

St Mary's Church of England Academy, Stotfold – Risk Register. September 2019

Strategic and Reputational Risks

Category	Sub category	Specific	Likelihood of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response (transfer, tolerate, treat or terminate)	Control procedures	Person(s) responsible for action	Date of next review
1. Strategic Risk	Charitable objects risk	Charity is not operating within its objects	1	3	Treat	Resources Governor to visit at least termly and report to Governors. Governors to keep aware of changes. Look outside of Governors if internal member not available/.	Resources, FGB	Autumn 2020
		Charity's objects become out of date/are no longer appropriate	1	3	Treat	Keep aware of new Government / ESFA policies and legislation.	AO, FM & Governors	Autumn 2020
		Charity receive unfavourable Ofsted report	1	4	Treat	Teaching & results monitored and reported to Standards Committee and FGB on a regular basis.	HTStds/FG B	Autumn 2020
	Charitable status risk	Risk that charity could lose its charitable status	1	3	Treat	Academy follows procedures laid down by Government/ESFA. Accountants ensure comply with necessary regulations	Governors	Autumn 2020
	Long term demand risk	Insufficient demand for charity's services leaves it unsustainable	1	4	Treat	Substantial building work being undertaken in Stotfold. Shortage of places which has lead to expansion of St Mary's to take 300 pupils.	HT/FGB	Autumn 2020
	Competition risk	Presence of other organisations with similar objects and little scope for differentiation	2	4	Treat	Other local schools have better Ofsted gradings albeit numerous years old! School spaces at a premium in Stotfold and as we have a Good grading, should attract more pupils. All liaise regularly on many areas including admissions	HT/Staff	Autumn 2020
		Other organisations competing for the same sources of income	1	3	Treat	Main funding stream from Government/ ESFA. Regular bulletins received and need to keep aware of developments/ changes.	HT/ Trustees/F M	Autumn 2020
	Stakeholder risk	Beneficiaries	1	4	Treat	Remain involved with children and parents in local pre-school groups. Poppies and Pippin are more aligned with closest Lower School.	HT/Staff	Autumn 2020
	Alliance/ partnership risk	Appropriateness of alliance	1	3	Treat	Alliance with SMASH, Poppies, other schools and stakeholders. Knowledge of local situation/ requirements. Regular meetings to keep informed.	HT/FGB	Autumn 2020
		Integrity of partner risk	1	3	Treat	Regular meetings to keep informed.	HT/FGB/ STAFF	Autumn 2020
	Investment powers risk	Risk of Trustees not acting in accordance with their investment powers	1	3	Treat	Insufficient resources available for investment anticipated in the short term.	FGB	Autumn 2020
	Insurance risk	Risk of financial loss/inability to replace items if charity does not have adequate insurance cover	1	4	Treat	We are members of Risk Protection Agreement and have Staff Long Term Absence/Maternity insurance	HT/FM	Autumn 2020

	Macro economic risk	Risk of the impact of an uncontrollable event will have on the charity e.g. recession, war, oil crisis	1	3	Treat	Out of our control!	FGB	Autumn 2020
	Natural disasters risk	Risk of the impact an uncontrollable event will have on the charity e.g. fire, flood	1	3	Treat	Business interruption cover in place.	FM/RC	Autumn 2020
	Technology risk	Information security risk	1	3	Treat	Computers and information systems, restricted access and passworded . Proficient IT provider on board which is regularly monitored. Full compliance and security through Audit and planning.	HT/STAFF	Autumn 2020
		Virus risk/corruption of data	1	3	Treat	Restricted use of computers and external hard-drives. Virus protection on all computers. ICT support employed to oversee.	FM/STAFF	Autumn 2020
		IT systems out of date/no longer supported	1	4	Treat	Ensure contracts remain up to date and systems renewed on a regular basis. Proficient IT provider on board.	FM/STAFF	Autumn 2020
		Data Protection Risk. Risk of information being divulged or stolen. Risk to reputation, allegations and possible substantial fines.	1	1	Treat	Ensure all staff and governors GDPR trained and aware of implications of non compliance. IT Acceptable Use and Staff Conduct Policies in place.	All Staff and Governors	Autumn 2020
2. Public profile risk	Charitable objects risk	Charity not seen by public to be meeting its objects	1	3	Treat	Termly reports to Governors to ensure Academy undertaking what is expected of them. Annual Accounts published.	Trustees/ Governors	Autumn 2020
		Objects of the charity are controversial or may attract a high level of public interest	1	3	Treat	Objects as dictated by ESFA, DFES. Governors/Trustees to keep abreast of any changes	Trustees/ Governors	Autumn 2020
	Trustee profile risk	Trustees have a high public profile and may cause the charity to attract publicity	1	3	Treat	Trustee selection process and all trustees/ governors have code of conduct for members of public bodies.	Trustees/ Governors	Autumn 2020
		Trustees are seen by the public to be paid a high amount for their expenses	N/A	N/A	N/A	Trustees do not receive expenses at present except staff standard salaries. These are published in Accounts. Governor Expenses Policy in existence.	Trustees	Autumn 2020
		Trustees are not considered to be arms length from charity	1	3	Treat	Disclosure of pecuniary interests completed annually, governors given opportunity to declare any interest at each meeting. Any related Party Transactions reported in Annual Accounts if any.	Chair of Govs committees, Clerk	Autumn 2020
	Expenditure risk	Management and administration costs are perceived by the public to be high	1	3	Treat	Resources Committee approve expenditure over set limits as set out in AFM. Annual Accounts published.	Resources Committee/ FGB	Autumn 2020
		Senior management of the charity are seen by the public to be paid high salaries	1	3	Treat	HT & AHT salaries approved by Resources Committee following performance management. Academy has salary range for HT in line with guidelines. Salaries of all staff trustees are reported in Annual Accounts for transparency.	Resources Committee	Autumn 2020

