



Risk Management and the Risk Register

Updated Jan 2021. Covid Risk Assessment.

Table of Contents

Vision Statement: Our Vision is simple.....	2
1. Risk Leadership	2
2. Explanation of the Responses to Risk outlined in the Risk Register; “4 Ts Process.”	4
3. A. Reputational Risk.....	6
4. B. Operational Risks	11
5. C. Compliance	17
6. D. Financial Risk	20
7. COVID RISK ASSESSMENT	25

Vision Statement: Our Vision is simple

Westfield Academy welcomes every student, setting no barriers to entry and making no presumptions about academic and social background. All Westfield asks of each student is good citizenship, a commitment to learning and a focus on self-improvement.

Westfield Academy believes every student joining the school has the ability to be successful in secondary education. We aim to empower students with the ability to study and learn independently, to develop their social skills and to enjoy new experiences. Westfield aims to instil in all our students a love of learning, to develop the skills, knowledge, resilience and qualifications to enable them to contribute to society through their abilities, conduct and self-reliance. Westfield acknowledges that students are highly likely to engage in a variety of roles in their working lives. Students should leave the academy feeling that they are able to determine their own life journey, are entitled to pursue their own ambitions and are confident of their ability to embrace change.

The Westfield student's learning journey is encapsulated in the Academy motto: Believe, Strive, Achieve

1. Risk Leadership

1.1 The management of risks to the Academy and the fulfilment of the Vision Statement is undertaken in accordance with the Funding Agreement and the Academies Financial Handbook.

- 1.2 The Governing Body is responsible for the risk management and for maintaining a robust system of internal controls that supports the achievement of policies, aims and objectives, whilst safeguarding public funds and other funds and assets for which it is responsible for. The Governing Body is advised in this role by the Resource Committee and both are advised and informed by the Senior Leadership team.
- 1.3 The Governing Body fulfils its role by establishing the system of internal controls; -
- 1.3.1 Approving and reviewing a series of policies that underpin the internal control process.
 - 1.3.2 Agreeing objectives, plans and resources by means of the budget and the annual School Evaluation (SEF) and Development Plans.
 - 1.3.3 Approving this policy statement and the attached Risk Register (prepared by the Resource Committee) and reviewing them carefully annually to identify risks, near misses and opportunities.
 - 1.3.4 Considering carefully the advice from the Responsible Officer, Auditor and Resources Committee on internal financial controls, together with advice from any external consultants or inspectors.
- 1.4 The Senior Leadership Team fulfils its risk management role by:
- 1.4.1 Implementing Governors' policies on risk management and internal controls.
 - 1.4.2 Advising the Resource Committee of the fundamental risks faced by the Academy and helping to evaluate them.
 - 1.4.3 Providing timely and sufficient information to Trustees and the Resource Committee on the status of risks and internal controls.
 - 1.4.4 Assisting the Resource Committee to draw up and revise the Risk Register.
 - 1.4.5 Working to embed risk management and risk-based internal control in all aspects of the management of the Academy.
- 1.5 The Risk Register is reviewed annually by the Resource Committee who will recommend it to the Governing Body.
- 1.6 In its annual consideration of the Risk Register, the Governing Body should consider these issues:
- 1.6.1 Whether risk management continues to be linked to the achievement of the Academy's objectives.
 - 1.6.2 The appropriate risk appetite or level of exposure for the Academy as a whole.
 - 1.6.3 Whether risk review procedures cover fundamental strategic and reputational, operational, compliance, financial and other risks to achieving the Academy's objectives.
 - 1.6.4 Whether risk assessment and risk-based internal controls are embedded in the ongoing operations and form part of its culture.

