

Type of risk	Specific risk	Impact (1-5) (a)	Likelihood (1-5) (b)	Score (a) x (b) + (a)	Category >=15 High >=8 & <=14 - Medium <=7 - Low	Control procedures	Retained (net) risk (L, M or H)	Monitoring process	Responsibility for action	Further action required	Date of review
Governance	Normal processes for organisational approval of routine changes to practice are not sufficiently responsive to the current situation and are also currently suspended.	3	1	6	Low	Pattern of board meetings amended for more frequent full board and/or LGC meetings. Meetings to be held in line with NGA Guidance with focus on critical business decisions, continuing support for vulnerable pupils and those with EHCPs, safeguarding and other CV19 related matters. Plans in place for the board to hold virtual meetings, perhaps at short notice as deemed necessary by the chair. Provision in place for the delegation of functions to the chair or vice chair (if the chair is unable to act). Meetings between the CEO and Chair to continue.	Low	Meeting agendas and timetable. Documents stored on Governorhub.	Chair of the board	None	28th May 2020
Governance	Information is not shared by the school leadership with LGCs	3	1	6	Low	Pattern of LGC meetings amended for more frequent full board meetings. Regular updates provided by the HT and/or CEO. Meetings between the HT and Chair to continue.	Low	Meeting agendas and timetable. Documents stored on Governorhub.	LGC Chairs	None	28th May 2020
Governance	Oversight is not maintained on the educational and safeguarding provision	5	2	15	High	Primary & Secondary Phase Executive Leaders monitoring the quality, level and type of provision. IT team monitoring and amending policies to ensure delivery format meets GDPR & Safeguarding requirements. Safeguarding Policy updated for remote working and school closure. Board and LGCs ensure that when meeting remotely they continue to have regard to the trust's policies on data protection.	Low	Core Group at least weekly review. Core Team M365 Team.	Executive Leaders	None	28th May 2020
Strategic	Decisions based on inappropriate guidance and/or not regularly reviewed the current advice from the Government on the specific education, health and business impacts associated with the pandemic	5	1	10	Moderate	Policy, risk register and phased re opening plan developed following DfE, PHE, HSE and local knowledge with support of legal, insurance, H&S and HR advisors. Pandemic Team in place.	Low	Core Group at least weekly review. Core Team M365 Team.	CEO/Core Team	None	28th May 2020
Strategic	The Trust's strategic priorities are ignored as the executive focuses on the demands of mitigating risks associated with Covid-19 and preparing schools for re-opening	3	1	6	Low	Additional board meetings arranged to focus on the different elements and priorities; CEO provides briefing papers on progress towards to meeting the Trust's strategic intent as well as the steps to mitigate the risks associated with Covid-19; CEO in regular liaison with potential partners and works closely with them in sharing Trust resources and best practice.	Low	Monthly board meetings during the lockdown; Core Group at least weekly review.	CEO/COO	None	28th May 2020
External	Reputational risk to Trust as a result of poor decision making	4	1	8	Moderate	Policy, risk register and phased re opening plan created with reference to external advice (DfE, PHE, HSE, unions, SCC & Surrey-wide MAT group), in consultation with school leaders and reviewed by LGCs and Trust board. Core team holding minimum bi weekly meetings, EG weekly meetings with CV19 as main focus.	Low	Core Group at least weekly review. Core Team M365 Team.	CEO/Core Team	None	28th May 2020
Education	Schools fail to provide adequate resources for effective home learning	5	1	10	Moderate	Specific guidance on quality of provision disseminated to all school leaders and staff. School and executive leaders audit the quality and quantity of provision weekly. Regular training on MS Teams to enhance variety and quality of provision. Feedback sought from parents / carers on uptake with rapid response to any complaints.	Low	Weekly Executive Group meetings and sub-groups led by designated members of the Core Group	CEO	None	28th May 2020
Education	Schools fails to cater adequately for key worker and vulnerable children	5	1	10	Moderate	Schools have remained open during the holidays; at least twice weekly contact with all vulnerable children / families and related social workers; audit trail kept; Trust-wide designated safeguarding lead appointed to coordinate school provision and oversee policy amendments for Covid-19 in line	Low	Weekly Executive Group meetings and sub-groups led by designated members of the Core Group	CEO	None	28th May 2020
Education	Secondary schools submit unaudited exam results that do not bear scrutiny and undermine the Trust's reputation	5	1	10	Moderate	Standardised approach across the Trust for the collation of students' final grades with rigorous review process implemented by first schools and then the Trust.	Medium	Secondary heads and Core Group assess and review data.	CEO	None	28th May 2020
