

**RISK 1: Strategic and Reputational Risks**

Risk Ref No	Sub Risk Description	Risk Consequences	Risk Score	Existing Internal Controls and Evidence	Existing Controls Adequate: Fully or Partially met	Details of Actions Required to Improve Controls	Person Responsible	Target Date
1.1	Failure to ensure that the Key Performance Indicators of the school are met	<ul style="list-style-type: none"> <li>• Risk that the school fails to operate within the strategic targets agreed by the Board of Directors;</li> <li>• Risk that the school's strategic targets become out of date or no longer appropriate;</li> <li>• Risk that the school receives an unfavourable OFSTED report;</li> <li>• Risk that the targets of the school are seen as controversial</li> </ul>	LOW	Experienced Senior Leadership Team Active and experienced Directors and Local Governing Body Stakeholders who take an active role in the operation of the school Distribute annually Key Performance Targets to all staff and governors	Fully			
1.2	Failure of the school to recruit sufficient learners to make it viable	<ul style="list-style-type: none"> <li>• Significant financial risk;</li> <li>• Risk that the confidence of beneficiaries is diminished;</li> <li>• Risk that the confidence of stakeholders is diminished</li> </ul>	MEDIUM	Admissions Policy Effective Networking Communication to Parents and Carers Marketing Strategy Website accurate and up to date	Fully	Marketing Strategy Parent / School Communications Phased Four Form Entry	BOD/Headteacher / Business Manager	Summer Term 2019
1.3	Failure to monitor and react accordingly to the risks associated with competitor establishments	<ul style="list-style-type: none"> <li>• Risk that competitors make a more attractive offer to beneficiaries;</li> <li>• Risk that stakeholders fail to differentiate between the school and its competitors;</li> <li>• Risk of competition for the same share of the market</li> </ul>	LOW	Effective Networking Designated Business Manager with responsibility for Business and Community	Fully	Marketing Strategy Parent / School Communications Phased Four Form Entry Link to 1.1.2	BOD/Headteacher / Business Manager	Summer Term 2019
1.4	Failure to monitor and react accordingly to the requirement of our stakeholders	<ul style="list-style-type: none"> <li>• Risk that stakeholders &amp; beneficiaries do not consider the school service to be valuable and of high quality</li> </ul>	LOW	Reports to the Directors Reports to the Local Governing Body Communication to Parents and Carers School website accurate and up to date	Fully			
1.5	Failure to assess and review the alliances and partnerships with other organisations	<ul style="list-style-type: none"> <li>• Risk that an alliance or partnership is no longer appropriate;</li> <li>• Risk to the integrity of the school</li> </ul>	LOW	Networking; Visits to other schools; Headteacher meetings.	Fully			
1.6	Failure to ensure that the school had adequate insurance cover	<ul style="list-style-type: none"> <li>• Financial risk</li> <li>• Risk of litigation</li> <li>• Reputational risk</li> </ul>	LOW	Part of the school insurance review process organised by the Finance Department Regular meetings with insurance companies Buildings insurance held by the school Employee insurance held by the school as employee Vehicles hired through the school Fixtures, Fittings, Employer, Public Liability, Professional Indemnity held by the school Member of RPA Scheme from 01.10.16	Fully			