- 1.6.5 Changes in the nature and extent of fundamental risks and the Academy's ability to respond to changes in its internal and external environment since the last assessment; the scope and quality of management's on-going process of monitoring the system of internal controls including such elements as the effectiveness of assurance functions;
- 1.6.6 The extent and frequency of reports on internal control to the Governing Body and whether this is sufficient for the Governing Body to build up a cumulative assessment of the state of control and effectiveness of risk management.
- 1.6.7 The incidence of any fundamental control failings (risk events) or weaknesses identified at any point within the year (near misses) and the impact that they have had or could have on financial results.
- 1.6.8 The effectiveness of the Academy's public reporting processes.
- 1.6.9 The effectiveness of the overall approach and policy to risk management and whether changes or improvements to processes and procedures are necessary.

Related Policy: Business Continuity Plan

2. Explanation of the Responses to Risk outlined in the Risk Register; "4 Ts Process."

Risk control is the process by which an organization reduces the likelihood of a risk event occurring or mitigates the effects that risk should it occur. Our preferred way to determine your risk control strategy is to use the four T's Process:

- **Transferring Risk** can be achieved through the use of various forms of insurance, or the payment to third parties who are prepared to take the risk on behalf of the organization
- **Tolerating Risk** is where no action is taken to mitigate or reduce a risk. This may be because the cost of instituting risk reduction or mitigation activity is not cost-effective, or the risks of impact are at so low that they are deemed acceptable to the business. Even when these risks are tolerated, they should be monitored because future changes may make it no longer tolerable.
- **Treating Risk** is a method of controlling risk through actions that reduce the likelihood of the risk occurring or minimize its impact prior to its occurrence. Also, there are contingent measures that can be developed to reduce the impact of an event once it has occurred.

- **Terminating Risk** is the simplest and most often ignored method of dealing with risk. It is the approach that should be most favoured where possible and simply involves risk elimination. This can be done by altering an inherently risky process or practice to remove the risk. The same can be used when reviewing practices and processes in all areas of the business. If an item presents a risk and can be changed or removed without it materially affecting the business, then removing the risk should be the first option considered; rather than attempting to treat, tolerate or transfer it.

3. <u>A. Reputationa</u> <u>I Risk</u>	Sub-category	Specific	Likelihood of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response (transfer, treat, tolerate or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
A1. Strategic risk	Charitable objects risk	Trust/Academy is not operating within its charitable objects	1	3	Treat	SLT ¹ & Resource Committee reviews	Trustees	Sep 2021
		Charitable objects become out of date / are no longer appropriate	1	1	Tolerate	Members keep under review	FGB ²	Sep 2021
		Trust/Academy receives unfavourable Ofsted report	2	4	Treat [+Take Improvement Opportunity]	Regular review of School Evaluations and HT's ³ targets.	A&A ⁴ Committee	Sep 2021
	Charitable status risk	Risk that Trust could lose its charitable status	1	4	Tolerate	SLT & Resource Committee reviews	Trustees	Sep 2021
	Long term demand risk	Insufficient demand for the Trust's/Academy's services leaves it unsustainable	1	5	Treat	Regular discussion item in SLT and Trustees	HT / Trustees	Sep 2021
	Competition risk	Presence of other organisations with similar objects and little scope for differentiation.	5	5	Treat	SLT & Resource Committee reviews	HT / Trustees	Sep 2021
		Other organisations competing for the same sources of income	5	5	Treat			Sep 2021

