



JIGSAW LEARNING TRUST

RISK REGISTER

Jigsaw Learning Trust – Risk Register

Identifying and managing the possible and probable risks that our Trust may face is a key part of effective governance for Jigsaw Learning Trust. By managing risk effectively, trustees can help ensure that:

- significant risks are known and monitored, enabling Trustees and governors to make informed decisions and take timely action;
- the Trust makes the most of opportunities and develops them with the confidence that any risks will be managed;
- forward and strategic planning are improved
- the Trust's aims are achieved more successfully.
- reporting in its annual report on the steps the Trust has taken to manage risk helps to demonstrate accountability to stakeholders including beneficiaries, funders, employees and the general public.

The responsibility for the management and control of the Trust rests with the Trust Board and the Chief Executive Officer. **The Trust will keep a risk register which will be a working document owned by the Trust Board, with delegated responsibilities for ongoing review and oversight passed to the Finance/Audit and Risk Committee.** Risk will be considered in terms of the wider environment in which the Trust operates – the financial climate, society and its attitudes, sustainability and the natural environment and changes in the law and government policy, technology and knowledge will all affect the types and impact of the risks that the Trust is exposed to.

The identification of risks is best done by involving those with a detailed knowledge of the way the Trust and its constituent schools operate. Trustees will seek to ensure that **Local Governing Bodies** follow the risk management procedures of the Trust Board. **Discussion between the CEO, Finance Director, Head teachers and School Business Managers will be essential in ensuring that each school follows appropriate procedures and that the Trust Risk Register as a whole represents a reliable assessment of the Trust's overall risk position.**

Risk management is a dynamic process ensuring that new risks are addressed as they arise. It should also be cyclical to establish how previously identified risks may have changed. Risk management is not a one-off event and should be seen as a process that will require monitoring and assessment. Senior leaders must take responsibility for implementation.

Probability	Description	Indicator
High – 3	Likely to occur each year, or more than 25% chance of occurrence within the next 12 months	Potential of it occurring several times within a 4 year period Has occurred recently
Medium – 2	Likely to occur within a 4 year time period or less than 25% chance of occurring within the next 12 months	Could occur more than once within a 4 year period Some history of occurrence
Low – 1	Not likely to occur within a 4 year time period or less than 5% chance of occurrence	Has not occurred Is not likely to occur

Impact	Description
High – 3	The financial/reputational impact will be significant [in excess of £50,000] Has a significant impact on the Trust/school's strategy or on teaching and learning Has significant stakeholder concern Can cause significant reputational damage to the Trust/school
Medium – 2	The financial/reputational impact will be moderate [between £25,000 and £49,000] Has no more than a moderate impact on strategy or on teaching and learning Moderate stakeholder concern Can cause moderate reputational damage to the Trust/school
Low – 1	The financial/reputational impact is likely to be low [below £5,000 and £24,000] Has a low impact on strategy or on teaching and learning Low stakeholder concern Is unlikely to cause any reputational damage to the Trust/school

IMPACT	Medium 3	High 6	High 9
	Low 2	Medium 4	High 6
	Low 1	Low 2	Medium 3
	PROBABILITY		

1. The Trust Board/CEO/Finance Director keep this risk register under continual review in the light of changing circumstances
2. The register is formally reviewed by the Trust Board and Trust Finance/ Audit and Risk Committee at least three times a year with any movement recorded.
3. Urgent changes may be made on the recommendation of the Trust Board in consultation with the CEO/Finance Director, subject to ratification by the Trust Board at the earliest opportunity

Risk Register – Strategic and Reputational Risks

Risk	Sub category	Specific	Probability	Impact	Risk Score	Response (transfer, tolerate, treat, or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review	
1 Strategic risk	Charitable objects risk	Charity is not operating within its objectives	1	3	3	Treat	Termly governors meeting	Finance Audit Committee Directors CEO Governing body	Ongoing	
		Charity receives unfavourable Ofsted report	1	3	3	Treat	Evaluate, monitor & improve	Directors CEO Governing body	Ongoing	
	Competition risk	Other organisations competing for the same sources of income	1	3	3	Tolerate	Maintain Outstanding Ofsted Category	Directors Finance Audit Committee Governing body	Annual	
	Insurance risk	Risk of financial loss/inability to replace items if charity does not have adequate insurance cover	1	3	3	Treat	Ensure adequate insurance policy in place.	Directors Finance Audit Committee FD Governing body	Annual	
	Natural disaster risk	Risk of the impact an uncontrollable event will have on the charity e.g. fire, flood	1	3	3	Treat	Disaster Recovery plan in place/ adequate insurance	Directors CEO Finance Audit Committee Governing body	Annual	
	Technology risk	Information security risk		2	3	6	Treat	Regularly update security Regular back-ups of school data	ICT support Connected it support	Annual
		Virus risk/corruption of data risk		2	3	6	Treat	Up to date virus protection. Firewall Constant monitoring Staff training	ICT support Staff	Ongoing