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1.7	Failure to monitor the effect of risks over which the school has no or little control such as economic and natural disaster	<ul style="list-style-type: none"> <li>Financial risk</li> <li>Risk of litigation</li> <li>Reputational risk</li> </ul>	LOW	Part of the school insurance review process organised by the Finance Department Regular meetings with insurance companies Buildings insurance held by the school Fixtures, Fittings, Employer, Public Liability, Professional Indemnity held by the school	Fully			
1.8	Failure to ensure that Information Technology in the school is maintained to the highest standard	<ul style="list-style-type: none"> <li>IT security risk</li> <li>Risk to the corruption or loss of data</li> <li>Risk that IT equipment and services are outdated and no longer fit for purpose</li> <li>Financial risk</li> <li>Risk of litigation</li> </ul>	LOW	IT Support contract Access to school IT staff and policies	Fully	IT Strategy	SLT Faculty Leaders Pupil Progress Coordinators Staff Pupils Governors	Autumn Term 2018
1.9	Failure of the school to recruit Directors / Governors who have the correct profile	<ul style="list-style-type: none"> <li>Risk that a Director / Governor could attract negative publicity</li> <li>Risk that the stakeholders and beneficiaries view Directors / Governors as merely an extension of the SLT</li> <li>Risk that stakeholders and beneficiaries lose confidence in the Board of Directors and Local Governing Body</li> </ul>	LOW	Chair Board of Directors, Chair of Local Governing Body and Headteacher profile of skills required against those offered by potential governors Annual Skills Audit Annual Governance Self Evaluation Independent Clerk to the Local Governing Body Governor training and Induction	Fully			
1.1	Failure of the Academy and the Board of Directors to ensure that the school have a robust organisational approach in place to deliver governance of the school	<ul style="list-style-type: none"> <li>Risk that committees fail to operate</li> <li>Risk that committee delegation is poor</li> <li>Risk that the Local Governing Body do not delegate or delegate too much to the Headteacher or SLT</li> <li>Risk that terms of reference are inadequate and unfit for purpose</li> </ul>	LOW	Independent Clerk to the Local Governing Body Company Secretary to the Board of Directors Governor training and induction Register of Governor Interests Internal audit Minutes of all governance meetings	Fully			
1.11	Failure of the Academy and the Board of Directors to have procedures in place to cover the absence of the Headteacher of the School or other members of SLT	<ul style="list-style-type: none"> <li>Financial risk</li> <li>Reputational risk</li> <li>Risk of poor morale affecting staff and beneficiaries</li> <li>Risk to the day to day operation of the school</li> </ul>	LOW	Clear guidance of senior staff roles Clear cover arrangements Active Local Governing Body membership; Access to school leadership for guidance and support Critical Incident Policy	Fully			

**RISK 2: Financial Risks**

Risk Ref No	Sub Risk Description	Risk Consequences	Risk Score	Existing Internal Controls and Evidence	Existing Controls Adequate: Fully or Partially met	Details of Actions Required to Improve Controls	Person Responsible	Target Date
2.1	Failure of the school to produce open and regular accounts	<ul style="list-style-type: none"> <li>Staffing costs are perceived as too high against GAG</li> <li>Non staffing costs are perceived as too high</li> <li>School reserves are seen to be too low</li> <li>School budget not directed towards meeting the school KPIs</li> </ul>	MEDIUM	Monthly Management Accounts; Reports to SLT, Resources & Audit Committee and Board of Directors Budget Monitoring Awareness of Financial regulations Effective Internal and External Audit	Fully	Board of Directors monitoring staffing against GAG to reduce over a three year period. Staffing Report reviewed at every meeting. BOD meetings increased to 6 meetings per year	Board of Directors Headteacher Business Manager	Summer Term 2019
2.2	Failure of the school to have financial management systems that prevent fraud	<ul style="list-style-type: none"> <li>Financial risk</li> <li>Risk of litigation</li> <li>Reputational risk</li> <li>Risk to the future of the school</li> </ul>	LOW	Monthly Management Accounts Internal Controls Regular and timely reconciliations Robust Financial policies and procedures Financial Regulations Internal and External Audit	Fully			
2.3	Failure of the school to comply with legislative requirements	<ul style="list-style-type: none"> <li>Financial risk</li> <li>Reputational risk</li> <li>Risk of litigation</li> <li>Risk of poor morale affecting staff and beneficiaries</li> <li>Risk to the future of the school</li> </ul>	LOW	Clear policies disseminated staff Risk assessment process Health and Safety Policy Guidance from DFE on Data Protection	Fully			
2.4	Failure to ensure that the income due to the school is collected in a timely and efficient manner and fully reconciled as per financial regulations	<ul style="list-style-type: none"> <li>Financial risk</li> <li>Risk to the achievement of the school's strategic objectives</li> <li>Risk of competitors competing for donations and grants from the same providers</li> <li>Risk that grants may not be used for the purposes they were intended</li> <li>Risk of poor audit reports and the claw back of funding</li> </ul>	LOW	Monthly Management Accounts; Effective use of the school Credit Control system; Performance Monitoring Reports	Fully			
2.5	Failure to ensure that Goods and Services are purchased in line with financial regulations and that suppliers are paid in a timely and efficient manner	<ul style="list-style-type: none"> <li>Financial risk</li> <li>Reputational risk</li> <li>Risk to the achievement of the school's strategic objectives</li> <li>Risk to the financial viability of suppliers</li> <li>Risk of breaking financial regulations</li> <li>Risk of poor audit reports</li> <li>Risk of breaking the Bribery Act leading to litigation</li> </ul>	LOW	Monthly Creditor Reports Monthly financial reports from the school Financial Regulations awareness Internal controls operated by the school BACs Payment system used by the school Effective internal and external audit	Fully			