¹ SLT. Senior Leadership Team

² FGB. Full Governing Board

³ HT. Headteacher

⁴ A&A. Attainment and Achievement

	Stakeholder risk	Beneficiaries/other stakeholders don't consider that the Academy provides a valuable/high quality service thus reducing number of students on roll	2	4	Treat			Sep 2021
	Alliance / partnership risk	Appropriateness of alliances	n/a	n/a	n/a	Not a practical risk at present		Sep 2021
		Integrity of partner risk						Sep 2021
	Investment powers risk	Risk of the Trustees not acting in accordance with their investment powers	2	2	Treat	Procedures in Financial Procedures Handbook followed	Resource Committee	Sep 2021
	Insurance risk	Risk of financial loss/inability to replace items if Trust/Academy does not have adequate insurance cover	3(1)	4	Treat	Policy is to keep insurance risks fully covered	Resource Committee	Sep 2021
A1. Strategic risk	Macro-economic risk	Risk of the impact an uncontrollable event will have on the Trust/Academy, e.g. recession, war, oil crisis	1	4	Treat	Manage reserves to reduce risks.	HT / Resource Committee	Sep 2021
	Natural disaster risk	Risk of the impact an uncontrollable event will have on the Trust/Academy, e.g. fire, flood	2	3	Treat / Transfer	Business Continuity Plan is robust. Some risk transferred to insurers.	HT / Resource Committee	Sep 2021
	Technology risk	Information security risk	4	4	Treat	Procedures in ICT	HT / RM ⁵ Education	Sep 2021
		Virus risk/corruption of data risk	4	4	Treat	Policy		Sep 2021
		IT systems out of date / no longer supported	3	3	Treat	Planning for regular renewal	HT / RM Education	Sep 2021

⁵ RM Education. Research Machines Education, the Academy's ICT provider.

A2. Public profile risk	Charitable objects risk	Trust/Academy not seen by the public to be meeting its objects	3	3	Treat	Publicise what the Academy does; Webpage, and parent mail communication	HT	Sep 2021
		Objectives of the Trust are controversial which attract a high level of public interest	3	4	Treat	Promote Academy through PR, and social networking e.g. Facebook, twitter	HT	Sep 2021
	Trustees profile risk	Trustees have a high public profile and inappropriate appointments cause the Trust to attract publicity	3	3	Tolerate	Continue to promote, positive outcomes – Support and guidance from Academy Ambassadors	CoT ⁶	Sep 2021
		Trustees are seen by the public to be paid a high amount for expenses	1	3	Treat	Policy on Governors' Expenses on website	CoT	Sep 2021
A2. Public profile risk	Trustees profile risk	Trustees are not considered to be arm's length from the Trust	2	3	Treat	Financial Probity Code on website	CoT	Sep 2021
	Expenditure risk	Leadership and administration costs are perceived by the public to be high	2	3	Treat	Regularly reviewed by Resource Committee against benchmarks	Resource Committee	Sep 2021
A2. Public profile risk	Expenditure risk	Senior management of the Academy are seen by the public to be paid high salaries	1	3	Treat	Salaries reviewed against a fixed scale – see Pay Policy	Pay Committee	Sep 2021

⁶ CoT. Chair of Trustees

		Reserves level risk – Academy seen to be holding reserves and not spending enough on its charitable objects	1	2	Treat	Not a <i>practical</i> risk but treat perception by making information available.	Resource Committee	Sep 2021
	Quality of service / product risk	Academy provides a poor-quality service to its beneficiaries/customers	1	3	Treat	Review regularly to ensure high standards maintained.	HT and SLT	Sep 2021
	Fraud risk	Fraud discovered at the Academy attracts bad publicity	1	5	Treat	Apply Financial Probity Code	CoT &HT	Sep 2021
	Failure to comply with legislation risk	Failure to comply with Health and Safety legislation results in an employee/volunteer/beneficiary of the Trust/Academy being injured at work, attracting bad publicity	2	5	Treat	Apply Health and Safety Policy and Risk Assessments. Overseen by Trustees and Health and Safety working party	HT, Trustees	Sep 2021
		Failure to comply with employment law – e.g. unfair dismissal of an employee – attracts adverse publicity	1	3	Treat	Make full use of HR advice to avoid such situations.	HT, Resources Committee	Sep 2021
A2. Public profile risk	Litigation risk	Trust/Academy is involved in litigation	2	5	Treat	Maintain high standards in all aspects of the School's work and adhering to School's policies and legislation	HT Trustees	Sep 2021
A3.Governing Body organisation risk	Delegation risk	Committees not established with delegated authority, e.g. finance, personnel, etc.	1	3	Treat	Constitution of Standing Committees Policy kept up to date.	Trustees	Sep 2021

