

Risk Management Action Plan | 2020

Risk	Risk Consequences	Existing internal controls/evidence	Risk Score	Actions to Improve	Who	Date
Strategic and Reputational Risks						
Failure to recruit sufficient pupils in order to make school viable	Significant risk Loss of confidence of school/parish community and stakeholders (staff/pupils/parents)	Admissions Policy Home School Agreement Review of waiting lists	1x4=4		HT/SLT/ADS	On-going Reviewed annually re: need
Failure to ensure the objectives of school are met	School fails to operate within the strategic objectives agreed by GB Out of date objectives	Experienced SLT Active GB All staff take an active role in operation of the school Effective School Improvement Plan	1x4=4	Training for new members of GB	GB/SLT	Reviewed a termly FBG and Standards Meetings
Failure to monitor and respond accordingly to requirements of staff/pupils/parents	Staff/pupils/parents do not consider school to be valuable and of high quality	Termly reports to GB Home School Agreements Staff/pupils/parents questionnaires	1x4=4	Transparent response to issues raised in questionnaires	GB/SLT	Annually
Failure to maintain high standards of progress and attainment	Loss of confidence of school/parish community and stakeholders (staff/pupils/parents)	Pupil achievement regularly monitored and additional support provided where necessary Strategies in place to improve quality of teaching and learning Individual targets through PM process Termly reviews by UT Consultant	2x4=8		GB/SLT	Termly
Failure to assess/review partnerships across the UT	Partnership no longer appropriate	Networking across UT schools Visits to other school HT Meetings	1x2=2		HT/UTB	On going

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Failure to ensure school has adequate insurance cover	Financial risk Legal requirements Reputational risks	Resources Committee to receive insurance quotes/information Adequate buildings/employees/fixtures & fittings/employer/public liability	1x3=3		GB/RC/FO	Annually
Failure to recruit governors with correct profile	Risk that governor could attract negative publicity Risk of loss of confidence in GB Strategic overview not comprehensive	Independent clerk to GB Governor Induction, Training and mentoring for new Governors Skills Audit	1x2=2	Bespoke training programme to be implemented	GB/HT	On going
Failure of school to produce regular/open management accounts	Management and admin costs perceived as excessive School reserves too high and not correctly apportioned	Reports to Resources Committee Internal controls Regular and timely reconciliations Financial regulations Internal and external audits	2x1=2		GB/HT/FO	On going
Failure to ensure school has robust organisational approach to deliver governance	Risk that committees fail to operate Risk that committee delegation poor Risk that GB do not delegate or delegate too much to HT or SLT Risk that terms of reference are inadequate and unfit for purpose	Independent clerk to GB Governor training and induction Register of Business Interests Internal audit Minutes of GB Meetings	1x3=3	Bespoke training programme to be implemented	GB/HT	On going

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Operational Risks						
Failure to ensure quality of management information is of a high quality	Risk that performance cannot be reviewed or managed by SLT Risk that performance cannot be challenged or reviewed by GB Risk school receives unfavourable audits/inspections	Regular reporting and review of performance against targets SLT review process GB Reports and minutes Support from UT Consultant	2x1=2		GB/HT/SLT	Termly
Failure to ensure that good and services are purchased in line with financial regulations and invoices paid in a timely manner	Financial risk Reputational risk Risk to achievement of school's strategic objectives Risk of breaking financial regulations Risk of unfavourable audit reports	Monthly reports from the school Financial regulations awareness Internal controls operated by the school Effective internal and external audit	2x1=2		GB/HT/FO	On going
Failure to implement a risk management strategy	Failure to optimise opportunities Non-compliance with EFA requirements Exposure to unnecessary risk Increased costs eg insurance	Risk strategy Risk register GB reporting mechanism	2x1=2		GB/HT/FO	Strategy to reviewed annually