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2.6	Failure to ensure that a comprehensive up to date list of suppliers to the school is maintained	<ul style="list-style-type: none"> <li>• Risk that by using a key supplier, supplies may not always be available</li> <li>• Risk that the quality of supplies could be compromised</li> <li>• Risk that the availability of competitive prices will be compromised</li> <li>• Risk to the achievement of the school's strategic objectives</li> </ul>	LOW	Financial Regulations awareness Internal controls operated by the school Finance Department Effective internal and external audit	Fully			
2.7	Failure to implement a risk management strategy	<ul style="list-style-type: none"> <li>• Failure to optimise educational opportunities</li> <li>• Non-compliance with Education Funding Agency requirements and Academy Trusts Financial Handbook</li> <li>• Exposure of the school to unnecessary risk</li> <li>• Increased costs eg insurance</li> </ul>	LOW	Risk strategy & Policy Risk Register and Action Plans Risk management reviews by SLT and Resources & Audit Committee Local Governing Body reporting mechanisms	Fully			

**RISK 3: Operational Risks**

Risk Ref No	Sub Risk Description	Risk Consequences	Risk Score	Existing Internal Controls and Evidence	Existing Controls Adequate: Fully or Partially met	Details of Actions Required to Improve Controls	Person Responsible	Target Date
3.1	Failure to ensure that the quality of Management Information produced by the school is of a high quality	<ul style="list-style-type: none"> <li>• Risk that financial and non-financial performance can't be managed or reviewed by SLT</li> <li>• Risk that financial and non-financial performance can't be challenged or reviewed by the Board of Directors or Local Governing Body</li> <li>• Risk to the school of receiving poor audits and inspections</li> </ul>	LOW	Regular reporting and review of performance against Key Performance Indicators; SLT review process SLT reports and minutes Directors and Local Governing Body reports and minutes Support from Faculty Leaders and Pupil Progress Coordinators	Fully			
3.2	Failure to ensure that the Management Information produced by the school is timely	<ul style="list-style-type: none"> <li>• Risk that financial and non-financial performance can't be managed by SLT because it is out of date</li> <li>• Risk that financial and non-financial performance can't be challenged by the Board of Directors and Local Governing Body because it is out of date</li> <li>• Risk to the school of receiving poor audits and inspections</li> </ul>	LOW	Regular reporting and review of performance against Key Performance Indicators; SLT review process SLT reports and minutes Directors and Local Governing Body reports and minutes Support from Faculty Leaders and Pupil Progress Coordinators	Fully			
3.3	Failure to ensure that the quantity of Management Information produced by the school is good enough to aid decision making	<ul style="list-style-type: none"> <li>• Risk that the SLT can't make informed decision making</li> <li>• Risk that the Board of Directors and Local Governing Body can't make informed strategic decisions</li> </ul>	LOW	Regular reporting and review of performance against Key Performance Indicators; SLT review process SLT reports and minutes Directors and Local Governing Body reports and minutes Support from Faculty Leaders and Pupil Progress Coordinators	Fully			

