



**OUR LADY OF GRACE CATHOLIC ACADEMY
STRATEGIC RISK REGISTER**



EMPLOYER	Our Lady of Grace Catholic Academy Trust
LOCATION	St Edward's, St Francis' St Helen's and St Joachim's
ACTIVITY	Strategic Planning
DATE	9 October 2019
COMPLETED BY	Gyorgyi Callegari
SIGNATURE	
ROLE	Principal Finance Officer

Likelihood

5	M	M	H	H	H
4	M	M	M	H	H
3	L	M	M	M	H
2	L	L	M	M	M
1	L	L	L	M	M
0	1	2	3	4	5

Impact

Long term controls for strategic risk assessments

Strategic Risk management policy and procedures are reviewed annually by PFO/Headteachers and SLT.
Risk assessment is part of the normal business planning process.
Strategic Risk Map is reviewed and updated annually.
Strategic risk management policy and procedures are reviewed by LGBs annually.
Strategic risk management policy and procedures are reviewed by Finance, Audit and Risk annually.
Policies and procedures are reviewed by external auditors and internal auditors annually.

Key to Matrix

Impact	Likelihood
1. Very low (<£5,000)	1. Very low/improbable
2. Low (<£10,000)	2. Low/possible/remote
3. Medium (<£50,000)	3. Medium/occasional
4. High (>£100,000)	4. High/frequent/probable
5. Very high (>£250,000)	5. Very high/certain



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Risk area	Specific risk	Risk Consequence	Risk Rating Impact x Likelihood (Gross Risk)	Control Measures	Reduced risk rating Impact x Likelihood (Net Risk)	Risk Rating L,M,H
1. Strategic and Reputational Risk	Fall in number of pupils on roll	<p>Schools working below capacity.</p> <p>Significant financial risk as funding is linked to pupil numbers.</p> <p>Confidence of beneficiaries is diminishing.</p> <p>Confidence of stakeholders is diminishing.</p>	4 x 2 = 8	<p>Schools in the MAT are mostly full, or with at least 85% full in year group. (St Joachim's is in the process of expanding)</p> <p>Clear Admission Policy and Procedures monitored by Local Governing Bodies.</p> <p>Parent and Carer Communication policy and procedures, including school visits and additional publicity</p> <p>Mid-year admissions – vacant places are filled from waiting list immediately.</p>	3 x 2 = 6	M
2. Strategic and Reputational Risk Compliance Risk	<p>Negligence claim against school due to:</p> <ul style="list-style-type: none"> • Child Protection issue • H&S failure 	<p>Potential personal injury of pupils/staff or other stakeholders.</p> <p>Significant cost associated with legal claim.</p> <p>Confidence of beneficiaries is diminishing.</p> <p>Confidence of stakeholders is diminishing.</p> <p>Non-compliance with relevant legislations or regulations.</p>	4 x 3 = 12	<p>Comprehensive standardised risk assessment procedures in place of all school activities/operation.</p> <p>Comprehensive H&S policies and procedures in place including detailed H&S audit undertaken by NPW.</p> <p>Schools are members of the DfE's RPA scheme / (LA insurance)</p> <p>Comprehensive Child Protection and Safeguarding procedures. All staff are trained as part of annual inset days.</p> <p>Safeguard software used to keep all staff up to date.</p> <p>All staff are DBS checked. Rolling programme of re-checking every 3 years.</p>	3 x 3 = 9	M

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				<p>Experiences HTs/SLT.</p> <p>Comprehensive procedures for using volunteers.</p> <p>Termly premises management meeting with maintenance consultant, M&C.</p> <p>Service contracts are in place for all key building components in line with building and H&S legislations.</p> <p>Termly safeguarding and premises reports to LGB/Local Finance and Premises Committees.</p>		
3. Compliance Risk Financial Risk	Non-compliance with ESFA/DfE funding agreement and Academies Financial Handbook	Significant financial and strategic risk as funding of MAT might be in jeopardy. Notice to Improve served on the MAT.	5 x 2 = 10	Highly skilled and experienced qualified accountant employed as PFO. Key advisors appointed to assist with compliance issues including: <ul style="list-style-type: none"> • Legal support • Auditors • HR&Payroll provider • School Management Support and Governance services In addition support is obtained from CES and the Diocese. Comprehensive Financial Procedures are in place including internal audit review. External audit and compliance reporting.	3 x 1 = 3	L

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				<p>Review of 'must' as per the Academies Handbook is reviewed by PFO annually and evidence of compliance recorded.</p> <p>Internal scrutiny by independent auditors to ensure schools are compliant with key financial policies and procedures.</p>		
<p>4. Strategic Risk / Operational Risk</p>	<p>Absence of key personnel due to illness or inability to fill vacancy</p>	<p>Inadequate running of school or any key activity/operation.</p>	<p>3 x 2 = 6</p>	<p>Clear delegation of key tasks and sharing of information within SLT.</p> <p>Accounting Officer has adequate skills set to perform key financial tasks in absence of PFO.</p> <p>Experienced SLT to cover absence of HT. Deputies / Assistant Heads is both schools.</p> <p>Management of key operations (e.g. safeguarding, premises, SIMs) are done by team of staff rather than relying on one individual.</p> <p>Internal cover available (in St Helen's) for vacancy of teacher.</p> <p>Increased sharing of resources between academies within the MAT.</p>	<p>2 x 1=2</p>	<p>L</p>