	Expenditure risk	Reserves level risk – Charity seen to be holding reserves and not spending enough on its charitable objects	1	3	Treat	Governors financial reports and Annual accounts. Reserves discussed and published.	Resources Committee	Autumn 2020
	Quality of service/product risk	Charity provides a poor quality service to its beneficiaries/ customers	1	5	Treat	Ongoing appraisal, class observations, work scrutiny, Ofsted inspections etc	HT, Trustees/ Governors	Autumn 2020
	Fraud risk	Fraud discovered by the Charity attracts bad publicity	1	4	Treat	Anti-fraud policy available to all staff. Staff to adhere to Code of conduct for members of public bodies, monthly reconciliations to be overseen by HT/AHT and termly visits by Resources Governor oversee position and give assurance to FGB at meetings. ESFA undertake consolidation exercises with queries followed up.	HT, RC, FM	Autumn 2020
	Failure to comply with legislation risk	Failure to comply with Health & Safety legislation results in an employee/volunteer/beneficiary of the Charity being injured at work, attracting bad publicity	1	4	Treat	H&S policy in place. Staff member has responsibility for H&S, External Professional. Regular premises walk with action plan. Accident & incident forms logged electronically. Riddor form completed for any injury requiring visit to hospital. Use of CPOMS in place. Action Plan monitored annually.	HT, Trustees/ Governors	Autumn 2020
		Failure to comply with employment law e.g. unfair dismissal of an employee attracts adverse publicity	1	4	Treat	HR services employed and always consulted on contracts and any potential issues. All advice is followed.	HT, FM	Autumn 2020
	Litigation risk	Charity is involved in litigation	1	4	Treat	Ensure all procedures and protocols followed and staff follow code of conduct for public bodies	HT, All staff & Govs	Autumn 2020
3. Governing Board organisation risk	Delegation risk	Committees not established with delegated authority e.g. finance, personnel etc	1	3	Treat	All committees set up and reviewed each autumn. Terms of reference followed.	COG, HT, Clerk	Autumn 2020
		Committee terms of reference not consistent/adequate	1	3	Treat	Terms of reference followed.	COG, HT Clerk	Autumn 2020
		Committee terms of reference not sufficiently flexible	1	3	Treat	Terms of reference followed.	COG, HT Clerk	Autumn 2020
		Trustees delegate too little / too much to the Principal and/or the Finance Manager	2	5	Treat	Delegations in place as per finance manual. Regular reports to Resources Committee / FGB ensure Governors regularly informed.	HT/FM	Autumn 2020
	Principal/FD absence risk	Trustees do not ensure rigorous monitoring is undertaken in the absence of the Principal and / or Finance Manager	1	4	Treat	Resources Committee overview financial position termly, Resource Governor monitors processes. Auditors visit annually.	COG, Trustees	Autumn 2020

