

Oak Hill School Risk Register

Reviewed on Apr-26

Next Review date Apr-27

Reviewed by Chair and Executive Head, AP Barnet MAT

Category	Sub-category	Specific	Likelihood of occurring 5 = high 1 = low	Impact if occurs 5 = high 1 = low	Overall risk 1 - low 25 = high	Control procedures and target date	Person (s) responsible for action	Date of next review
Strategic Risk	Inspection	Academy receives unfavourable Ofsted report	1	4	4	Ensure constant oversight of standards in the school. Annual Learning Network Inspector to review education provision at the school. Clear accountability structures. "Good" status maintained in March 2025.	Head/ Exec Head/ Board	1.4.27
	Academy status risk	Risk that academy could lose its academy status	2	5	10	Ensure that legislation is adhered to and any updates applied	Board of Trustees	1.4.27
	Long term demand risk	Insufficient demand for the academy's services leaves it unsustainable	1	5	5	Ensure that the school's profile remains high at the Local Authority and other local . authorities Plans to expand to Primary and Sixth form.	Chair/Exec Head	1.4.27
	Competition risk	Presence of other organisation with similar objectives and little scope for differentiation	2	5	10	Not applicable at this time.	Chair/ Exec Head/ Head	1.4.27

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	Stakeholder risk	Beneficiaries/other stakeholders don't consider that academy provides a valuable/high quality service	2	5	10	Senior Management ensure high standards are maintained.	Head/ Exec Head/ Chair	1.4.27
	Alliance/ partnership risk	Integrity of partner risk	1	1	1	Not a practical risk at present.	Chair/ Exec Head	1.4.27
	Investment powers risk	Risk of the Trustees not acting in accordance with their investment powers	1	2	2	Procedures in Finance Policy Followed	Chair	1.4.27
	Insurance Risk	Risk of financial loss/inability to replace items if academy does not have adequate insurance cover	1	4	4	Annual review of insurance value against assets RPA Insurance in place	Exec Head/ SBM	1.4.27
	Macro-economic risk	Risk of the impact an uncontrollable event will have on the academy eg recession, war, oil, crisis, pandemic	4	5	20	Manage services to reduce risks Critical Incident Plan followed. Government and local authority guidance adhere to	Board of Trustees/ Exec Head	1.4.27

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	Natural disaster risk	Risk of the impact an uncontrollable event will have on the academy eg fire, flood pandemic	4	5	20	Some risk transferred to insurers. Regular review of Critical Incident plan Government and local authority guidance adhered to.	Board of Trustees/ Exec Head	1.4.27
	Technology Risk	Virus risk/corruption of data risk	2	4	8	Anti-virus software on all machines	IT contractor Head/SBM	1.4.27
		Information security risk				Robust backup procedures Procedures in ICT Policy		1.4.27
		IT systems out of date/no longer supported	2	4	8	Planning for regular renewal Regular/automated updates in place Adherence to Cyber Essentials requirements	IT contractor overseen by head/SBM	1.4.27
Public Profile Risk	Trustee profile risk	Trustees have a high public profile and may cause the academy to attract publicity	1	2	2	Not a risk at present	Chair	1.4.27

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		Trustees are seen by the public to be paid a high amount for expenses	1	2	2	Not a risk at present	Chair	1.4.27
		Senior management of the academy are seen by the public to be paid high salaries	1	2	2	Salaries reviewed against pay scales - see Pay Policy DfE guidance adhered to.	Chair	1.4.27
		Reserves level risk - Academy seen to be holding reserves and not spending enough on its academy objects	1	1	1	Not a risk at present Oversight by Resources and Risk Committee and Board	Chair	1.4.27
	Quality of service/ product risk	Academy provides a poor quality service to its beneficiaries/customers	1	4	4	Review regularly to ensure high standards maintained	Head/Exec Head	1.4.27
	Fraud risk	Fraud discovered at the Academy attracts bad publicity	1	4	4	Financial policy and procedures and audit in place	SBM/ Chair/ Exec Head	1.4.27