Risk	Sub category	Specific	Probability	Impact	Risk Score	Response (transfer, tolerate, treat, or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
2 Public profile risk	Trustee profile risk	Trustees have a high public profile and may cause the charity to attract publicity	1	3	3	Treat	Recruitment, DBS Training	Members Directors	Ongoing
	Fraud risk	Fraud discovered at the Charity attracts bad publicity. Misuse of Public Funds.	1	3	3	Treat	Whistleblowing policy, ATH, Finance manual, Internal controls, independent and internal auditors	FD, CEO, Directors, Finance Audit Committee Governing body	Annual
	Failure to comply with legislation risk	Failure to comply with Health and Safety legislation results in an employee/volunteer/beneficiary of the Charity being injured at work, attracting bad publicity	2	3	6	Treat	Policy, training, independent audit	Directors, CEO, Governing body, Premises Manager	Annual
2 Public profile risk (cont'd)	Failure to comply with legislation risk (cont'd)	Failure to comply with employment law-e.g. unfair dismissal of an employee attracts adverse publicity	1	3	3	Treat	Purchase HR and legal advice Adequate insurance cover	Directors Personnel Committee Finance Director HR Advisor	Annual
	Insurance risk	Risk of financial loss Charity is involved in litigation	2	3	6	Treat	Appropriate legal advice Adequate insurance cover	Directors CEO Finance Audit Committee Governing body	Ongoing
3 Governing body organisation risk	Headteacher/FD absence risk	Trustees do not ensure rigorous monitoring is undertaken in the absence of the Headteacher and/or FD	1	2	2	Treat	Temporary appointment made Succession planning Training of key deputies	Directors CEO Headteacher/ Governing body	Ongoing

Risk Register - Operational Risks

Risk	Sub category	Specific	Probability	Impact	Risk Score	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 (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	3	6	Treat	SIMS support, PSF, regularly review reporting system updates.	CEO FD, Business Manager Finance Committee Governing body	Annual
2 Human resources risk	Trustee risk	Lack of availability/poor attendance at meetings	3	3	9	Treat	Adequate notice of meetings	Directors Governing body	Annual
		Trustees do not act solely in the interests of the charity but for their business/other interests etc.	1	3	3	Treat	Register of business interests reviewed at each meeting, Ensure Governors aware of Nolan Principles	Directors Governing body	Annual
	Management risk	Senior management capability / experience of risk	1	3	3	Treat	Rigorous recruiting process/ active appraisal	Members Directors CEO.LGB	Annual
	Staff risk	Low morale risk	1	3	3	Treat	Performance management, good communication, leadership, regular staff meetings Safer recruitment process	CEO Headteacher HR Advisor	Ongoing
		Covid-19 risk		3	3	9	Treat	All procedures as recommended by DFE and public health in place to protect staff and children. Staff provided with PPE. Staff sent to get tested when unwell.	CEO Headteacher Staff

Risk	Sub category	Specific	Probability	Impact	Risk Score	Response (transfer, tolerate, treat, or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
							Cover arrangements can be made internally or through use of supply for classroom staff. Head teacher and admin team can work remotely on the school system to ensure business continuity. Headteacher (DSL) always contactable by email/phone with access to school systems to ensure full compliance.		
		Recruitment risk (risk of recruiting the wrong person)	1	3	3	Treat	Safer recruitment process	CEO Headteacher HR Advisor	Ongoing
		Recruitment risk (recruiting someone unsuitable to work with children)	1	3	3	Treat	Safer recruitment process DSB	CEO Headteacher HR Advisor	Ongoing
	Volunteer risk	Risk that volunteers are not of appropriate quality/vetted/subject to police checks	1	3	3	Treat	DSB Supervision of volunteers by qualified staff	Headteacher HR Advisor	Ongoing
2 Human resources risk	H & S risk	Staff fatality/injury	1	3	3	Treat	Health & Safety policy Adequate insurance cover Covid risk assessment	Directors, CEO Governing body/ Headteacher	Ongoing
		Other third party risk	1	3	3	Treat	Adequate insurance cover, HR Support Legal	Directors CEO Governing body/ Headteacher	Ongoing
3 Health and Safety	Premises	Failure to comply with statutory legislation. Annual Health and Safety /Fire Safety Inspections do not	2	3	6	Treat	Health & Safety, Fire Risk Assessment Policies, Asset Management,	Directors, Finance & Premises Committee,	Ongoing