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5. Strategic Risk / Operational Risk / Financial Risk	Natural disaster Major flood /fire Terrorist attack	Inability of open / run the school. Potential personal injury Significant financial costs Loss of key data (see below)	5 x 3=15	Schools are members of DfE's RPA / (LA insurers) Good site security. CCTV in operation at St Helen's. Alarmed buildings with security response. Business Continuity and Critical Incident Plans in place. Flood/Fire risk assessments in place Fire procedures are in place including:: - Fire alarm service contracts - Evacuation plans - Regular fire drills which reported to local premises committee.	4 x 3 =12	M
6. Strategic Risk / Operational Risk	Loss of key data (Financial, Pupils or Curriculum) IT virus	Operation of school disturbed Inability of evidence compliance	4 x 3 = 12	Key systems are hosted on the Cloud including: - PS Financial - Assessments - Safeguarding data Remote backup daily by IT Support provider (Atomwide) or PS Financials. Strategic Network Manager (Trust-wide) employed to respond immediately to IT issues. IT Support service procured with comprehensive KPIs to monitor service delivery.	2 x 2 = 4	L

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7. Reputational Risk	Leak of secure or sensitive data	Breach of Data Protection legislation	3 x 2 =6	Confidentiality policy in place and communicated to all staff. Induction of new staff re confidentiality. Key systems are password protected and access controlled. Encrypted emails used to send sensitive data. Schools are members of Data Protection body.	2 x 2 =4	L
8. Reputational Risk	Adverse outcome of Ofsted inspection	School put into special measures Adverse publicity Confidence of beneficiaries is diminishing. Confidence of stakeholders is diminishing.	4 x 3 = 12	Active Director and Governors monitoring progress termly. Regular governor visits themed at key objectives of the schools. Regular review of pupils' performance. Monitoring of key data on ASP. Performance management of staff linked to pupils' progress. Parent meetings to share progress and targets. External advisors / SIP for performance management / External accreditations. Self-evaluation with evidence against Ofsted criteria. Leadership group with standards focus to support schools where needs arises	3 x 2 = 6	M

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9. Financial Risk a) General	Fraud or Theft	Financial cost Loss of assets Inadequate use of resources or waste of resources Litigation Deficit	3 x 3 = 9	Anti-Fraud Policy in place. Robust Financial Regulations and procedures are in place including: - Segregation of duties - Authorisation limits - Dual authorisation of payments - Monthly management accounts and scrutiny of transactions - Monthly reconciliations of bank accounts and key balance sheet accounts - Comprehensive internal controls External and internal audit / internal scrutiny	2 x 2 = 4	L
9. Financial Risk b) Specific	Failure of building project for the expansion of St Joachim's	Serious injury or death of a construction worker / pupil / staff / visitors Litigation Financial loss due unforeseen building costs	5 x 3 = 15	Reputable professionals employed Building controls experienced building manager The Construction Design and Management (CDM) officer appointed Employers liability for contractors / professional indemnity Pre-expansion investigations Managed tendering process Appointment of Quantity Surveyor Regular site meetings Monthly valuations by QS / architect Financial monitoring and procedures Building completed July 2019 / 2.5% retention held for snagging	3 x 2 = 6	M

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10. Operational Risk / Compliance Risk / Reputational Risk	Serious injury of pupil or staff	Serious injury or death of pupil or staff on site or as a result of an incident on site or at a school visit/ activity. Litigation	5 x3 = 15	Comprehensive procedures and policies with regards to: <ul style="list-style-type: none"> - Health and safety - Premises - Critical incidents Comprehensive risk assessments for all activities of the school. Adequate maintenance of premises by: <ul style="list-style-type: none"> - Facilities management SLA with M&C - Comprehensive programme of maintenance of premises including key components - Service contracts for all components are in place - Termly review of maintenance requirements or work required/completed - Termly report to local premises committee 	4 x 2 =8	M

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11. Operational Risk / Compliance Risk / Financial Risk Reputational Risk	Expansion of the MAT	<p>Additional financial exposure</p> <p>Conflict with unions & subsequent potential strike action</p> <p>Financial non compliance</p> <p>Building fabric & condition</p> <p>Additional pressure on Trustees</p>	5 x 3 =15	<p>Due diligence processes Experienced MAT staff with necessary financial expertise Diocesan input if required</p> <p>Appropriate consultation Clear communication Transparency No changes to staff terms and conditions</p> <p>Leadership group and chairs' forum at strategic level with knowledge of all schools in the Deanery</p> <p>Internal audit</p> <p>History of collaborative working so all parties are aware of any issues</p> <p>Experienced trustees with a range of skillsets</p>	4 x 2 = 8	M