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	Failure to comply with legislation risk	Failure to comply with H&S legislation results in an employee, volunteer or beneficiary or the academy being injured at work, attracting bad publicity	2	4	8	Apply Health and Safety Policy and Risk Assessments.	Chair/ Trustee with H&S responsibility	1.4.27 1.4.27
	Litigation risk	Dismissal of an employee attracts adverse publicity.	1	3	3	Make full use of HR advice to avoid such situations.	Head/ Exec Head	1.4.27
		Academy is involved in litigation	1	5	5	Maintain high standards in all aspects of the School's work	Board of Trustees	1.4.27
Governing Body organisation risk	Delegation risk	Committees not established with delegated authority eg finance, personnel, etc	2	4	8	Periodic review to ensure they are all still current and working effectively.	Chair/ Exec Head	1.4.27
		Committee terms of reference not sufficiently flexible	1	3	3	Periodic review to ensure they are still current and working effectively	Chair/Exec Head	1.4.27
		Trustees delegate too little/too much to the Executive Head or Accounting Officer	2	4	8	Keep under regular review	Chair/ Exec Head	1.4.27

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	Executive Head/CFO absence risk	Trustees do not ensure rigorous monitoring is undertaken in the absence of the Executive Head and/or CFO	2	4	8	Procedures in place ensure that monitoring by Trustees takes place. Clear lines of accountability.	Chair	1.4.27
Management Information risk	Quality risk	Risk that information produced for trustees and SLT is not accurate or not in a format suitable for monitoring the performance of the academy.	2	4	8	Internal quality assurance Information is monitored using independent sources of advice, especially RO, Auditor, Independent advisers, Internal assurance.	Head	1.4.27
	Timeliness risk	Risk that management information is not available quickly after the period to which it relates.	2	3	6	Kept under review by SLT, Committees and Board of Trustees	Head	1.4.27
	Review risk	Risk that management information is not subject to review	1	3	3	Periodic review by SLT, Board and Committees	Chair/Exec Head/Exec	1.4.27
		Risk that action is not taken after review of management information	1	3	3	Action points always identified in minutes and reviewed at next meeting	Chair/ Exec Head	1.4.27

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	Quantity risk	Risk that too little management information is produced to facilitate informed decision making	2	3	6	Kept under review by Committees Head and SBM produce reports for Board Resources and Risk Committee meetings and Quality of Education Meetings.	Chair/ Exec Head	1.4.27
Human resources risk	Trustee risk	Insufficient experience of the academy/education sector	1	4	4	Training, co-opt members with expertise	Chair/Exec Head	1.4.27
		Trustees without required expertise	2	4	8	Training Due diligence carried out when appointing trustees.	Chair/ Exec Head	1.4.27
		Lack of availability/poor attendance at meetings	2	4	8	Review of membership Increased use of online portals such as Teams or Zoom	Chair/Exec Head	1.4.27
		Entrepreneurial risk - risk that trustees are too entrepreneurial, that the activities of the academy could be outside its objects	1	4	4	Not a risk at present	Chair	1.4.27
		Trustees become too involved with management of the academy	1	3	3	Not a significant risk at present	Chair/ Exec Head	1.4.27
		Trustees are not independent of management	2	3	6	Not a significant risk at present	Chair/Exec Head	1.4.27

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		Trustees do not act solely in the interests of the academy but for their business/other interests etc	1	5	5	Declaration of interest required of trustees	Chair/Exec Head	1.4.27
		No member with responsibility for financial oversight is appointed	2	5	10	Appoint Chair and members of Resources and Risk Committee	Chair/Exec Head	1.4.27
		Passive trustees	2	3	6	Governor training Governorhub used to distribute information	Chair	1.4.27
	Management risk	Senior management capability/ experience of academy sector risk	1	4	4	Training	Exec Head/ Head	1.4.27
		Integrity risk	1	4	4	Professional code of conduct in place	Chair/ Exec Head	1.4.27
		Key person loss/succession risk	2	4	8	Put succession plan in place	Chair/ Exec Head	1.4.27
	Staff risk	Low morale risk	3	4	12	Monitored by Head	Head	1.4.27
		Retention risk	3	5	15	Review pay policy and allowances	Head/ Exec Head	1.4.27
		Unable to attract the right level of skills in some subject areas	3	5	15	Review pay policy and allowances	Head/ Exec Head	1.4.27