	Committee terms of reference not sufficiently flexible	1	3	Treat		Trustees	Sep 2021
	Trustees delegate too little / too much to the HT	2	4	Treat	Regular review of Scheme of Delegation.	Resource Committee/ Trustees.	Sep 2021
HT/absence risk	Trustees do not ensure rigorous monitoring is undertaken in the absence of the HT	2	4	Treat	Kept under regular review.	Resource Committee; CoT	Sep 2021

4. B. <u>Operational</u> <u>Risks</u>	Sub-category	Specific	Likelihood of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response (transfer, treat, tolerate or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
B1. Leadership information risk	Quality risk	Risk that information produced (financial and non-financial) for Trustees and senior management is not accurate or not in a format suitable for monitoring the performance of the charity	2	4	Treat	Information is monitored using independent sources of advice, especially Responsible Officer, Auditor, independent advisers	Resource Committee	Sep 2021
	Timeliness risk	Risk that management information is not available quickly after the period to which it relates	1	3	Treat	Kept under review by Resource Committee and Trustees.	HT	Sep 2021
	Review risk	Risk that management information is not subject to review	1	3	Treat	Regularly reviewed by Resource Committee	Resource Committee & Trustees.	Sep 2021
		Risk that action is not taken after the review of management information	1	3	Treat	Action Points always identified in Minutes and reviewed at next meeting.	CoT	Sep 2021

4. B. <u>Operational</u> <u>Risks</u>	Sub-category	Specific	Likelihood of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response (transfer, treat, tolerate or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
	Quantity risk	Risk that too little management information is produced to facilitate informed decision making	1	3	Treat	Kept under review by Resource Committee and Trustees.	Resource Committee and Trustees.	Sep 2021

B2. Human resources risk	Trustees risk	Insufficient experience of the charity/education sector	1	4	Treat	Trustee training. Co-option of persons with expertise. Guidance from Academy Ambassadors.	Trustees	Sep 2021
		Trustees without required expertise	3	1	Treat	Governor training	Trustees	Sep 2021
		Lack of availability/poor attendance at meetings	1	3	Treat	Membership and attendance reviewed by Trustees.	Trustees	Sep 2021
		Entrepreneurial risk – risk that Trustees are too entrepreneurial. Risk that activities of the Trust/Academy could be outside its objects.	1	4	Tolerate	Not a major risk at present	Trustees	Sep 2021

		Trustees become too involved with management of the Trust/Academy and are not independent of management	1	3	Tolerate			Sep 2021
		Trustees do not act solely in the interests of the Trust/Academy but for their business/other interests etc.	1	5	Treat	Apply provisions of Financial Probity Code.	Trustees	Sep 2021
		No member with responsibility for financial oversight is appointed	1	4	Treat	Appoint Chair and members of Resource Committee	Trustees	Sep 2021
		Passive Trustees	2	3	Treat	Governor training.	CoT	Sep 2021
	Leadership risk	Senior management capability / experience of Academy sector risk	1	4	Treat	Provide training and appropriate recruitment.	HT.	Sep 2021
		Integrity risk	1	4	Tolerate	Not a practical risk at present	HT	Sep 2021
		Key person loss / succession risk	4 (2)	3	Treat	Succession plan to be developed. CFO ⁷ has Keyman insurance	HT, CoT, Trustees.	Sep 2021
B2. Human resources risk	Staff risk	Low morale risk	3	3	Treat	Monitored by AHT ⁸	HT.	Sep 2021
		Retention risk	1	2	Treat	Monitored by AHT / HR ⁹	HT	Sep 2021