Operational Risks

Category	Sub category	Specific	Likelihood of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response (transfer, tolerate, treat or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
1. Management Information risk	Quality risk	Risk that information produced (finance and non-financial) for trustees and senior management is not accurate or not in a format suitable for monitoring the performance of the charity	1	3	Treat	Reports on all areas of Academy submitted to Trustees/Governors on a regular basis. Management Accounts being worked on. Opportunity for questions and to be critical friend given at each meeting. Accountants/Auditors employed.	HT/FM/ Governors	Autumn 2020
	Timeliness risk	Risk that management information is not available quickly after the period to which it relates	2	3	Treat	Various Reports raised for Resource Committee/FGB meetings.	FM/FGB	Autumn 2020
	Review risk	Risk that management information is not subject to review	1	3	Treat	All information reported to Governors. RG reviews financial procedures on a regular basis and financial audit undertaken by Accountants for Year End Accounts.	RG/FGB	Autumn 2020
		Risk that action is not taken after the review of management information	1	3	Treat	Any report will be shared with RG and Governors and an Action Plan drawn up with target dates.	FGB	Autumn 2020
	Quantity risk	Risk that too little management information is produced to facilitate informed decision making	2	3	Treat	Reports on all areas of Academy submitted to Trustees/Governors on a regular basis. Opportunity for questions and to be critical friend given at each meeting. Accountants/Auditors employed.	R/Comm FGB	Autumn 2020
2. Human Resources risk	Trustee risk	Insufficient experience of charity/education sector	1	3	Treat	Use Bedford Borough HR to ensure comply with all we need to. Renewed on an annual basis.	FM/ Trustees/ FGB	Autumn 2020
		Trustees without required expertise	1	3	Treat	Good spread of Governors with varying experience. When vacancies arise, advertise for replacement with relevant qualifications/ experience.	Trustees/ FGB	Autumn 2020
		Lack of availability/poor attendance at meetings	1	3	Treat	High attendance at most meetings. If regular absentee, would look into reasons and viability as Governor.	FGB	Autumn 2020
		Entrepreneurial risk – risk that trustees are too entrepreneurial. Risk that activities of the charity could be outside its objects	1	3	Treat	All staff and Governors have completed disclosure of business interests. Governors also given opportunity at each meeting to express any interests. Related Party transactions noted in Annual Accounts.	Trustees/ FGB	Autumn 2020
		Trustees become too involved with management of the charity and are not independent from the management	1	3	Treat	Trustees have no direct input into Academy. They are part of designated committees that oversee areas of Academy life alongside others.	Trustees/ FGB	Autumn 2020

		Trustees do not act solely in the interests of the charity but for their business/other interests etc	1	3	Treat	Trustees have completed disclosure of business interests. Governors also given opportunity at each meeting to express any interests.	Trustees/ FGB	Autumn 2020
		No member with responsibility for financial oversight is appointed	1	4	Treat	RG appointed with appropriate experience. Would request the same if vacancy arose.	FGB	Autumn 2020
		Passive Trustees	1	3	Treat	Two of three members at most meetings, one co-Chair of Governors in school frequently and both she and other co-Chair are easily contactable.	Trustees	Autumn 2020
	Management risk	Senior management capability / experience of charity sector risk	2	3	Treat	Regular updates from EFA and support from Accountants hopefully keeping us on track and compliant.	HT/FM/ FGB	Autumn 2020
		Integrity risk	1	4	Treat	All Governors and staff given Code of conduct for public employees and CRB/DBS checked if appropriate.	Trustees/ FGB	Autumn 2020
		Key person loss / succession risk	2	4	Treat	Head encourages senior teaching staff to undertake leadership training with view to becoming Heads/Deputy Heads in time. Two Assistant Heads currently in place.	HT/ FGB	Autumn 2020
		Entrepreneurial risk – risk that management is too entrepreneurial. Risk that activities of the charity could be outside the objects.	1	3	Treat	Trustees, Governors and staff have completed disclosure of business interests. Order requisition, authorisation & invoice payments spread across staff, RG oversees and reports termly	RG FGB	Autumn 2020
	Staff risk	Low morale risk	1	4	Treat	Academy has a positive ethos with good staff morale. On the whole, staff very supportive of each other.	HT	Autumn 2020
		Retention risk	1	3	Treat	Academy has history of little staff movement. Staffing included in Heads Report to FGB termly. Monitor for any changes in staff movement.	HT/ FGB	Autumn 2020
		Recruitment risk (risk of recruiting the wrong person)	1	3	Treat	Vacancies widely advertised and number of staff look at applications before short-listing takes place. Three staff/trustees usually undertake interviews	HT/ FGB	Autumn 2020
		Recruitment risk (risk of recruiting someone unsuitable to work with children)	1	4	Treat	New appointments subject to satisfactory DBS clearance, other checks and probationary period. Risk Assessment undertaken. Staff do not have unsupervised contact with children etc until DBS in place. Safer Recruitment processes followed.	HT/ FM/ FGB	Autumn 2020
		Appraisal/assessment risk	1	3	Treat	Annual appraisals undertaken for most staff.	HT/ COG	Autumn 2020

