



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



<b>EMPLOYER</b>	Our Lady of Grace Catholic Academy Trust
<b>LOCATION</b>	St Antony's St Edward's, St Francis' St Helen's, St Joachim's and St Winefride's.
<b>ACTIVITY</b>	Strategic Planning
<b>DATE</b>	22 <sup>nd</sup> November 2022
<b>COMPLETED BY</b>	N.Cashell
<b>SIGNATURE</b>	
<b>ROLE</b>	Accounting Officer

**Likelihood**

<b>5</b>	<b>M</b>	<b>M</b>	<b>H</b>	<b>H</b>	<b>H</b>
<b>4</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>H</b>	<b>H</b>
<b>3</b>	<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>H</b>
<b>2</b>	<b>L</b>	<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>
<b>1</b>	<b>L</b>	<b>L</b>	<b>L</b>	<b>M</b>	<b>M</b>
<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

**Impact**

**Long term controls for strategic risk assessments**

Strategic Risk management policy and procedures are reviewed annually by CFO/CSEL/ 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**

<b>Impact</b>	<b>Likelihood</b>
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

## STRATEGIC RISK REGISTER



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
<b>1. Strategic and Reputational Risk</b>	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>	<p><b>4 x 3 = 12</b></p> <p><b>4x4=16</b></p>	<p>Not all schools in the MAT are full; Decline in NOR is reported to LGB and Trustees; budgets based on pupil projections</p> <p>Clear Admission Policy and Procedures monitored by Local Governing Bodies.</p> <p>Parent and Carer Communication policy and procedures, including school visits, additional publicity and marketing strategy</p> <p>Mid-year admissions – vacant places are filled from waiting list where they exist.</p> <p>Vacancies are advertised on school websites and in parish news letters</p> <p>In year lists from LBN are reviewed weekly and places offered</p> <p>Promotional videos in place for all schools and the Trust</p> <p>Visits to the school encouraged as a recruitment of pupil strategies</p> <p>Nurseries in all schools and pre-schools in 3 schools to boost numbers</p> <p>Forecast pupil numbers used for budgeting income to ensure</p>	<p><b>3 x 2 = 6</b></p>	<p><b>H</b></p>

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<p>2. <b>Strategic and Reputational Risk Compliance Risk</b></p>	<p>Negligence claim against school due to:</p> <ul style="list-style-type: none"> <li>• Child Protection issue</li> <li>• H&amp;S failure</li> </ul>	<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> <p>Damages, fines or penalties'</p>	<p><b>4 x 3 = 12</b></p>	<p>implications of falling rolls are monitoring to ensure no over-staffing</p> <p>Comprehensive standardised risk assessment procedures in place of all school activities/operation.</p> <p>Comprehensive H&amp;S policies and procedures in place including detailed H&amp;S audit / internal scrutiny from RPA undertaken.</p> <p>Schools are members of the RPA scheme</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> <p>Experiences HTs/SLT – support within the Trust for new HTs</p> <p>Comprehensive procedures for using volunteers.</p> <p><i>Compliance checks undertaken by Estates Manager &amp; school.</i></p> <p>Service contracts are in place for all key building components in line with building and H&amp;S legislations.</p> <p>Termly safeguarding and premises reports to LGB/Local Finance and Premises Committees &amp; FAR</p>	<p><b>3 x 3 = 9</b></p>	<div style="background-color: red; height: 100px; width: 100%;"></div> <p style="text-align: center; background-color: yellow;"><b>M</b></p>

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<b>3. Compliance Risk Financial Risk</b>	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.  Breach of trustee fiduciary duties	<b>5 x 2 = 10</b>	Highly skilled and experienced qualified accountant employed as CFO  Full time internal management accountant providing detailed analysis and training for finance staff  Key advisors appointed to assist with compliance issues including: <ul style="list-style-type: none"> <li>• Legal support</li> <li>• Auditors</li> <li>• HR &amp; Payroll provider</li> <li>• School Management Support and Governance services</li> </ul> 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.  Review of 'must' as per the Academies Handbook is reviewed by CFO annually and evidence of compliance recorded.  Internal scrutiny by independent auditors to ensure schools are compliant with key financial policies and procedures.	<b>3 x 1 = 3</b>	<b>L</b>
<b>4. Strategic Risk / Operational Risk</b>	Absence of key personnel due to illness / pandemic / COVID or inability to fill vacancy	Inadequate running of school or any key activity/operation.  Educational decline for pupils'	<b>3 x 2 = 6</b>	Clear delegation of key tasks and sharing of information within SLT.  Management accountant provides additional level of expertise to perform key financial tasks in absence of CFO.  Experienced SLT to cover absence of HT. Deputies / Assistant Heads is both schools.	<b>2 x 1=2</b>	<b>L</b>

