

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: October 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 to address risk	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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 to address risk	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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 to address risk	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

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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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

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F55	Operational – 3 Income risk	Donor	Donor has a strong influence/power over charities activities	4	3	Treat	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

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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: October 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 to address risk	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
P2b	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
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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

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P6	Operational – 2 Human resources risk	Health & Safety	Injury to staff	2	4	Treat	<ul style="list-style-type: none"> • 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
P7	Operational – 2 Human resources risk	Health & Safety	Injury to pupil/third party	3	1-4	Treat	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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: October 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 to address risk	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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

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							<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Register of business interests is maintained for all staff and Governors. 	Business Manager Finance Office
E12	Compliance – Welfare compliance risk	Child Protection Act risk	Risk that legislative requirements are not known or complied with	1	4	Treat / Transfer	<ul style="list-style-type: none"> 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

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 to address risk	Person(s) responsible for action
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