		Staff matters not referred to HR professionals, may lead to tribunals	1	4	Treat	HR asked for advice on all staffing matters that are not straight forward. Bedford Borough HR very helpful. Use them on a regular basis!	HT/ FM	Autumn 2020
		Training risk	1	3	Treat	Staff encouraged to undertake relevant training. Subject leaders appointed each year with responsibility for keeping up with changes etc.	HT/ Staff/FGB	Autumn 2020
		Technical capability risk	1	3	Treat	Staff have variety of skills. Access to support services sourced when needed	All staff	Autumn 2020
	Volunteer risk	Excessive reliance on volunteers	1	3	Treat	All classes have T/As to support them for minimum of literacy and numeracy. Volunteers always in school and supportive in most areas of the curriculum.	HT/All Staff	Autumn 2020
		Lack of control over volunteers	1	3	Treat	All volunteers CRB/DBS checked and under guidance of staff at all times. Volunteers given copy of Volunteer handbook and have an Induction meeting.	HT/ FGB	Autumn 2020
		Training risk	1	3	Treat	Volunteers are used as support and are only asked to undertake tasks such as reading etc.	HT / FGB	Autumn 2020
		Risk that volunteers are not of appropriate quality/vetted/subject to police checks	1	3	Treat	All volunteers are DBS checked and are never far from staff/ other adults within the academy. All are logged on the Academy Single Central Record.	HT /FGB	Autumn 2020
	H&S risk	Staff fatality/injury	1	3	Treat	Very low accident rate. Governors have termly walk around premises to pick up on potential issues. Academy employs Site Agent who should pick up on any issues. Any injury that should occur that requires a Doctor/Hospital visit is reported by the on-line Riddor form.	HT/ FGB	Autumn 2020
		Fatality/injury to pupil/third party	1	3	Treat	Very low accident rate. Governors have termly walk around premises to pick up on potential issues. Academy employs Site Agent who should pick up on any issues. Any injury that should occur that requires a Doctor/Hospital visit is reported by the on-line Riddor form. Termly review of accident book being undertaken for reporting to FGB meetings.	HT/ FGB	Autumn 2020
		Other third party risk	1	3	Treat	Very low accident rate. Governors have annual walk around premises to pick up on potential issues. Academy employs Site Agent who should pick up on any issues. Any injury that should occur that requires a Doctor/Hospital visit is reported by the on-line Riddor form.	HT/ FGB	Autumn 2020

3. Income risk	Donor risk	Charity heavily reliant on one donor	1	4	Treat	Currently main income via ESFA. Other income mainly from parents to cover cost of meals, trips and after school childcare. Be aware of any changes via Government, ESFA bulletins	HT/ FGB	Autumn 2020	
		Donor has a strong influence / power over charities activities	1	3	Treat	Government creating academies to give them some autonomy on their activities. Need to keep up to date with curriculum requirements etc. Regular ESFA bulletins etc.	HT/ FGB	Autumn 2020	
	Marketing risk	Other charities competing for donations or similar sources of income	1	3	Treat	At present, only reliant on EFA and parents so unlikely to have an impact in the short term.	HT / FGB	Autumn 2020	
	Grants receivable risk	Grants receivable not used for the purposes for which they were given	1	4	Treat	All grants received will only be used for the purpose for which they are allocated as per Academy Finance Manual.	HT/FM/ FGB	Autumn 2020	
		Grants receivable reporting requirements are not adhered to	1	4	Treat	Reporting requirements adhered to where possible.	HT / FM/ Res Committee	Autumn 2020	
4. Supplier risk	Supplier selection risk	Supplier financial viability	1	2	Treat	In main, only pay for goods once received and happy with products/services.	AO/FM	Autumn 2020	
		Supplier inappropriate	1	2	Treat	Have good knowledge of suppliers. staff/support contacts source products and services from appropriate suppliers. Recommendations also received from other schools/academies.	AO/FM	Autumn 2020	
		Supplier connected with either trustees or staff	1	2	Treat	All staff and Governors have completed disclosure of business interests. Related party transactions reported in Annual Accounts.	RO/FM	Autumn 2020	
		Delivery risk	1	2	Treat	If items not received, suppliers contacted. Most suppliers regularly used or recommended. Any shortages etc reported back to company.	FM/OA	Autumn 2020	
		Quality risk	1	2	Treat	Most suppliers regularly used or recommended. If not happy with product/service, payment is not made until rectified.	FM	Autumn 2020	
		Key supplier dependency risk	Risk that supplies not available	1	2	Treat	Most suppliers good at advising of delays or stock shortages. Goods received notes checked against deliveries.	FM	Autumn 2020
			Risk of dependency on few suppliers	1	2	Treat	Have good range of suppliers for most supplies/services	FM	Autumn 2020
		Value for money risk	Purchase price risk	1	2	Treat	Quotes obtained for larger purchases or services to ensure best value.	FM	Autumn 2020
			Efficiency risk	1	2	Treat	Supplies/services mainly from known reliable sources. Dependent on severity of problem, would consider not using again. Being an academy affords us the opportunity to choose who we use for most services.	FM	Autumn 2020