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				<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 (where possible) for vacancy of teacher.</p> <p>Increased sharing of resources between academies within the MAT.</p>		
<b>5. Strategic Risk / Operational Risk / Financial Risk</b>	Natural disaster Major flood /fire Terrorist attack	Inability to open / run the school. Potential personal injury Significant financial costs Loss of key data (see below)	<b>5 x 3=15</b>	Schools are members of DfE's RPA Good site security, including CCTV in operation at 2 trust schools. 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:: <ul style="list-style-type: none"> <li>- Fire alarm service contracts</li> <li>- Evacuation plans</li> <li>- Regular fire drills which reported to local premises committee.</li> </ul>	<b>4 x 3 =12</b>	<b>M</b>
<b>6. Strategic Risk / Operational Risk</b>	Loss of key data (Financial, Pupils or Curriculum) IT virus	Operation of school disturbed Inability of evidence compliance	<b>4 x 3 = 12</b>	Key systems are hosted on the Cloud including: <ul style="list-style-type: none"> <li>- PS Financial</li> <li>- Payroll</li> <li>- Assessments</li> <li>- Safeguarding data</li> </ul> Remote backup daily by IT Support provider (Adept) or PS Financials. Strategic Trust IT Officer (Trust-wide) employed to respond immediately to IT issues.	<b>2 x 2 = 4</b>	<b>L</b>

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				<p>Special IT team working across the Trust</p> <p>3<sup>rd</sup> level back-up installed in line with cyber security reports to Trustees in line with ESFA guidance</p>		
<b>7. Reputational Risk</b>	Leak of secure or sensitive data	<p>Breach of Data Protection legislation</p> <p>Damages, fines or penalties'</p>	<b>3 x 2 =6</b>	<p>Confidentiality policy in place and communicated to all staff.</p> <p>Induction of new staff re confidentiality.</p> <p>Key systems are password protected and access controlled.</p> <p>Encrypted emails used to send sensitive data.</p> <p>Schools are members of Data Protection body. GDPR Service provided by Judicium to all trust schools.</p>	<b>2 x 2 =4</b>	<b>L</b>
<b>8. Reputational Risk</b>	Adverse outcome of Ofsted inspection	<p>School put into special measures</p> <p>Adverse publicity</p> <p>Confidence of beneficiaries is diminishing.</p> <p>Confidence of stakeholders is diminishing.</p>	<b>4 x 3 = 12</b>	<p>CSEL, Active Trustee and Governors monitoring progress termly.</p> <p>Regular governor visits themed at key objectives of the schools.</p> <p>Regular review of pupils' performance. Monitoring of key data on ASP.</p> <p>Performance management of staff linked to pupils' progress.</p> <p>Parent meetings to share progress and targets.</p> <p>Diocesan external advisors / SIP for performance management / External accreditations.</p> <p>Self-evaluation completed with CSEL - evidence against Ofsted criteria.</p>	<b>3 x 2 = 6</b>	<b>M</b>

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				Trustees' quality of education committee to monitor KPIs / interventions / attainment and progress		
<b>9. Financial Risk</b>	Fraud or Theft	Financial cost  Loss of assets  Inadequate use of resources or waste of resources  Litigation  Deficit	<b>3 x 3 = 9</b>	Anti-Fraud Policy in place.  Robust Financial Regulations and procedures are in place including: <ul style="list-style-type: none"> <li>- Segregation of duties</li> <li>- Authorisation limits</li> <li>- Dual authorisation of payments</li> <li>- Monthly management accounts and scrutiny of transactions</li> <li>- Monthly reconciliations of bank accounts and key balance sheet accounts</li> <li>- Comprehensive internal controls</li> </ul> External and internal audit / internal scrutiny	<b>2 x 2 = 4</b>	<b>L</b>
<b>10. Operational Risk / Compliance Risk / Reputational Risk</b>	Serious injury of pupil or staff  Death of a pupil / member of staff due to COVID	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	<b>5 x 3 = 15</b>	Comprehensive procedures and policies with regards to: <ul style="list-style-type: none"> <li>- Health and safety</li> <li>- Premises</li> <li>- Critical incidents</li> </ul> Comprehensive risk assessments for all activities of the school.  Adequate maintenance of premises by: <ul style="list-style-type: none"> <li>- Facilities management by trust /school based</li> <li>- Comprehensive programme of maintenance of premises including key components</li> </ul>	<b>4 x 2 = 8</b>	<b>M</b>

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				<ul style="list-style-type: none"> <li>- Service contracts for all components are in place</li> <li>- Termly review of maintenance requirements or work required/completed</li> <li>- Termly report to local premises committee</li> </ul>		



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<b>11. Operational Risk / Compliance Risk / Financial Risk Reputational Risk</b>	Expansion of the MAT	<p>Additional financial exposure</p> <p>Conflict with unions &amp; subsequent potential strike action</p> <p>Financial non compliance</p> <p>Building fabric &amp; condition</p> <p>Additional pressure on Trustees</p>	<b>5 x 3 =15</b>	<p>Due diligence processes undertaken by external auditor Experienced MAT staff with necessary financial expertise</p> <p>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>Condition Survey</p> <p>History of collaborative working so all parties are aware of any issues</p> <p>Experienced trustees with a range of skillsets</p>	<b>4 x 2 = 8</b>	<b>M</b>