurance cover	1	3	Treat	• Comprehensive insurance cover held for the current year. • Advise Insurance firm of building works and value to ensure coverage under work in progress cover, including any hot works permits	Headteacher Business Manager
E7	**Financial – Fixed asset risk**	**Capital construction**	Assets built by contractors do not meet specifications, or actual cost exceeds budget	2	3	Treat	• Detailed design agreed. • Project Management reviews. • Detailed cost reports maintained and reviewed with appropriate personnel. • Monthly reporting to ESFA funding team	Governors Headteacher Business Manager
E8	**Operational – Income risk**	**Grants receivable**	Grants receivable not used for the purposes for which they were given	1	3	Tolerate	• Proper use of PSF financial system to track income and expenditure • Review of management accounts • Monthly reporting to ESFA team • ICE checks	Business Manager Senior Finance Officer
E9	**Operational – Income risk**	**Grants receivable**	Grant receivable reporting requirements are not adhered to	1	3	Treat	• Annual audit checks • ICE checks • Reports to relevant Governors' committee	Business Manager
E10	**Operational – Supplier risk**	**Supplier selection**	Supplier's financial viability and appropriateness	2	2	Treat	• Financial Regulations detail requirements for multiple quotes and/or tender process • References sought on new suppliers undertaking high value contracts. • Most suppliers are paid in arrears.	Business Manager Budget Holders
E11	**Operational – Supplier risk**	**Supplier selection**	Supplier connected with either Governors or staff	2	1	Treat	• Register of business interests is maintained for all staff and Governors.	Business Manager Finance Office

Risk No.	Type & Category of Risk	Sub category	Specific	Probability of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response	Control procedures and target date	Person(s) responsible for action
E12	**Compliance – Welfare compliance risk**	**Child Protection Act risk**	Risk that legislative requirements are not known or complied with	1	4	Treat / Transfer	• Contractor's site secure – lead site team DBS checked. Operate sign in/out procedure to compound. • Access to school outside of compound requires school sign in & supervision procedure to be followed • Contractor's code of conduct documented in pre-start meeting	Business Manager Project Manager
E13	**Compliance – 7 Welfare compliance risk**	**Disability risk**	Risk that legislative requirements are not known or complied with	1	4	Treat / Transfer	New building constructed under DDA compliance.	Headteacher/ Business Manager/ Site Manager
E14	**Strategic & Reputational risk**	**Technology – cybersecurity**	Risk that processes are not sufficient to prevent a cybersecurity event and treatment of an event is not appropriate	2	5	Treat	Policies and processes in place for protection protocols e.g. patch management, password policy, vulnerability scans, penetration testing, etc. and action protocols e.g. ransomware policy, cyber incident response plan. Regular training / awareness for staff	Business Manager / IT Manager