Compliance Risks

Category	Sub category	Specific	Likelihood of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response (transfer, tolerate, treat or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
1. Employee legislation risk	Employment laws risk	Risk that legislative requirements are not known or complied with	1	4	Treat	HR protocol in place. Advice always sought regarding anything unknown.	HT/FM/Res Comm	Autumn 2020
		Discrimination risk	1	4	Treat	Always advertise and follow HR protocol.	HT/FM/Res Comm	Autumn 2020
		Data Protection risk	1	4	Treat	All computers password protected. Payroll or sensitive reports etc sent securely and password protected	HT/FM/Res Comm	Autumn 2020
		Human Rights risk	1	4	Treat	Always advertise and follow HR protocol.	HT/FM/Res Comm	Autumn 2020
		Equal opportunities risk	1	4	Treat	Always advertise and follow HR protocol.	HT/FM/Res Comm	Autumn 2020
		Contract risk	1	4	Treat	All formal paperwork completed and scanned to HR for contracts to be drawn up.	HT/FM/Res Comm	Autumn 2020
	Pension risk	Risk that legislative requirements are not known or complied with	2	4	Treat	Follow guidance from Bedford Borough HR/Payroll, Teachers Pensions, Hymans Robertson and Accountants.	HT/FM/Res Comm	Autumn 2020
Health & safety risk	Risk that legislative requirements are not known or complied with	2	4	Treat	Risk Assessments undertaken on many activities, COSHH register held, annual premises walk undertaken by HT, Site Agent and Governors. Audit undertaken and Action Plan in place. Being updated regularly with new company.	HT/FM/Res Comm	Autumn 2020	
2. Environmental legislation	UK legislation	Risk that legislative requirements are not known or complied with	2	3	Treat	Energy audit undertaken, have Display Energy Certificate, undertake environmental recycling where possible.	HT/All Staff/FGB	Autumn 2020
	EU legislation	Risk that legislative requirements are not known or complied with	2	3	Treat	Energy audit undertaken, have Display Energy Certificate, undertake environmental recycling where possible.	HT/All Staff/FGB	Autumn 2020
3. Financial reporting risk	Statutory accounts	Risk that legislative requirements are not known or complied with	1	3	Treat	Accountants employed with in depth knowledge of academy legislation.	HT/FM/RG/Trustees	Autumn 2020
	Accounting standards risk	Risk that legislative requirements are not known or complied with	1	3	Treat	As above.	HT/FM/RG/Trustees	Autumn 2020
	SORP compliance risk	Risk that legislative requirements are not known or complied with	1	3	Treat	Work with Accountants employed who should ensure we comply.	HT/FM/RG/Trustees	Autumn 2020
4. Charities legislation risk		Risk that legislative requirements are not known or complied with	1	3	Treat	Work with Accountants employed who ensure we comply	HT/FM/G Trustees	Autumn 2020
		Risk trustees are not aware of the legislative requirements of being on the Forum	2	3	Treat	Regular governors meetings. Accountants employed.	HT/FM/RG/Trustees	Autumn 2020