Risk	Sub category	Specific	Probability	Impact	Risk Score	Response (transfer, tolerate, treat, or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
		meet requirements. Failure to maintain buildings increasing longer term costs.					Professional expertise, Training of Staff, Legal support and Insurance	CEO. Heateacher. FD, Site Supervisor	
4 Supplier risk	Supplier selection risk	Supplier financial viability	1	2	2	Treat	Pref supplier list, tender, quotes. Appoint Project Manager Scheme of delegation and best value procedures	FD, Business Manager	Ongoing
		Delivery risk	2	2	4	Treat	As above	FD, Business Manager	Ongoing
		Quality risk	2	2	4	Treat	As above	FD, Business Manager	Ongoing
	Value for money risk	Purchase price risk	2	2	4	Treat	Finance Policy	FD, Business Manager	Ongoing
		Efficiency risk	2	2	4	Treat	Finance Policy	FD, Business Manager	Ongoing

1 Employee legislation risk	Employment laws risk	Risk that legislative requirements are not known or complied with	1	3	3	Treat	Purchase , HR and legal advice to ensure compliance Adequate insurance cover	Directors, CEO, HR Advisor FD LGB	Ongoing
		Discrimination risk	1	3	3	Treat	As above	As above	Ongoing
		Data Protection risk	1	3	3	Treat	As above	As above	Ongoing
		Human Rights risk	1	3	3	Treat	As above	As above	Ongoing
		Equal opportunities risk	1	3	3	Treat	As above	As above	Ongoing
		Contract risk	1	3	3	Treat	As above	As above	Ongoing
	Pension risk	Risk that legislative requirements are not known or complied with	1	3	3	Treat	As above	As above	Ongoing
	Health & safety risk	Risk that legislative requirements are not known or complied with	1	3	3	Treat	As above	As above	Ongoing
Risk Register - Compliance RisksRisk	Sub category	Specific	Probability	Impact	Risk Score	Response (transfer, tolerate, treat, or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
2 Financial reporting risk	Statutory accounts risk	Risk that legislative requirements are not known or complied with	1	3	3	Treat	Appoint accountants Auditors, FD	Directors, CEO, FD, Finance Audit	Ongoing

Risk Register - Compliance Risks	Sub category	Specific	Probability	Impact	Risk Score	Response (transfer, tolerate, treat, or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
								Committee	
	Accounting standards risk	Risk that legislative requirements are not known or complied with	1	3	3	Treat	Appoint accountants Auditors ,FD	Directors, CEO, FD, Finance Audit Committee	Ongoing
	SORP compliance risk	Risk that legislative requirements are not known or complied with	1	3	3	Treat	Appoint accountants Auditors,FD	Directors, CEO, FD, Finance Audit Committee	Ongoing
3 Tax legislation risk	VAT/PAYE/ NI risk	Risk that legislative requirements are not known or complied with	1	3	3	Treat	Payroll SLA Appoint accountants Auditors	Directors, CEO, FD, Finance Audit Committee	Ongoing
4 Data Protection Act risk		Risk that legislative requirements are not known or complied with	1	3	3	Treat	Purchase HR and legal advice to ensure compliance Adequate insurance cover	Directors, CEO, FD, Finance Audit Committee Headteacher	Ongoing
5 Welfare compliance risk	Disability risk	Risk that legislative requirements are not known or complied with	1	3	3	Treat	Purchase HR and legal advice to ensure compliance Adequate insurance cover	Directors, CEO, FD, Finance Audit Committee	Ongoing
5 Welfare compliance risk	Child Protection Act risk	Risk that legislative requirements are not known or complied with	1	3	3	Treat	Regular training, Senior leader has responsibility, Safeguarding Adequate insurance cover	Directors, CEO, Headteacher Deputy	Ongoing
6 Sector compliance risk	National curriculum compliance	Risk that legislative requirements are not known or complied with	1	3	3	Treat	Regular training, Headteacher has responsibility	As above	Ongoing

Risk Register - Compliance RisksRisk	Sub category	Specific	Probability	Impact	Risk Score	Response (transfer, tolerate, treat, or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
	Mental Health compliance risk	Risk that legislative requirements are not known or complied with	1	3	3	Treat	Purchase HR and legal advice to ensure compliance Adequate insurance cover	Directors, CEO, FD	Ongoing
7 Local Authority and Central Government risk	Grant criteria risk	Grant terms and conditions are not complied with	1	3	3	Treat	Senior leader has responsibility Maintain audit log of grant expenditure	Directors, CEO, FD, Finance Audit Committee	Ongoing