⁷ CFO. Chief Financial Officer

⁸ AHT. Assistant Headteacher

⁹ HR. Human Resources Manager

		Recruitment risk (recruiting someone unsuitable to work with children)	1	5	Treat	Safer Recruitment procedures used rigorously.	CoT and HT.	Sep 2021
		Appraisal / assessment risk	1	3	Treat	See Performance Leadership Policies.	HT.	Sep 2021
		Staff matters not referred to HR professionals, which could lead to tribunals	1	3	Treat	HR advice sought regularly on all difficult issues.	HT.	Sep 2021
		Training risk	1	2	Tolerate.	Training needs analysis undertaken for all sections of the Academy	HT	Sep 2021
		Unable to recruit appropriate teaching and support staff	4	4	Treat	Constantly review well-being of staff to improve retention. Improve recruitment offer (i.e. scope of staff benefits). Undertake joint recruitment with partner schools etc. Herts/Bucks Teaching Alliance	HT	Sep 2021
		Technical capability risk	n/a	n/a	n/a	We don't currently have volunteers as part of the staff body	HT	Sep 2021
B2. Human resources risk	Volunteer risk	Excessive reliance on volunteers	n/a	n/a	n/a		HT	Sep 2021
		Lack of control over volunteers	n/a	n/a	n/a		HT	Sep 2021
		Training risk	n/a	n/a	n/a			Sep 2021
		Risk that volunteers are not of appropriate	n/a	n/a	n/a		HT	Sep 2021

		quality/vetted/subject to police checks						
	Health & Safety risk	Staff fatality/injury	2	4	Treat	Health & Safety Policy and Risk Assessments applied rigorously.	HT	Sep 2021
		Fatality/injury to pupil/third party	4	2	Treat			Sep 2021
		Other third-party risk	2	2	Treat			Sep 2021
B3. Income risk	Donor risk	Trust/Academy heavily reliant on one donor	n/a	n/a	n/a	We don't currently have any "donors."	Trustees	Sep 2021
		Donor has a strong influence / power over charity's activities	n/a	n/a	n/a			Sep 2021
	Marketing risk	Other Trusts/Academies competing for donations or similar sources of income	2	2	Treat	Find new sources of funding / improve competitiveness.	HT	Sep 2021
	Grants receivable risk	Grants receivable not used for the purposes for which they were given	2	3	Treat	Use Financial Procedures Handbook rigorously. Auditors help to identify problems.	HT	Sep 2021
		Grants receivable reporting requirements are not adhered to	1	2	Treat	Use Financial Procedures Handbook rigorously. Auditors help to identify problems.	HT	Sep 2021
		GAG received late or sum reduced	3	4	Tolerate	Reserves managed prudently.	HT / Resource Committee	Sep 2021
B4. Supplier risk		Supplier financial viability	2	3	Treat			Sep 2021

Supplier selection risk	Supplier inappropriate	2	3	Treat	Rigorous tendering and payments processes applied, Inc. use of DfE's 'Deals for Schools' and external procurement advisers.	SBM ¹⁰	Sep 2021
	Supplier connected with either Trustees or staff	1	3	Treat	Apply Financial Probity Code.	SBM	Sep 2021
	Delivery risk	2	3	Treat	Regular reviews of suppliers.	SBM	Sep 2021
	Quality risk	1	3	Treat			Sep 2021
Key supplier dependency risk	Risk that supplies not available	2	3	Tolerate	Regular reviews of suppliers.	SBM	Sep 2021
	Risk of dependency on few suppliers	2	3	Treat	Rigorous tendering process.	SBM	Sep 2021
Value for money risk	Purchase price risk	2	2	Treat	Regular reviews of suppliers.	SBM	Sep 2021
	Efficiency risk	2	3	Treat	Regular monitoring.	SBM	Sep 2021

¹⁰ SBM. School Business Manager. We currently don't have anyone in this post. We expect to appoint for Sept 2020.