5. Tax legislation risk	VAT/PAYE risk	Risk that legislative requirements are not known or complied with	2	4	Treat	Use Bedford Borough Payroll who ensure PAYE/NI regulations complied with. Use HMRC VAT126 form for VAT reclaim, disallowing amounts for SDCC, Poppies etc.	HT/FM/RO/Trustees	Autumn 2020
6. Data Protection Act risk		Risk that legislative requirements are not known or complied with	1	4	Treat	All computers password protected. Payroll or any sensitive reports etc sent securely in and out and/or password protected	HT/FM/RO/Trustees	Autumn 2020
7. Welfare compliance risk	Disability risk	Risk that legislative requirements are not known or complied with	1	4	Treat	Always advertise and follow HR protocol. Operate Guaranteed Interview scheme.	HT/FM/Res Comm	Autumn 2020
	Child Protection Act risk	Risk that legislative requirements are not known or complied with	1	4	Treat	Have Teacher responsible for Child Protection who undertakes regular training to ensure up to date with current legislation	HT/Res Comm	Autumn 2020
8. Sector compliance risk	National curriculum compliance	Risk that legislative requirements are not known or complied with	1	3	Treat	HT and subject leaders ensure curriculum requirements met. Standards Committee meet regularly.	HT/Curric Comm	Autumn 2020
	Mental Health compliance risk	Risk that legislative requirements are not known or complied with	2	3	Treat	Have Equality of opportunity policy in place. Use Bedford Borough OH service for support.	HT/FGB	Autumn 2020
9. Local Authority and Central Government risk	Grant criteria risk	Grant terms and conditions are not complied with	1	3	Treat	Accurate accounting records kept. Any relevant reports completed. Reported in annual Accounts.	FM/HT/Res Comm	Autumn 2020
	Licensing risk	Risk that legislative requirements are not known or complied with	1	4	Treat	Licenses in place as a school, renewals received and licenses purchased	FM/HT/Res Comm	Autumn 2020

Finance Risks

Category	Sub category	Specific	Likelihood of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response (transfer, tolerate, treat or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
1. Overall financial control risk	Budget risk	Risk that budget cannot be prepared in accordance with DfES timetable	1	4	Treat	Have approved finance software for Academies.	FM/HT/Res comm	Autumn 2020
		Risk that budget will be in deficit	2	4	Treat	Regular monitoring will take place. RG oversee regularly. EFA procedure followed and explanations/forward planning in place.	FM/RG/Res Comm	Autumn 2020
		Risk that actual performance is not measured against budget on a regular basis	2	4	Treat	SDP in place and needs to be linked with budget. In time should reflect this.	FM/RG/Res Comm	Autumn 2020
		Risk that budget headings are manipulated to ensure targets met	1	4	Treat	Regular reporting to Governors meetings and checks by RG. AFM processes followed.	FM/RO/Res Comm	Autumn 2020

	Reconciliation risk	Risk that bank reconciliations / other key reconciliations are not completed and reviewed	1	3	Treat	RG monitoring. Bank recs completed by middle of following month. On-line statement reading in place.	FM/RO/ Res Comm	Autumn 2020
		Risk that suspense accounts are not cleared or reconciled.	1	3	Treat	Monthly reconciliations undertaken including Trial Balance comparison. Any queries to be investigated. RG to oversee.	FM/ Res Comm	Autumn 2020
	Consolidation risk	Risk that results of subsidiaries/ associates are not consolidated with results of parent company	1	3	Treat	Accountants to consolidate Annual Accounts of Children's Centre and Academy.	FM/RG/ HT Trustees	Autumn 2020
2. Financial systems risk	Systems suitability risk	Risk that financial system is not suitable for charity's needs	1	4	Treat	Finance software company demonstrated system to ex-Accountants. Ongoing monitoring.	FM/RG/ Res Comm	Autumn 2020
	Maintenance risk	Risk that financial system will not be maintained by provider in long term	1	4	Treat	Provider well established and support system across many different businesses not just Academies. FM has good relationship and in regular contact with them, any change in provision would be highlighted early.	FM/RG/ Res Comm	Autumn 2020
	Disaster risk	Risk that financial information cannot be recovered in the event of a disaster (e.g. fire, theft, vandalism)	1	4	Treat	System located on server which is separate area to computer. Formal backup procedure in place. New IT company also ensures cloud backup.	FM/RG/ Res Comm	Autumn 2020
	Access risk	Risk of unauthorised access to financial systems	1	4	Treat	Computers and financial systems password protected.	FM/RG/ Res Comm	Autumn 2020
3. Income risk	Completeness risk	Invoices not raised for all transactions	1	3	Treat	Invoices raised for all Bank transactions. Small petty cash purchases occasionally without receipt but this is discouraged. Petty Cash vouchers used to authorise. RG checks invoices regularly	FM/RG	Autumn 2020
		Donations in kind or intangibles are not recorded or recognised in the financial statements	1	3	Treat	All transactions recorded on system. Any non-standard items will be clarified with Accountants to ensure correctly coded.	FM/RG/ Res Comm	Autumn 2020
	Restricted Income risk	Income is not identified as restricted on receipt	1	3	Treat	Any income known to be restricted will be recorded as such. Regular visits will monitor.	FM/RG/ Res comm	Autumn 2020
		Restricted income is used for purposes other than restriction	1	3	Treat	Income received for specific purposes will be used as such.	FM/RG/ Res Comm	Autumn 2020
		Restricted funds are transferred to unrestricted funds without consent of donor	1	3	Treat	Known income will only be used for specific purpose. Annual Accounts will detail this.	FM/RG/ Res comm	Autumn 2020