Risk Ref No	Sub Risk Description	Risk Consequences	Risk Score	Existing Internal Controls and Evidence	Existing Controls Adequate: Fully or Partially met	Details of Actions Required to Improve Controls	Person Responsible	Target Date
3.4	Failure to ensure that the Governors who are recruited to the Local Governing Body possess the skills and experience required to run the school	<ul style="list-style-type: none"> <li>• Risk of insufficient educational knowledge within the Local Governing Body</li> <li>• Risk that the Governors do not have the required experience</li> <li>• Risk that Governors fail to honour their obligations leading to poor availability and attendance at meetings</li> <li>• Risk that too much emphasis is placed on entrepreneurial work and the strategic objectives of the school are then ignored</li> <li>• Risk that Governors become too involved with management of the school</li> <li>• Risk that Governors do not act solely in the interest of the school but for other interests eg business</li> <li>• Risk that the Local Governing Body has no financial expertise</li> <li>• Risk that Governors play a "passive" role on the Local Governing Body</li> </ul>	LOW	Chair Board of Directors, Chair of Local Governing Body and Headteacher profile of skills required against those offered by potential governors Annual Skills Audit Annual Governance Self Evaluation Independent Clerk to the Local Governing Body Governor training and Induction	Fully			
3.5	Failure to ensure that the leaders of the school possess the skills and experience required to lead the school	<ul style="list-style-type: none"> <li>• Risk that members of SLT do not have the capability or experience within the sector</li> <li>• Risk that SLT do not have the integrity required</li> <li>• Risk that succession planning is ignored</li> <li>• Risk that too much emphasis is placed on entrepreneurial work and the strategic objectives of the school are ignored</li> </ul>	LOW	School Recruitment and Selection Policy and Procedures Continuing professional development Active Board of Directors and Local Governing Body membership Performance management Headteacher in post for 2+ Years. Business Manager in post 11 years. Deputy Headteacher in post 2 years. Assistant Headteacher in post 9 years	Fully			
3.6	Failure to ensure that staff recruited to the school have the required skills and expertise to meet the strategic objectives of the school	<ul style="list-style-type: none"> <li>• Risk to staff and beneficiaries of low morale</li> <li>• Risk of poor recruitment of learners to the school</li> <li>• Risk of poor retention and success rates</li> <li>• Risk of recruiting unsuitable staff</li> <li>• Risk of poor appraisal, CPD processes and the need to instigate costly disciplinary procedures, tribunals etc</li> <li>• Risk that school procedures and processes are not undertaken in a satisfactory manner</li> <li>• Risk that health and safety and safeguarding could be compromised amongst beneficiaries, staff and stakeholders</li> <li>• Financial risk</li> <li>• Risk of litigation</li> <li>• Risk to the achievement of the school's strategic objectives</li> </ul>	LOW	School Recruitment and Selection Policy and Procedures Continuing professional development Active Board of Directors and Local Governing Body membership Support of HCC HR Department	Fully			