5. C. Compliance	Sub-category	Specific	Likelihood of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response (transfer, treat, tolerate or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
C1. legislation risk	Employment laws risk	Risk that legislative requirements are not known or complied with	1	4	Treat	Regular advice sought from external HR adviser.	HT	Sep 2021
		Discrimination risk	1	4	Treat	See Equality of Opportunity Policy	HT	Sep 2021
		Data Protection risk	3	4	Treat	Apply Data Protection Policy.	DPO ¹¹	Sep 2021
		Human Rights risk	1	3	Treat	See Equality of Opportunity Policy.	HT	Sep 2021
		Equal opportunities risk	1	4	Treat			Sep 2021
		Contract risk	1	3	Transfer	Keep up to date	SBM	Sep 2021
	Pension risk	Risk that legislative requirements are not known or complied with	1	3	Transfer	Keep up to date	HT / SBM	Sep 2021
	Health and safety risk	Risk that legislative requirements are not known or complied with	2	3	Treat / Transfer	Apply Health & Safety Policy. Employ external monitoring. From Herts.	HT / SBM	Sep 2021
C2.	UK legislation	Risk that legislative requirements are not known or complied with	2	3	Treat		HT / SBM	Sep 2021

¹¹ DPO. Data Protection Officer.

	EU legislation	Risk that legislative requirements are not known or complied with	2	3	Treat			Sep 2021
C3.	Statutory accounts risk	Risk that legislative requirements are not known or complied with	2	4	Treat /Transfer	External Auditor to advise.	HT / Resource Committee / SBM	Sep 2021
	Accounting standards risk	Risk that legislative requirements are not known or complied with	2	4	Treat /Transfer			Sep 2021
	risk							
C4.		Risk that legislative requirements are not known or complied with	1	2	Treat	Provide training.	HT / SBM	Sep 2021
		Risk Trustees are not aware of the legislative requirements of being on the Forum	1	2	Treat	Requirements listed in "Handbook of Governance. "	CoT	Sep 2021
C5.	VAT / PAYE / NI risk	Risk that legislative requirements are not known or complied with	2	3	VAT = Treat PAYE, NI = Transfer	See Financial Procedures Handbook. Contracted to EPM (3 rd party HR adviser)	HT / Resource Committee	Sep 2021
C6.	Protection Act risk	Risk that legislative requirements are not known or complied with	1	3	Treat	Apply Data Protection Policy rigorously. Have procedures audited by Herts.	DPO	Sep 2021

C7.	Disability risk	Risk that legislative requirements are not known or complied with	1	3	Treat	Apply Equality of Opportunity Policy rigorously.	HT	Sep 2021
	Child Protection risk	Risk that legislative requirements are not known or complied with	1	3	Treat	Apply Safeguarding Policy rigorously.	DHT/DSL ¹²	Sep 2021
C8.	Curriculum compliance	Risk that legislative requirements are not known or complied with	1	2	Treat.	Apply Meet Guided Learning Hours of exam boards. Review against Herts benchmarking for timetable/subject hours.	DHT. (Curriculum & Achievement) DHT (Post-16 & Timetable)	Sep 2021
	Mental health compliance risk	Risk that legislative requirements are not known or complied with	1	3	Treat.	Apply Staff Wellbeing Policy consistently.	Deputy HT (Post-16) & HR	Sep 2021
C9. risk	Grant criteria risk	Grant terms and conditions are not complied with	1	2	Treat	Apply Financial Procedures Handbook.	HT / SBM	Sep 2021
	Licensing risk	Risk that legislative requirements are not known or complied with	2	2	Treat	Apply ICT Policy and copyright procedures, etc.	RM Education, / SBM	Sep 2021

¹² DHT. Deputy Headteacher. DSL. Designated Safeguarding Lead. Currently Alison Hartley.