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Compliance Risks						
Failure to comply with employee legislation	Risks: /Equal Opps/Data Protection/Contract /Pension /Health & Safety Legislation not known or complied with	Support from Liberata HR Health & Safety Policy Fire Safety Policy Input from Safety Boss	2x1=2		GB/HT/SLT Liberata	On going
Failure to ensure: Academy legislation met Financial reporting requirements met Tax legislation complied with Data Protection systems complied with	Financial risk Litigation risk Risk GB not aware of obligations Risk requirement re VAT, PAYE, NI, protection of data not known.	Independent clerk to GB Work across UT schools EFA Updates School Website Support of HR / Accountants / Auditors	2x1=2		GB/HT/FO	On going
Failure to ensure school is compliant with: Welfare issues Requirements of school sector Requirements of government and LA	Risk : Legislative requirements not known or complied with re: Child Protection National Curriculum requirements Licensing Mental Health	Support of Liberata HR & policies and procedures Home School Agreement DBS policy and compliance Designated Safeguarding Lead Reports to GB Independent clerk/networking/Ofsted inspections/HT Meetings/UT	2x1=2		GB/HT/ADS	Strategy to reviewed annually

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Financial Risks						
Failure to ensure school maintains overall financial control in relation to budget	Risk budget will be in deficit Risk financial performance not measured on a regular basis Risk budget not prepared in accordance with DFE timetable Risk budget headings are manipulated to ensure targets met	Budget Monitoring Reports Reports to GB and SLT	2x1=2	Financial handbook in place as of October 2016	GB/HT/SLT /FO	On going
Failure to ensure school maintains control in relation to reconciliations	Risk bank account reconciliations not completed and reviewed.	Month end and year end timetable Financial regulations Internal controls Internal and external audits	2x1=2		FO	On going
Failure to ensure financial systems of the school are maintained	Risk that systems will not provide GB and SLT up to date financial information Risk that financial decisions will be made against best interests of the school Significant financial risk	Budget Monitoring Reports Reports to GB and SLT Awareness of financial regulations Support of Resources Committee of GB Internal and external audit 3 year financial forecasts	2x4=8		FO	On going
Failure to ensure financial systems are secure	Risk of unauthorised access to financial systems Risk of litigation	Security systems operated by the school	2x4=8	Review security systems	GB/HT/FO	On going

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	Significant financial risk	Off-site back up and storage and systems to recover data in place		Autumn Term 2019		
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Financial Risks						
Failure to ensure that the expenditure of the school is not controlled	Risk expenditure not authorised Risk that expenditure is allocated incorrectly between budget headings Risk that expenditure not accounted in correct period	Budget Monitoring Reports Reports to GB and SLT Awareness of financial regulations Support of Resources Committee of GB Internal and external audit	2x3=3		GB/HT/FO	On going
Failure to have robust fixed asset procedures	Risk that assets are not capitalised Risk that depreciation not appropriate	Robust financial policies Internal and external audits Financial regulations	2x1=2	Resources Committee to review procedures	GB/HT/FO	Review Autumn Term 2019 On going from there on
Failure to ensure policy in place in relation to taxation	Risk that school is not aware of changes in legislation	Support of Liberata HR and payroll Support of School Teams Finance	1x2=2		GB/HT/FO Liberata	On going
Failure of school to monitor performance of employee pension scheme	Risk of significant deficit of scheme Risk employee contribution increases significantly Risk school not making correct contribution Risk staff morale affected Financial risk	Advice from Liberata HR and Payroll Pension scheme performance External audit	2x1=2		GB/HT/FO	On going

Risk Factor Scoring System

The following is the scoring system used to estimate the likelihood of an event occurring and the impact it would have on the school if it did occur.

Score	Likelihood of event happening	Impact if event occurred
1	Remote event	Nil impact
2	Unlikely but possible	Small impact
3	Realistically possible if not controlled	Notable impact on part of the business
4	Likely to happen over a period of time	Notable impact on the business
5	Likely if not controlled	Major business impact
6	Certain if not controlled	Catastrophic threat to survival

Multiplying the likelihood score by the impact score provides the risk factor score. The higher the risk factor score, the greater the need for effective controls.

Key

HT	Headteacher
GB	Governing Body
SLT	Senior Leadership Team
FO	Finance Officer
ADS	Administration Office Staff
EFA	Education Funding Agency