**RISK 4: Compliance Risks**

Risk Ref No	Sub Risk Description	Risk Consequences	Risk Score	Existing Internal Controls and Evidence	Existing Controls Adequate: Fully or Partially met	Details of Actions Required to Improve Controls	Person Responsible	Target Date
4.1	Failure to ensure that the school comply with employee legislation	<ul style="list-style-type: none"> <li>• Risk that legislative requirements are not known or complied with</li> <li>• Risk that Equal Opportunities legislation may not be complied with or discrimination in the work place may occur</li> <li>• Risk that Data Protection legislation may not be complied with</li> <li>• Risk that Human Rights legislation will not be complied with</li> <li>• Risk that employee contract legislation may not be complied with</li> <li>• Risk that employee Pension legislative requirements are not known or complied with</li> <li>• Risk that Health and Safety legislative requirements are not known or complied with</li> </ul>	LOW	Support of HCC HR Department and the associated policies and procedures Support of school Business Manager and supporting policy and procedure; Health and Safety Policy including First Aid, Fire Safety, Support from the School Health and Safety Officer Support from the School Governor Health and Safety Officer	Fully			
4.2	Failure to ensure that the school comply with environmental legislation	<ul style="list-style-type: none"> <li>• Risk that UK legislative requirements are not known or complied with</li> <li>• Risk that EU legislative requirements are not known or complied with</li> </ul>	LOW	Reporting to SLT, and Local Governing Body Utilisation of DFE and HCC sustainability policies Support of the school Business Manager	Fully			
4.3	Failure to ensure that the Financial Reporting requirements of the school are met	<ul style="list-style-type: none"> <li>• Risk that the legislative requirements relating to the production and reporting of the Statutory Accounts are not known or complied with</li> <li>• Risk that the legislative requirements relating to Accounting Standards are not known or complied with</li> <li>• Risk that the Charities Statement of Recommended Practice (SORP) legislative requirements are not known or complied with</li> </ul>	LOW	Monthly Management Accounts Reports to SLT, Resources & Audit Committee and Local Governing Body Budget monitoring; Awareness of Financial Regulations Support of the school Finance Department and associated policies and procedures Effective Internal and External Audit 5 year financial forecasts	Fully			
4.4	Failure to ensure that up to date information regarding the legislation relating to charities is maintained and kept updated by Business Manager in the school	<ul style="list-style-type: none"> <li>• Risk that legislative requirements are not known or complied with</li> <li>• Financial risk</li> <li>• Risk that the Resources &amp; Audit Committee and Local Governing Body are not aware of their legislative obligations</li> </ul>	LOW	Independent Clerk to the Local Governing Body Networking Groups EFA Updates School website	Fully			
4.5	Failure to ensure that the school comply with legislation regarding Tax	<ul style="list-style-type: none"> <li>• Risk that legislative requirements relating to VAT, PAYE, National Insurance etc is not known or complied with;</li> <li>• Financial risk;</li> <li>• Litigation risk</li> </ul>	LOW	Support from school Accountants Support of school Business Manager and the associated policies and procedures	Fully			

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4.6	Failure to ensure that the school ensures that Data Protection systems, procedures and processes are adequate	<ul style="list-style-type: none"> <li>• Risk that the legislative requirements relating to the protection of data are not known or complied with;</li> <li>• Financial risk;</li> <li>• Litigation risk</li> </ul>	LOW	Support of school Business Manager and supporting policy and procedure	Fully			
4.7	Failure to ensure that the school is compliant in relation to Welfare issues	<ul style="list-style-type: none"> <li>• Risk that the legislative requirements relating to disability are not known or complied with;</li> <li>• Risk that the legislative requirements of the Child Protection Act are not known or complied with</li> </ul>	LOW	Support of school HR Department and the associated policies and procedures DBS Guidance and Procedures Citizenship Policy Personal, Social, Health and Economic Education Policy Reporting mechanisms to the Local Governing Body	Fully			
4.8	Failure to ensure that the school is compliant in respect of the requirements of the school sector	<ul style="list-style-type: none"> <li>• Risk that the legislative requirements relating to the National Curriculum are not known or complied with;</li> <li>• Risk that the legislative requirements relating to mental health are not known or complied with</li> </ul>	LOW	Reporting mechanisms to the Local Governing Body	Fully			
4.9	Failure to ensure that the school is compliant in respect of the requirements of the Government and the DFE	<ul style="list-style-type: none"> <li>• Risk that the terms and conditions relating to the payment of grant is not known or complied with</li> <li>• Risk that the legislative requirements relating to licensing are not known or complied with</li> </ul>	LOW	Independent Clerk to the Local Governing Body Reports to SLT and the Local Governing Body Ofsted Inspections Internal and External Audit Networking Visits to other schools Headteacher meetings	Fully			