6. <u>D. Financial Risk</u>	Sub-category	Specific	Likelihood of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response (transfer, treat, tolerate or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
D1. Overall financial control risk	Financial Statement Risk	Risk that financial Statements are not prepared in accordance with Charities SORP	1	2	Treat	Accounts Direction Policies applied and Auditors to advise	HT / SBM	Sep 2021
	End of year return	Risk that end of year return will not be completed in accordance with the ESFA timetable	1	2	Treat	Auditors to prepare initial return	HT / SBM	N/A single return only
	Budget Risk	Risk that budget will not be prepared in accordance with the ESFA timetable	1	2	Treat	New budgetary process to be set up. SLT to manage departmental submissions	HT / SBM	Sep 2021
		Risk that budget will be in deficit	1	4	Treat	Careful planning of budget and contingency spend	Resources Committee	Sep 2021
		Risk that actual performance is not regularly reviewed against budget	1	4	Treat	Weekly review of performance by CFO and HT. Monthly management accounts produced. Half Termly review by resources committee.	HT / Resources Committee	Sep 2021

		Risk that budget virements hide target manipulation	1	3	Treat	Financial policy re budget virements rigorously applied	HT / Resources Committee	Sep 2021
	Reconciliation Risk	Risk that bank reconciliations/ other key reconciliations are not completed and reviewed	1	3	Treat/ Transfer	Apply financial procedures handbook procedures. RO & Auditors to advise	HT / SBM	Sep 2021
		Risk that suspense accounts are not cleared or reconciled	n/a	n/a	n/a	Not a practical risk at present as suspense accounts are not used		Sep 2021
	Consolidation Risk	Risk that subsidiaries are not consolidated within accounts	n/a	n/a	n/a	Not a practical risk – standalone academy		Sep 2021
							HT / SBM	
	Maintenance Risk	Risk that finance system will be unsupported	2	4	Tolerate	Not possible to prevent but kept under review	HT / SBM	Sep 2021
						Bank statements, pupil payments and asset register stored online through third party	HT / SBM	
	Access risk	Risk of unauthorised access to financial systems	2	4	Treat	Restricted access to finance drives, password protection see; ICT Policy	HT / SBM	Sep 2021
D3. Income Risk	Completeness Risk	Invoices not raised for all transactions	2	2	Treat	Other income not substantial. Music income checked with admin staff, hire of premises	HT / SBM	Sep 2021

						income checked with premises manager		
	Restricted Income Risk	Income is not identified as restricted on receipt	2	2	Treat/ Transfer	Apply academies guidance/ auditors to advise	HT / SBM	Sep 2021
		Restricted income is used for other purposes	2	2	Treat/ Transfer	Apply Financial Procedures/ RO & Auditors to advise	HT / SBM	Sep 2021
		Restricted funds are transferred to unrestricted funds without consent of donor	1	1	Treat/ Transfer	Not a large risk as fund account closely monitored and reconciled. Apply Financial Procedures/ RO & Auditors to advise	HT / SBM	Sep 2021
	Sponsorship funding risk	Sponsorship targets are not met	n/a	n/a	n/a	Not a practical risk at present – no sponsorship in place		Sep 2021
		Expected sponsorship not received	n/a	n/a	n/a	Not a practical risk at present – no sponsorship in place		Sep 2021
	Cut off risk	Risk that income is accounted for in the wrong period	2	2	Treat	Accruals accounting applied - Auditors to advise	HT	Sep 2021
	Fraud Risk	Risk that funds are misappropriated	1	4	Treat	Apply Financial Procedures – RO and Auditors to advise	HT	Sep 2021
D4. Expenditure Risk	Authorisation Risk	Risk that expenditure is not correctly authorised	1	2	Treat	Apply scheme of financial delegation. Ensure use of POs ¹³	HT	Sep 2021