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		Recruitment risk (recruiting some unsuitable to work with children)	1	5	5	Follow best practice in recruitment. Ensure DBS procedures are strictly applied Safer recruitment training	Head/ SBM	1.4.27
		Staff matters not referred to HR professionals, may lead to tribunals	2	4	8	HR advice sought regularly on all difficult issues	Exec Head/ Head	1.4.27
		Lack of training risk	1	3	3	Ensure all staff have training opportunities	Head	1.4.27
	H&S risk	Injury to students, staff, or visitors while on site	4	3	12	Ensure adequate number of trained first aiders Annual H&S Inspection and ongoing H&S checks	Head/SLT/ SBM/ All staff	1.4.27
		Incident on a trip outside of school	4	3	12	Ensure trip leaders are aware of the risks and complete appropriate risk assessments.	Head/ Trip Leader	1.4.27
		Fatality to staff, student or visitor	1	5	5	Apply procedures in Critical Incident Plan	All staff/ Exec Head/ Head	1.4.27
		Contractors on site do not abide by H&S rules	2	3	6	Ensure adequate supervision and intervene if any breaches are observed	Head/ SBM	1.4.27
		Outbreak of illness or disease	4	5	20	Follow Critical Incident Plan/H&S Policy Ensure clear communication with all parties Follow Gov, LA guidelines	Head/SLT/ SBM	1.4.27
	Security risk	The school is targeted by thieves and items stolen	2	4	8	Maintain, and increase, site security if necessary RPA insurance in place	Head/ SBM	1.4.27

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Premises risk	Occupation of premises	Risk that Tenancy at Will is ended resulting in school needing to relocate and/or cover rental costs	1	5	5	New 125 year lease was signed in 2025. TAW ceased.	Chair/ Exec Head	1.4.27
	Renovation and repair costs	Risk that renovation and repair costs due to age of the building increase in significant excess of budget.	5	4	20	Major works identified through regular site checks by Head and caretaker, and annual H&S inspection and budget set/adjusted accordingly Regular maintenance of building by caretaker/ contractors ensures minor issues are corrected and repaired and do not escalate into major issues RPA insurance in place Premises management policy in place	Head/SBM/ Caretaker Head/SBM/ Caretaker SBM	1.4.27
	Damage to property by pupils	SEMH setting means that many pupils have anger management problems and will deliberately damage school property, eg breaking windows, damaging security system, or put rooms out of service	5	3	15	Caretaker has carpentry and glazing experience and can repair damage in a timely manner Dangerous environments are closed off immediately & not re-opened until made safe Parents/Carers are contacted, conversations held with them and pupils re the effects of damage Budget setting takes account of costs associated with pupil damage to property	Head/SBM Caretaker Head/SBM Caretaker Head/DHT Exec Head/ Head/SBM	1.4.27

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Income risk	Grants receivable risk	GAG received late or sum reduced	2	4	8	Manage reserves prudently	Exec Head/ SBM	1.4.27
Supplier risk	Supplier selection risk	Supplier financial viability	2	3	6	Tendering and payments processes supplied	Head/ SBM	1.4.27
		Supplier inappropriate	1	3	3	Apply financial procedures	Head/ SBM	1.4.27
		Supplier connected with either trustees or staff	1	3	3	Declaration of interest by trustees	Exec Head/ SBM	1.4.27
	Key supplier	Risk that supplies are not available	2	3	6	Difficult to avoid the risk	SBM	1.4.27