	Sponsorship funding risk	Sponsorship targets not met	N/A			N/A at present		Autumn 2020
		Sponsorship promised by individual partners is not delivered	N/A			N/A at present		Autumn 2020
	Cut off risk	Risk that income is accounted for in the wrong accounting period	2	4	Treat	Care taken to ensure entries in correct period.	FM/RG/ Res comm	Autumn 2020
	Fraud risk	Risk that donations are inappropriated	1	3	Treat	Records kept of all donations Minimum two staff account for income banked etc.	FM/RG/ Res Comm	Autumn 2020
4. Expenditure risk	Authorisation risk	Risk that expenditure is not authorised.	1	3	Treat	All expenditure authorised in accordance with procedures documented in finance manual. RG monitors regularly.	FM/ RG Res Comm	Autumn 2020
	Allocation risk	Risk that expenditure is allocated between SOFA headings using inappropriate basis	1	4	Treat	Accountants oversee this.	Res Comm/ FGB	Autumn 2020
	Price risk	Risk that discounts are not secured or price reductions obtained on purchases or services	2	3	Treat	Obtain best value where possible. Usually purchase through recommended suppliers.	FM/ Res Comm	Autumn 2020
	Cut off risk	Risk that expenditure is accounted for in the wrong accounting period	2	4	Treat	Care taken to ensure entries in correct period.	FM/RG/ Res comm	Autumn 2020
	Fraud risk	False invoice/payment risk	1	4	Treat	Anti-Fraud policy in place, staff follow Code of Conduct for members of public bodies. Separation of duties in place. RG monitors.	FM/RG/ Res Comm	Autumn 2020
5. Treasury risk	Cash flow risk	Risk that cashflow requirements are not forecast	2	4	Treat	Cash flow set up 15/16. Finance Assistant assisting.	HT/ FM/ Res Comm	Autumn 2020
		Risk that cash is all tied up in investments and insufficient is readily available to meet short term cash flow needs	1	3	Treat	No surplus funds for investment anticipated in the short term.	HT/ RG/ FM/ Res comm	Autumn 2020
6. Fixed Asset risk	Capital construction risk	Risk that assets built by contractors do not meet specifications or actual cost exceeds budget	1	4	Treat	Construction project has professional project management brought in to oversee and ensure proper tendering process and specifications met.	HT/ FM/ Res Comm	Autumn 2020
	Asset recognition risk	Risk that assets are not capitalised	1	3	Treat	Fixed Asset register drawn up with all material invoices over £500.	FM/ Res Comm	Autumn 2020
		Risk that depreciation rate is not appropriate	1	3	Treat	Depreciation rates approved by Resources Committee and property valuation company.	FM/ RG/ Res Comm	Autumn 2020
	Fraud risk	Risk that assets are misappropriated	1	3	Treat	Anti-Fraud policy in place, staff follow Code of Conduct for members of public bodies. RG termly visit monitors.	HT/ FM/ RG/ Res Comm	Autumn 2020