¹³ POs. Purchase Orders

	Procurement Risk	Risk that best value for money is not obtained	2	2	Treat	Use a procurement company to ensure transparency. Reference DFE "New Deals for Schools."	Resources Committee	Sep 2021
	Allocation Risk	Risk that expenditure is allocated to incorrect cost allocation	1	1	Treat	Apply financial procedures to be advised by RO and Auditor	HT	Sep 2021
	Cut Off Risk	Risk that expenditure is accounted for in wrong period	2	2	Treat	Accruals accounting applied -Auditors to advise	HT	Sep 2021
	Fraud Risk	Risk of false payment	3	2	Treat	Apply financial delegation schedule and appropriate checks during payment authorisation	HT	Sep 2021
D5. Treasury Risk	Cashflow risk	Risk that cashflow requirements are not forecast	2	4	Treat	Apply financial procedures	SBM	Sep 2021
		Short term cash requirements not met due to investment tie ins	1	1	Tolerate	Not a significant risk at present - no long term investments		Sep 2021
D6. Fixed Asset Risk	Capital Construction Risk	Risk that assets built by contractors do not meet specifications or exceed budgets	1	3	Treat	Not a significant risk at present – no building work due to rebuild of school scheduled for 2016		Sep 2021
D6. Fixed Asset Risk							HT	Sep 2021
	Depreciation Risk	Risk that depreciation rate is not applied	1	1	Treat	Apply depreciation policy	HT	Sep 2021
	Fraud Risk	Risk that assets are misappropriated	2	2	Treat	Apply Financial Procedures Policy	HT	

D7. Investment Risk	Return Risk	Risk that return on investments is not maximised	1	1	Treat	Not a significant risk at present no major investment policy in place	Resources Committee	Sep 2021
D8. Debtors Risk	Recoverability Risk	Risk that debts are not recovered	1	1	Treat	Aged Debtors reviewed monthly	HT Resources Committee	Sep 2021
	Completeness Risk	Risk that debtors records are incomplete	1	1	Tolerate	Not a significant risk at present		
	Cut off Risk	Risk that debtors are accounted for in the wrong period	1	1	Tolerate	Not a significant risk at present		Sep 2021
	Cashflow risk	Risk failure to collect debt impacts on cashflow	1	1	Tolerate	Not a significant risk at present		Sep 2021
D9. Taxation Risk	Non- charitable trading risk	Risk of tax liability due to trading activities	1	1	Tolerate	Not a significant risk at present		Sep 2021
	Changes in legislation	Not aware of impact of changes in legislation	3	3	Treat	Review guidance bulletins from DfE, HMRC webinars and updates from auditors	SBM	Sep 2021
	VAT Risk	Risk that VAT return is incorrectly completed	2	2	Treat/ transfer	Vat specialist to review procedures and train finance staff in checks required. SAGE and auditors checks	SBM	Sep 2021
								Sep 2021
	Contractual commitments Risk	Risk of entering into a financial commitment without having required future funds	1	1	Tolerate	All large contracts (>£5,000) to be reviewed and endorsed at Resources Committees	Resources Committee	Sep 2021

D11. Related party Risk	Identification Risk	Risk that related party transactions are not identified	1	3	Treat	Disclosure of Interest register reviewed annually	HT / SBM	Sep 2021
	Disclosure Risk	Risk that related party transactions are not disclosed correctly in the accounts	1	1	Treat	Auditors to advise	HT / SBM	Sep 2021
D12. Funds Risk	Level of Funds	Risk that funds are too high/ too low	2	2	Tolerate	Carry over funding restriction caps now lifted	Resources Committee	Sep 2021
D13. Pension Risk	Funding Risk	Risk that scheme is in deficit	5	1	Tolerate	No practical action is available – deficit calculated by actuaries and disclosed in accounts		Sep 2021
	Contributions risk	Risk that employer's contribution increases	3	3	Tolerate	No practical action is available		Sep 2021
		Risk that correct contributions are not made	2	2	Transfer	Third party payroll provider. Auditors audit teachers' pension scheme contributions	HT / SBM	Sep 2021

7. COVID RISK ASSESSMENT

[Westfield Academy\Coronavirus\Risk Assessment\school_risk_assessment_sept 07.01.21 V10.pdf](#)