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	Dpendency risk	Risk of dependency on few suppli	2	3	6	Ensure tendering/quote process takes place	SBM	1.4.27
	Value for money risk	Efficiency, cost risk	2	3	6	Monitor contracts, suppliers	Head/ SBM	1.4.27
Employee Legislation Risk	Non compliance risk	Non compliance with DfE requirements	1	5	5	Ensure all aware of deadlines Returns are made on time	Exec Head/ SBM	1.4.27
	Employment laws risk	Risk that not up to date with legislation and/or compliant	2	4	8	Ensure updates are sourced and policies and practice comply	Head/ SBM	1.4.27
		Data protection risk	2	5	10	Follow Data Protection policy	Head	1.4.27

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	Pension risk	Discrimination risk	2	4	8	See Equal Opportunities policy	Head	1.4.27
		Equal opportunities risk	1	4	4	Follow Equal Opportunities policy	Head	1.4.27
		Risk that legislative requirements are not known or complied with	1	4		Annual Audit by Buzacott	SBM/Finance	1.4.27
	Health and Safety risk	Risk that legislation not known or complied with	2	4	8	H&S policy H&S annual inspection	SBM/Head	1.4.27
Environmental Legislation	UK	Risk that legislation not known/complied with	2	3	6	Source updates	Head	1.4.27
	EU/World	Risk that legislation not known/complied with	2	3	6	Source updates	Head	1.4.27
Financial Reporting Risk	Statutory Accounts risk	Risk that legislative requirements are not known or complied with	1	4	4	Staff training Audit ensures compliance	Exec Head/ SBM	1.4.27
	Accounting standards risk	Risk that legislative requirements are not known or complied with	2	4	8	Staff training Audit ensures compliance	Exec Head/ SBM	1.4.27

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Academies Legislation risk		Risk that legislative requirements are not known or complied with	1	2	2	Training	Chair	1.4.27
		Risk trustees are not aware of legislative requirements of being on the board	1	2	2	Training	Chair	1.4.27
Tax legislation risk	VAT/PAYE/ NI Risk	Risk that legislative requirements are not known	2	3	6	Payroll outsourced to Schools Choice	Exec Head/ SBM	1.4.27
Data Protection risk		Risk that legislative requirements are not known or complied with Risk of data breach	2	4	8	Third Party engaged as DPO - currently GDPR Sentry (TIO). Data Protection annual audit Follow Data Protection Policy ICO registration in place	Head	1.4.27
		Risk of data loss through internal and external data processing	2	4	8	Data mapping exercise completed annually Staff, pupils, parents/carers, trustees sign Acceptable Use policies	Head/Trustee with GDPR Responsibility	1.4.27
Cyber Security risk		Risk that there is a cyber security incident	2	5	10	Cyber Essentials gained August 2025. Follow Cyber Response plan and Business Continuity plan. Follow all DfE requirements Registered with Police Cyber Alarm All staff receive annual cyber security training Server backed up on external drive Data migrated to the cloud and cloud to cloud back up in place Robust password policy in place	Head	1.4.27

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Welfare compliance risk	Disability risk	Risk that legislative requirements are not known or complied with	1	3	3	Equal opportunities policy	Head	1.4.27
	Child Protection Risk	Risk that legislative requirements are not known or complied with	1	4	4	Safeguarding Policy	Head	1.4.27
Sector compliance risk	Curriculum compliance	Risk that legislative requirements are not known or complied with	1	2	2	Curriculum policy	Head	1.5.24
	Mental health compliance risk	Risk that legislative requirements are not known or complied with	1	2	2	HR advice	Head	1.4.27
Local Authority and Central Government risk	Licensing risk	Risk that legislative requirements are not known or complied with	2	2	4	Third Party IT support monitor licensing in line with legal requirements	IT Contractor/ Head/SBM	1.4.27
Financial control risk	Budget risk	Risk that budget cannot be prepared in accordance with DfE timetable	1	3	3	Finance policy Adherence to deadlines	Exec Head/ Chair/SBM	1.4.27