Risk Register - Financial Risks

Risk	Sub category	Specific	Probability	Impact	Risk Score	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 DfE timetable	1	3	3	Treat	Finance SLA with City of Sunderland External accountants appointed	Directors, CEO, FD, Finance Audit Committee	Ongoing
		Risk that actual performance is not measured against budget on a regular basis	1	3	3	Treat	Regular reports (monthly) monitored by Chair, Finance Committee, CEO	Directors, CEO, FD, Finance Audit Committee	Ongoing
	Reconciliation risk	Risk that bank reconciliations / other key reconciliations are not completed and reviewed	1	3	3	Treat	Policy in place monitored by RO and Finance/Audit committee	Directors, CEO, FD, Finance Audit Committee	Ongoing
2 Financial systems risk	Disaster risk	Risk that financial information cannot be recovered in the event of a disaster (eg fire, theft, vandalism)	1	3	3	Treat	Regular backup. Backup kept offsite. Anti-Virus Software It Support	CEO, Headteacher/ FD, Business Manager, IT support	Ongoing
	Access risk	Risk of unauthorised access to financial systems	1	3	3	Treat	Clear division of duty. Access rights controlled	Headteacher/ CEO, Headteacher/ FD, Business Manager, IT support	Ongoing
3 Income risk	Fraud	Income collected not banked In its entirety,	1	2	2	Treat	Separation of duties Policy in place. Regular checks by RO. Regular audit, Finance Manual School scheme of delegation	CEO, Headteacher. FD, Business Manager	Ongoing

Risk	Sub category	Specific	Probability	Impact	Risk Score	Response (transfer, tolerate, treat, or terminate)	Control procedures and target date	Person(s) responsible for action	Date of next review
4 Expenditure risk	Authorisation risk	Risk that expenditure is not authorised	1	3	3	Treat	Finance Policy, systems in place Regularity Audit	CEO, Headteacher. FD, Business Manager	Ongoing
	Allocation risk	Risk that expenditure is allocated between SOFA headings using inappropriate basis	2	2	4	Treat	Regular checks by SM Annual Audit	CEO, Headteacher. FD, Business Manager	Ongoing
	Fraud Risk	False invoice/payment risk	1	2-3	3	Treat	Finance Policy, systems in place Anti-fraud, Corruption and Bribery policy Auditors	Directors, Finance Committee ,CEO, Headteacher. FD, Business Manager	Ongoing
5 Fixed asset risk	Capital construction risk	Risk that assets built by contractors do not meet specifications, or actual cost exceeds budget	2	2-3	6	Treat	Project Manager/ CDM, reputable contractor Tendering procedures	Directors, Finance Audit Committee Governing body Head, FD	Ongoing
	Fraud risk	Risk that assets are misappropriated	1	3	3	Treat	Anti-fraud, Corruption and Bribery policy	Directors, Finance Audit Committee Governing body Head, FD	Ongoing
6 Investment risk	Return risk	Risk that the return on investments is not being maximised	1	3	3	Treat	Investment Policy	Directors, CEO, FD,	Ongoing
8 Stock risk	Fraud risk	Risk that stock is misappropriated	1	3	3	Treat	Fixed asset register , internal external auditors	Directors, Finance/Audit CEO, FD,SBM	Ongoing
9 Debtors risk	Recoverability risk	Risk that debts are not recovered	1	1	1	Treat	Finance Policy Academy financial Handbook	Directors, Finance/Audit CEO, FD,SBM	Ongoing
10 Taxation risk	Change in legislation risk	Risk that charity is not aware of changes in legislation	1	2	2	Treat	Appoint auditors	Directors, Finance/Audit CEO, FD,SBM	Ongoing

11 Pension risk	Funding risk	Risk that scheme is in significant deficit	3	3	9	Tolerate	Known and accepted by GB Actuarial assessment	Directors, Finance/Audit CEO, FD,	Ongoing
	Contribution risk	Risk that employers' contribution rate increases	2	2	4	Tolerate	Known and accepted by GB Actuarial assessment	Directors, Finance/Audit CEO, FD	Ongoing
	Contribution risk	Risk that charity is not making the correct contributions	1	3	3	Treat	HR Payroll provider support purchased Actuarial assessment	Directors, Finance/Audit CEO, FD	Ongoing