**RISK 5: Financial Risks**

Risk Ref No	Sub Risk Description	Risk Consequences	Risk Score	Existing Internal Controls and Evidence	Existing Controls Adequate: Fully or Partially met	Details of Actions Required to Improve Controls	Person Responsible	Target Date
5.1	Failure to ensure that the school maintains overall financial control in relation to its budget	<ul style="list-style-type: none"> <li>• Risk that a budget cannot be prepared in accordance with the DfE's timetable;</li> <li>• Risk that the budget will be in deficit;</li> <li>• Risk that the actual financial performance of the school is not measured against the budget on a regular basis;</li> <li>• Risk that the budget headings are manipulated to ensure that targets are met</li> </ul>	LOW	Monthly Management Accounts Budget Monitoring Reports Reports to SLT, Resources & Audit Committee and the Local Governing Body Reports to Board of Directors Strategic planning by the Business Manager	Fully			
5.2	Failure to ensure that the school maintains overall financial control in relation to reconciliations	<ul style="list-style-type: none"> <li>• Risk that bank account reconciliations and other key reconciliations are not completed and reviewed;</li> <li>• Risk that suspense accounts are not cleared or reconciled</li> </ul>	LOW	Strict month end and year end accounts timetable Financial Regulations Internal Controls Internal and External Audit Reports to Business Manager monthly Reports to Headteacher monthly Monthly meeting between Business Manager and Finance Assistant Monthly meeting between Headteacher and Business Manager	Fully			
5.3	Failure to ensure that the financial systems of the school are suitable	<ul style="list-style-type: none"> <li>• Risk that the financial system is not suitable for the needs of the school</li> <li>• Financial risk</li> <li>• Reputational risk</li> </ul>	LOW	Monthly Management Accounts Budget Monitoring Reports Reports to SLT, Resources & Audit Committee and the Local Governing Body Internal and External Audit	Fully			
5.4	Failure to ensure that the financial systems of the school are maintained	<ul style="list-style-type: none"> <li>• Risk that the financial system will not provide the Governors and SMT with regular and up to date information on the financial performance;</li> <li>• Risk that financial decisions may be made, that are not in the best interest of the school;</li> <li>• Significant financial risk</li> </ul>	LOW	Monthly Management Accounts Budget Monitoring Reports Reports to SLT, Resources & Audit Committee and the Local Governing Body Awareness of Financial Regulations Support of the school Accountants and associated policies and procedures Effective Internal and External Audit 5 year financial forecasts	Fully			
5.5	Failure to ensure that an adequate disaster recovery plan is in place in relation to the school's financial systems	<ul style="list-style-type: none"> <li>• Risk that financial information cannot be recovered in the event of a disaster eg fire, vandalism, theft</li> <li>• Risk to the delivery of the school's vision</li> <li>• Significant financial risk</li> <li>• Significant operational risk</li> </ul>	MEDIUM	School Critical Incident Plan Security systems operated by the school Risk Assessment Policy and Procedures operated by the school Availability of other school sites as back up Off-site back-up storage and enhanced systems to recover information and data	Fully	School Business Continuity Plan Cloud off-site back up system	Headteacher Business Manager	Summer 2019