7. Investment risk	Return risk	Risk that the return on investments is not being maximised	N/A			N/A in the short term.		Autumn 2020
		Risk that trustees are not acting in accordance with their investment policy/powers (eg investing in high risk investments which are not in best interests of the charity)	N/A			N/A at present		Autumn 2020
8. Stock risk	Fraud risk	Risk that stock is misappropriated	1	3	Treat	Anti-Fraud policy in place, staff follow Code of Conduct for members of public bodies. RG termly visit monitors.	HT/ FM/ RG/ Res Comm	Autumn 2020
9. Debtors risk	Recoverability risk	Risk that debts are not recovered	1	3	Treat	Very few debtors. Mainly SMASH Club, School Meals, Trips and Lettings. Records kept and chasing notes/letters sent. Governors would be informed of any long-standing debts.	HT/ FM/ RG/ Res Comm	Autumn 2020
		Risk that provision for doubtful debts is overstated/understated	1	3	Treat	Nature of debtors leaves little opportunity for debts to escalate. Most monitored on a weekly basis, others no more than half termly.	HT/ FM/ RG/ Res comm	Autumn 2020
	Completeness risk	Risk that debtors record is not complete	1	3	Treat	Copy invoices and records for all areas of expected non-grant income kept.	HT/ FM/ Res comm	Autumn 2020
	Cut off risk	Risk that debtors are accounted for in the wrong accounting period	1	2	Treat	Invoices raised regularly so little opportunity for incorrect accounting. Income paid in weekly in most cases to ensure accounted for in correct period. Request Year end payments early.	HT/ FM/ Res comm	Autumn 2020
	Cash flow risk	Risk that profile of aged debtors deteriorates which impacts on cash flow position	1	3	Treat	Debtor position under continual monitoring via SMASH/ School Meal Administrator and or FM. Any concerns reported to HT/COG as soon as apparent.	HT/ FM/ COG/ Res comm	Autumn 2020
10. Taxation risk	Non-charitable trading risk	Risk that charity is liable to tax on non charitable trading activities	1	4	Treat	VAT processes in place with appropriate VAT being reclaimed.	HT/ FM/ Res comm	Autumn 2020
	Change in legislation risk	Risk that charity is not aware of changes in legislation	1	3	Treat	Accountants team inform us of all relevant changes and ensure during audit that we are on task.	HT/ FM/ Res comm	Autumn 2020
11. Provision and contingent liability risk	Recognition risk	Risk that charity is not recognising provisions or commitments in accordance with FRS 12 (changing?)	1	3	Treat	Have capitalisation policy in place with depreciation rates. All efforts made to ensure buildings/facilities maintained in good order and any recommendations for work/repairs undertaken.	HT/FM/ Res comm	Autumn 2020
	Contractual commitments risk	Risk that charity has entered into future commitments without having the future funding available to meet them	1	3	Treat	Only long term commitments other than LGPS are for photocopier and printers for 5 years where spend has been authorised by Resources Committee on recommendation of Governor with relevant experience.	HT/ FM/ Res comm	Autumn 2020

12. Related party risk	Identification risk	Risk that related party transactions/transactions with connected persons are not identified	1	3	Treat	Register of Business Interests kept. Governors have opportunity to disclose interest at all meetings. Related party transactions noted in Annual Accounts.	HT/FM/ RG/ Res comm	Autumn 2020
		Risk that connected charities are not identified	N/A					Autumn 2020
	Disclosure risk	Risk that related party transactions are not correctly or fully disclosed in the financial statements	1	3	Treat	Register of Business Interests kept. Governors have opportunity to disclose interest at all meetings. Related party transactions noted in Annual Accounts	HT/FM/ RG/ Res comm	Autumn 2020
13. Funds risk	Level of funds	Risk that fund levels are too high/ low	2	4	Treat	Cashflow drawn up, monitored and will be reported regularly to Governors for consideration.	HT/FM/ RO/ Res comm	Autumn 2020
		Risk that unrestricted funds are in deficit and restricted funds are in surplus	1	3	Treat	Need to keep close eye on this, prepare reports and submit to each Resources Committee meeting for discussion.	HT/FM/ RO/ Res comm	Autumn 2020
	Endowment funds	Risk that capital in permanent endowment funds is not maintained.	N/A			N/A at present.		Autumn 2020
14. Pensions risk	Funding risk	Risk that scheme is in significant deficit	5	4	Treat	It is!	HT/FM/ Res Comm	Autumn 2020
	Contribution risk	Risk that employers' contribution rate increases	5	5	Treat	It will!	HT/FM/ Res Comm	Autumn 2020
		Risk that charity is not making the correct contributions	3	3	Treat	Annual Report requested and received. Will follow recommendations from provider Bedford Borough Council.	HT/FM/ Res Comm	Autumn 2020

Key

AO = Accounting Officer
FM = Finance Manager
HT = Head Teacher
OA = Office Assistant
RG = Resources Governor
FGB = Full Governing Board
Res Comm = Resources Committee