Strategic Plan	Risk Number	Risk	Early Warning indicators	Gross Risk (L)	Gross Risk (F) + (R)	Gross Score Total	Existing controls and actions	Source of Assurance	Net Risk (L)	Net Risk (F) + (R)	Net Score Total	Risk level low/medium/high	Responsibility	Progress Update
1. To provide a supportive, inclusive, challenging environment with enriching experiences that enable pupils to fulfil their potential	1	Inability to recruit and retain pupils could lead to not meeting financial targets and impact negatively on following years funding and makes staffing uncertain	Planned admission numbers not met, pupil and parent complaints, esp. around class conditions, poor attendance	3	5	15	Relevant staff monitor and report application and admission levels during the enrolment periods to ensure management are aware of learner numbers, and retention rates	Application, admission and enrolment statistics: comparisons over time	2	3	6	LOW	Co-HTs	Open mornings, 360 tour on the website, well known in the local community with fundraising events
	2	Inability to attract and retain personnel (staff) which results in loss of expertise and reliance on expensive agency staff	High staff turnover and high spend on advertising posts. Posts are hard to fill	3	5	15	Co-Head Teachers and SBM regular meetings to discuss staffing	Established coaching support and appraisal process - open communication	2	3	6	LOW	Co-HTs and SBM	fully staffed for beginning of academic year
	3	Inability to attract and retain governors which results in loss of expertise and impacts governance of school	Recruitment process challenging. Posts are hard to fill	5	6	30	Half termly Governor meetings	C of G - governor skills audit, governor structure in place	3	4	12	LOW	C o G and Co-Head Teachers	Parents Governors now in post and continued rrecruitment process for Co-opted Governors
	4	Deterioration of buildings resulting in inadequate, unattractive or unsustainable premises	Non completion of compliance tasks	3	4	12	Regular updates to compliance register. Buy into Surrey CC works, proative management of compliance	SBM - regular updates to Co-HTs and Governors	2	4	8	LOW	SBM/ Site Manager	Budget plan has maintenance allocation
	5	Failure of key infrastructure components leading to unplanned closures	Planned maintenance programmes not being followed	3	5	15	Maintenance and Legislative Compliance programmes in place and monitored monthly by the SBM to ensure compliance is maintained at all times	Business continuity plan in place	2	4	8	LOW	SBM/Co-HTs	

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	6	Cyber Security breach to schools IT equipment leading to data breaches, malware attacks, or financial losses, which could result in litigation and loss of reputation	Back ups fail, phishing emails flagged	4	3	12	Web filtering software installed across network, daily backups of server including 'off-network' back up stored locally, Cyber security training for all staff to be rolled out	Alerts monitored by IT consultant daily, shared experiences of other local schools	1	2	3	LOW	SBM/Co-HTs/IT Consultant	Teachers and SLT completed training, LSAs and Office team to complete
	7	Intruders access school site and pose physical risk to staff, pupils and visitors	Maintenance of school gates not completed, passcodes shared outside of school staff	3	3	9	Maintenance of school perimeter completed, additional 2m fencing around field and playground, school perform lockdown practices termly	Site Manager weekly checks of school perimeter and school gates	2	2	4	LOW	SBM/Co-HTs/Site Manager	
	8	Risk of outbreak of fire in school buildings, which could result in loss of life, closure of school site and loss of reputation	Planned maintenance programmes not being followed, risk assessments for high risk activities not read and understood by staff	2	3	6	Maintenance and Legislative Compliance programmes in place and monitored monthly by the SBM to ensure compliance is maintained at all times. CHT's have put together model risk assessments for science and cookery that staff adapt for their own activities	Staff CPD covering risk assesments. Business continuity plan in place. Half termly fire drill practice across school. Fire Awareness training for all staff	1	2	3	LOW	Co-HTs and SBM	
	9	Health and Safety of staff, pupils and visitors (especially during building works) which could result in litigation and loss of reputation	Accident / Incident reports and trend analysis. Number of reported safeguarding incidents. Insurance claims.	2	4	8	SLT are briefed and take any actions required Risk assessments reviewed and written when needed	H&S updates to Co-HTs and Governors	2	3	6	LOW	Co-HTs	H&S walks, Undertaken Surrey H&S audit
2. To achieve continuous improvement in quality and standards throughout the school.	10	Inadequate access to reliable and timely data which results in inability to track pupil performance and impacts on decision making	Not all subjects captured using Insight reports or insufficient data used	2	4	8	SLT ensures systems are up to date and robust reporting from leaders and middle leaders	Consistent reporting system, access to staff and pupils, Subject reports, reports to governors	1	4	4	LOW	Co-HTs	