Financial	Procurement policies & procedures put the Trust at risk: financial insolvency of supplier, dependency on few suppliers, trading with Connected Parties	4	4	20	High	Key suppliers/contractors identified and business teams in constant contact regarding level of need to support our critical activities. Trust applying principles of Procurement Policy Note 02/20: Supplier relief due to COVID-19	Low	COO/Trust PM regularly review. SBM KIT meetings.	COO/Trust PM	None	28th May 2020
Financial	Loss of income due to funding changes and external income streams failing	5	1	10	Moderate	Significant level of funding arises from assured income streams. Where costs are directly related to non governmental funding furlough scheme has been implemented. Reduced costs in many areas have offset most areas of risk.	Medium	COO/HR Manager review weekly as dependent on HMRC accepting right to furlough.	COO	Further review of ECC & MAE as risk remains of impact when operations have to restart and income less than	28th May 2020
Financial	Financial loss / inability to cover costs due to inadequate insurance cover	3	1	6	Low	Comprehensive identification of key liabilities. Regular communication with insurance and legal advisers. Agreed strategy with SBMs to minimise financial exposure.	Low	COO/Trust PM regularly review. SBM KIT meetings.	COO	Specific advice on additional FAQs sought from insurer	28th May 2020
Human resources	Failure to effectively communicate risk reduction measures in place in schools, resulting in refusal to return to work by some staff	3	1	6	Low	Face to face staff conferences to be held in social distancing groupings, reinforced by checklist of measures and expectations provided to every member of staff. Opportunities for staff to air concerns in advance of return, with questions answered by trust H+S consultant.	Low	Core Group at least weekly review/ Regular meetings with Headteachers (on average weekly). SBM & IT KIT meetings. Core Team, Headteacher, SBM & IT M365 Teams. School level teams.	CEO/ Core Group	None	28th May 2020
Human resources	Inadequate consultation with trades unions results in unions advising against return to work	3	1	6	Low	Clear communication of return to work plan and mitigation measures in place at each site, with all issues raised responded to	Low	COO/ HR Manager regular review.	COO	None	28th May 2020
Human resources	Legal claims made by staff	5	2	15	High	Detailed advice provided by BET lawyers to Chair of trustees. Staying Safe in School Policy in place. Risk assessments in place for H&S and return to work ('RTW') provided by Trust H&S Consultants. School leaders supporting staff well being.	Medium	COO/ HR Manager regular review and consultation with Trust lawyers.	COO	Referrals to OH and/or Legal advice as required	28th May 2020
Human resources	Negative impact of the pandemic on a member of the school community	5	1	10	Moderate	Well being strategies in place for supporting staff manage the isolation and potentially new or increasing mental health needs. Employee Assistance Programme for confidential consultations. Trust phased opening plan in place. Opening deferred and staged to limit and allow flexibility to respond to emerging risks. H&S Risk Register provided by Trust H&S consultants and completed by each trust school. Return to work virtual meeting and completion of RTW template for those staff anxious about RTW and appropriate mitigation measures applied. Equality impact assessment carried out if appropriate giving consideration to those groups of staff who may be disadvantaged.	Low	Core Group at least weekly review/ Regular meetings with Headteachers (on average weekly). Core Team and Headteacher M365 Teams.	CEO/Core Team/Headteachers	None	28th May 2020

Operational	The organisation has not identified a Pandemic Co-ordinator/Team who will lead on developing emergency response plans	5	1	10	Moderate	The trust has identified the Core Team as the lead team. It regularly consults with the Executive Groups of Headteachers, SBMs and IT teams to ensure a wide range of stakeholders in the planning process. It has taken advice from legal, HR, H&S and insurance advisors. It has reorganised the pattern of board meetings to ensure appropriate challenge.	Low	Core Group at least weekly review. Core Team M365 Team.	CEO	None	28th May 2020
Operational	The critical activities that the organisation carries out which must continue during a pandemic have not been identified	5	1	10	Moderate	The employees required to carry out these activities have been considered along with other key elements such as equipment, materials, suppliers, contractors and logistics. Where necessary internal resources have been reallocated.	Low	Core Group at least weekly review. Core Team M365 Team.	CEO/COO	None	28th May 2020