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5.6	Failure to ensure that the financial systems of the school are secure	<ul style="list-style-type: none"> <li>• Risk of unauthorised access to financial systems;</li> <li>• Risk of litigation;</li> <li>• Significant financial risk</li> </ul>	MEDIUM	School Critical Incident Plan Off-site back-up storage and enhanced systems to recover information and data	Fully	Cloud off-site back up system	Headteacher Business Manager	Summer 2019
5.7	Failure to ensure that general income due to the school is collected in a timely manner and recorded accurately	<ul style="list-style-type: none"> <li>• Risk that sales invoices are not raised for all transactions</li> <li>• Risk that donations in kind or intangibles are not recorded or recognised in the financial statements</li> </ul>	LOW	Monthly Management Accounts; Effective Credit Control operated by the school; Monthly Performance Monitoring Reports Internal and external audits	Fully			
5.8	Failure to ensure that restricted income due to the school is collected in a timely manner and recorded accurately	<ul style="list-style-type: none"> <li>• Risk that restricted income is not recorded correctly;</li> <li>• Risk that restricted income is used for purposes other than restriction;</li> <li>• Risk that restricted funds are transferred to unrestricted funds without the consent of the donor;</li> <li>• Risk to future funding fo the school</li> </ul>	LOW	Monthly Management Accounts Monthly Performance Monitoring Reports Reports to SLT, Resources & Audit Committee and the Local Governing Body Budget monitoring Internal and external audits	Fully			
5.9	Failure to ensure that sponsorship funding is collected in a timely manner and recorded accurately	<ul style="list-style-type: none"> <li>• Risk that sponsorship targets are not met;</li> <li>• Risk that sponsorship promised by individual partners is not delivered</li> </ul>	LOW	Monthly Management Accounts; Effective Credit Control operated by the school Monthly Performance Monitoring Reports Internal and external audits	Fully			
5.10	Failure to ensure that donations and income are not subject to fraud	<ul style="list-style-type: none"> <li>• Risk that donations are misappropriated;</li> <li>• Financial risk;</li> <li>• Reputational risk;</li> <li>• Risk of litigation</li> </ul>	LOW	Monthly Management Accounts produced by the school Internal Controls of the school Regular and timely reconciliations operated by the school Robust Financial policies and procdures operated by the school Financial Regulations of the school Internal and External Audit	Fully			
5.11	Failure to ensure that the Expenditure in the school is not controlled	<ul style="list-style-type: none"> <li>• Risk that expenditure is not authorised;</li> <li>• Risk that expenditure is allocated incorrectly between budget headings;</li> <li>• Risk that discounts or price reductions due to the school on purchases of goods and services are not obtained;</li> <li>• Risk that expenditure is not applied to the correct accounting period;</li> <li>• Risk that fraudulent invoices are submitted and payments made;</li> <li>• Financial risk</li> </ul>	LOW	Monthly Management Accounts Reports to SLT, Resources & Audit Committee and the Local Governing Body Budget Monitoring; Awareness of Financial regulations Effective Internal and External Audit	Fully			

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5.12	Failure to ensure that the school have a robust set of Treasury procedures in place	<ul style="list-style-type: none"> <li>• Risk that cash flow requirements are not forecast;</li> <li>• Risk that cash is all committed to investment and insufficient is available to meet short term cash flow needs:</li> <li>• Financial risk</li> </ul>	LOW	Robust Financial policies and procedures operated by the school Financial regulations of the school Internal and External Audit	Fully			
5.13	Failure to ensure that the school has a robust set of Fixed Asset procedures in place	<ul style="list-style-type: none"> <li>• Risk that assets are not capitalised</li> <li>• Risk that the depreciation rate is not appropriate</li> </ul>	LOW	Financial policies and procedures operated by the school; Financial regulations of the school Internal and External Audit	Fully			
5.14	Failure to ensure that the school has a robust set of procedures in place with regard to stock control	<ul style="list-style-type: none"> <li>• Risk that stock is misappropriated;</li> <li>• Significant financial risk</li> </ul>	LOW	Financial policies and procedures operated by the school Financial regulations of the school Internal and External Audit	Fully			
5.15	Failure to ensure that the school has a robust debtor procedure in place	<ul style="list-style-type: none"> <li>• Risk that debts owed to the school are not recovered;</li> <li>• Risk that provision for unpaid debt is under / over stated in the school's annual financial statements;</li> <li>• Risk that the details of debt is not an accurate record;</li> <li>• Risk that debtors are not accounted for in the correct period;</li> <li>• Risk that the profile of aged debt deteriorates and subsequently impacts on the cash flow position</li> </ul>	LOW	Monthly management Accounts Monthly Performance Monitoring Reports Internal and External Audit	Fully			
5.16	Failure to ensure that the school have a clear policy in place relating to taxation	<ul style="list-style-type: none"> <li>• Risk that the school is liable for tax on non-school trading activity;</li> <li>• Risk that the school is not aware of changes in taxation legislation</li> </ul>	LOW	Support from school Accountant Support of school HR department and the associated policies and procedures	Fully			
5.17	Failure of the school to make provision for contingent liability risk	<ul style="list-style-type: none"> <li>• Risk that the school has not recognised provisions and commitments in respect of pension liabilities;</li> <li>• Risk that the school has entered into future commitments without having the future funding available to meet them</li> </ul>	LOW	Financial policies and procedures operated by the school Financial regulations of the school Internal and External Audit	Fully			