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	11	End of Key stage 2 external SATs results drop significantly which results in loss of reputation, pupil retentention	Insight reports insufficient to flag early intervention required	2	5	10	termly summative assessments, puil progress meetings, moderation, book looks, planning scrutiny, formative assessment throughout the year, RLP joint moderation sessions	SLT meetings, pupil progress meetings	1	4	4	LOW	Co-HTs/ SLT	Insight analysis
	12	Attendance of pupils drop which results in loss of reputation	analysis of studybugs, number of reported absences increases	2	4	8	SLT reports for Attendance, Retention and Lates	Monitoring attendance, attendance reviews and engagement with Inclusion offcer	1	4	4	LOW	Co-HTs /attendance officer	excel tracker and tracking children at 92% attendance and below
	13	IT Equipment failure or 'end of life' status in classroom which impacts the quality of the lessons being delivered	Poor performance of equipment in a teaching environment being logged by the IT support team	5	4	20	The ICT technician monitors and raises concerns with Turn It On via helpdesk weekly to make sure there are no issues.	IT Helpdesk calls and report to SBM	4	3	12	LOW	BT/SBM	equipment replaced as it fails which is a drain on school budget
3. To sustain a culture in which staff are valued and provided with an effective programme of continuous professional development.	14	Failure to maintain constructive employment relations which leads to industrial unrest, high staff turnover and low morale	Complaints, Relationships with the trade unions monitored through HR	3	5	15	Annual plan of CPD, weekly - week ahead sheets, termly overview, curriculum handbook	Staff meeting agendas, employee assist programme, Staff well-being survey, union rep meetings encouraged in school, open door policy with Co-HTs/SLT	2	3	6	LOW	Co-HTs	
	15	Failure to provide a relevant CPD training programme which leads to industrial unrest, high staff turnover and low moral	Appraisal reports; whole school development opportunities given	3	4	12	Co-HTs reviews staff CPD requests to ensure relevance and actively promotes CPD	Take up of CPD training regularly monitored, staff have access to National College	2	3	6	LOW	Co-HTs	

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4. To work with partners to improve and extend learning opportunities and to contribute (at local level) to the promotion of outstanding learning.	16	External relationships not being effective or threatened by reduced funding resulting in loss of income	Lack of contact with key local stakeholders, partners and decision makers	3	4	12	Runnymede learning Partnership and close liaison with feeder infant school, SAfE support	RLP minutes	2	3	6	LOW	Co-HTs	
			Loss of local links with external providers	3	3	9	Club links kept strong with weekly clubs maintained. New links brought in throughout the year.	Club/visitor bookings	2	3	6	LOW	SBM	
5. To adapt and develop provision, taking full advantage of technology, for a changing society.	17	Failure to deliver IT resources to staff to carry out their activities which leads to poor pupil experience and low staff moral	Teaching observation; course reviews; devise a manageable resource strategy	3	4	12	The Curriculum/subject Leads feedback to SLT on any issues to ensure that IT resources are available and training given	Training evidence such as CPD certificates and CPD meeting agendas	2	4	8	LOW	Curriculum lead/SLT/Co-HTs	
	18	Insufficiently developed "learning environments" leads to poor pupil experience and low staff morale	CPD feedback. IT strategy action plan monitored; Pupil voice, staff voice	3	4	12	Curriculum lead/Subject leader ensures that CPD strategy is updated and reviewed annually, mapped against the online safety curriculum which reduces the risk	Feedback from Subject lead, pupil/staff voice	2	4	8	LOW	Curriculum lead/SLT/Co-HTs	
6. To achieve and maintain a robust financial status.	19	Inaccurate income and expenditure reporting resulting in poor decision making	Financial budget reports to governors and Co-HTs insufficient to make accurate decisions	3	5	15	SBM FMR for general review and variance explanation to demonstrate that budget holders know and understand their data so spotting any irregularities.	Month end checklist. SVF audited annually	2	4	8	LOW	SBM	SCC mandated new reports for SVF, reviewed termly by Governors
	20	Loss through fraud, error, theft or disaster giving rise to waste of public funds	Responding to staff competency issues; Physical inspection; Budget overspends	3	4	12	SBM FMR for general review and variance explanation to demonstrate that budget holders know and understand their data so spotting any irregularities.	Month end checklist. SVF audited annually, audit trail of all transactions	2	3	6	LOW	SBM	

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	21	Financial Regulations and Financial Procedures are not updated or are not adhered to / understood resulting in breaches of regulations and legal compliance	Slow authorisation/payment, staff exceeding their authority to enter into contractual commitments, budgets being overspent	4	3	12	Finance policy updated every 3 years and approved by Governors	Month end checklist. SVF audited annually	2	3	6	LOW	SBM	
	22	Failure to comply to Budget leading to financial claw back	Financial budget reports to governors and Co-HTs insufficient to make accurate decisions	4	5	20	SBM FMR for general review and variance explanation to demonstrate that budget holders know and understand their data so spotting any irregularities.	Month end checklist.	3	5	15	MEDIUM	SBM	
	23	Funding cuts in future periods (financial viability) resulting in the school having financial difficulties	3-yr draft budget shows deficit; monthly FMR shws deficite carry forward	5	5	25	Draft budget ratified and approved by Governors and CHT	3-yr draft budget submitted to SCC for review in nov to flag any issues before final budget in Mar	3	5	15	MEDIUM	SBM	Budget process and deadline delayed while funding detail cofirmed by DfE
	24	Funding cuts in future periods resulting in low staff moral and high turnover	Staff turnover increases due to low moral and lack of CPD	4	4	16	Co-HT monitors and SBM updates all staff on finance status.	Established coaching support and appraisal process - open communication	2	4	8	LOW	SBM	
	25	Increased competition from other institutions resulting in recruitment not being achieved	High staff turnover and high spend on advertising posts. Posts are hard to fill	4	4	16	Co-Head Teachers and SBM regular meetings to discuss staffing resources	Monitoring of staff absences, open communication with CHT	3	4	12	LOW	Co-HTs and SBM	