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		Risk that budget will be in deficit	3	4	12	Forward planning Regular meetings with SLT and Resources and Risk Committee Management Accounts circulated monthly	Chair/ Exec Head/ SBM	1.4.27
	Reconciliation risk	Risk that bank and other reconciliations are not completed	1	3	3	Accountants/month end procedures/Entrust Audit ensures compliance	Exec Head/ SBM	1.4.27
Financial systems risk	Disaster risk	Risk that financial information is destroyed in the event of a fire/theft	1	5	5	ICT Disaster Recovery Plan Move to cloud based IT system in progress Follow Business Continuity Plan	Head/SBM	1.4.27
	Unauthorised access risk	Risk of unauthorised access	2	4	8	ICT Disaster Recovery Plan	Head/SBM	1.4.27

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Income risk	DfE	Funding changes	4	5	20	Be aware of changes Contingency planning	Exec Head/ SBM	1.4.27
	Restricted income risk	Restricted income used for purposes other than restriction	2	2	4	Finance policy	SBM/ Exec Head	1.4.27
	Completeness risk	Invoices not raised for all transactions	2	3	6	Finance policy	SBM/Head	1.4.27
Expenditure risk	Authorisation risk	Risk that expenditure is not authorised	1	3	3	Finance policy	SBM/ Head	1.4.27
	Allocation risk	Risk that expenditure is not accurately allocated	1	2	2	Entrust Accountancy Service in place Finance Policy and procedures applied rigorously Audit ensures compliance	SBM/ Head	1.4.27
	Price risk	Risk that discounts are not sought or obtained	2	2	2	VfE, best value principles applied	SBM/ Head	1.4.27

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Treasury risk	Cut off risk	Risk that expenditure is accounted for in the wrong accounting period	2	2	4	Finance policy and procedures Oversight by Resources and Risk Committee Audit ensures compliance Entrust accountancy service	SBM/ Head	1.4.27
	Fraud risk	False payments/invoices	1	3	3	Financial procedures followed rigorously Separation of duties principle applied	SBM/ Head	1.4.27
	Cash flow risk	Risk that cash flow requirements not in forecast	2	3	6	Finance Policy and procedures Cash flow forecast prepared annually by school accountant in line with audit request	SBM/Exec Head	1.4.27
Fixed asset risk	Asset recognition risk	Risk that assets are not capitalise	1	1	1	Fixed asset policy Financial policy and procedures policy	SBM/ Exec Head	1.4.27
		Risk that depreciation rate is not appropriate	1	3	3	Fixed asset policy Entrust Accountancy Service	SBM/ Exec Head	1.4.27
		Risk that assets are misappropriated	1	2	2	Financial policy and procedures policy	SBM/ Exec Head	1.4.27

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Treasury risk	Cash flow risk	Risk that cash flow requirements not in forecast	2	3	6	Finance Policy and procedures Cash flow forecast prepared annually by school accountant in line with audit request	SBM/Exec Head	1.4.27
Stock risk		Risk that stock is misappropriated	2	2	4	Financial policy and procedures policy Restrict access to stock cupboard	SBM/Head	1.4.27
Debtors risk	Rocoverability risk	Risk that debts are not recovered	2	4	8	Auditors and Responsible officer to advise	SBM/Exec Head	1.4.27
Related party risk	Identification risk	Risk that related party transactions are not identified	1	2	2	Financial procedures followed rigorously Related Party Transaction return completed annually by SBM and reported to DfE	SBM/Exec Head	1.4.27

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	Disclosure risk	Risk that related party transactions not correctly or fully disclosed in financial statements	1	2	2	Auditor and RO to advise	SBM/ Exec Head	1.4.27
Funds risk	Level of funds		2	4	8	Budget management and monitoring	SBM/ Exec Head	1.4.27
Pension risk	Funding risk	Risk that scheme is in deficit	5	1	5	No practical action available to school	SBM/ Exec Head	1.4.27
	Contribution risk	Risk that employers' contribution rate increases Risk that the academy is not making the correct contributions	4	3	12	No practical action available to school Funding received from DfE to mitigate cost Actuarial valuation	SBM/ Exec Head	1.4.27