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5.18	Failure to ensure that the funds of the school are not monitored closely	<ul style="list-style-type: none"> <li>• Risk that funding levels are too low or too high;</li> <li>• Risk that unrestricted funds are in deficit and restricted funds are in surplus;</li> <li>• Risk that capital in permanent endowment funds is not maintained</li> </ul>	LOW	Monthly Management Accounts produced by the school; Internal Controls of the school Regular and timely reconciliations operated by the school Robust Financial policies and procedures operated by the school Financial Regulations of the school Internal and External Audit	Fully			
5.19	Failure of the school to monitor the performance of the employee pension scheme(s)	<ul style="list-style-type: none"> <li>• Risk that the pension scheme(s) are in significant deficit;</li> <li>• Risk that the employer pension contribution increases significantly;</li> <li>• Risk that the school is not making the correct level of contribution to the pension scheme(s) on behalf of the employees;</li> <li>• Risk that the morale of staff may be affected;</li> <li>• Financial Risk</li> </ul>	LOW	Advice from school Pension Consultant at HCC Historically low risk pension schemes Pension scheme performance External Audit	Fully			

#### RISK 6: Data Protection

Risk Ref No	Sub Risk Description	Risk Consequences	Risk Score	Existing Internal Controls and Evidence	Existing Controls Adequate: Fully or Partially met	Details of Actions Required to Improve Controls	Person Responsible	Target Date
6.1	Failure to recruit the right person with the right skills into the roles of DPO and Deputy DPO to enable the trust to prepare for GDPR.	<ul style="list-style-type: none"> <li>• Risk that the statutory systems and procedures are not put in place in a timely manner.</li> <li>• Risk that the trust does not comply with GDPR</li> <li>• Financial Risk</li> </ul>	LOW	Governor employed as DPO with experience of GDPR in the workplace.	Fully	Deputy DPO to be appointed 2018/19	Chair of BOD Chair of LGB Chair of Resources Committee Headteacher	Summer Term 2019
6.2	The trust's GDPR programme is not delivered to time to scope or within budget.	<ul style="list-style-type: none"> <li>• Risk that the trust does not comply with GDPR</li> <li>• Financial Risk</li> </ul>	MEDIUM	DPO appointed to the Resources Committee and LGB. DPO continuing to developing the programme and communicating to all stakeholders	Fully	BOD, LGB, Resources Committee and SLT to regularly review the GDPR programme	Chair of BOD Chair of LGB Chair of Resources Committee Headteacher	Summer Term 2019

6.3	Failure to support staff and governors to develop their individual capability and maximise their personal contribution to the trust's strategic goals and priorities for GDPR.	<ul style="list-style-type: none"> <li>• Risk that staff and governors do not have sufficient or up to date training.</li> <li>• Risk that staff and governors have lack of knowledge of GDPR.</li> <li>• Risk that the school does not comply with GDPR.</li> <li>• Financial Risk.</li> </ul>	MEDIUM	DPO completed initial training and updates with staff and governors.	Fully	DPO to complete regular training sessions/updates with staff and governors.	Chair of BOD Chair of LGB Chair of Resources Committee Headteacher	Summer Term 2019
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