

HOLMER GREEN SENIOR SCHOOL RISK REGISTER

Reviewed: January 2026 Agreed: February 2026

The Risk Register is targeted at a strategic level to provide a response to those areas identified that could have a significant impact on the school's reputation, its people (both students and staff) and its ability to operate and deliver effectively.

It is not designed to duplicate action already undertaken by the Governing Body, its committees or the school's Senior Leadership Team. It is however a document that should be used by all appropriate governors and staff.

It is designed to provide:

- a mechanism for identifying which risks represent opportunities and which represent pitfalls
- a clear view of the variables to which the school may be exposed
- a basis for determining the response required to a particular risk
- a format to review the preparedness to a particular risk
- the assessment of key indicators linked to a specific risk
- the opportunity to adjust action, by agreement, in mitigation

The Finance, Premises and Health and Safety Committee, will on behalf of the Trust and Governing Body manage the Risk Register and consider the following in its area of review:

- Development Plan (for mid-term objectives)
- Improvement Plan (for short term objectives)
- Self Evaluation documentation
- Audit reports (Ofsted, financial, health and safety, etc)
- Academic results
- Media coverage
- Other appropriate information

The Finance, Premises and Health and Safety Committee, in managing the Risk Register, will conduct a process whereby it requests information on action taken by, primarily, but not exclusively the following sources:

- Trustees
- Governing Body
- Governing Body Committees and Sub-Committees
- Senior Leadership Team
- Other staff as appropriate.

In summary, the Risk Register's purpose is to highlight potential weakness, prompt appropriate action by appropriate Governors and the Senior Leadership Team, and review the impact of action taken.

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Areas covered by the Risk Register will be positioned under the following headings:

Strategic	<i>Includes:</i> funding, student capacity, curriculum, standards of achievement, Child Protection, Governance
Operational	<i>Includes:</i> teaching, support functions, information technology, management
Financial	<i>Includes:</i> budget, controls, systems, transactions, loss, risks
Compliance	<i>Includes:</i> national and professional standards, educational and legal obligations
Reputational	<i>Includes:</i> failure to deliver in all four areas above, plus public relations and communications

Guidelines for determining likelihood of risk being realised:

4: Very likely	Risk has a high probability of happening
3: Likely	Risk is more probably than not going to happen
2: Possible	Risk may happen
1: Unlikely	Risk has a low probability of occurrence

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Guidelines (and examples) for determining potential severity of risk being realised:

SEVERITY RATING	Financial Impact	Non Financial Impacts		
		Reputation	People	Operations
4 Extreme	Over £200,000	Severe reputation impact: - prominently covered in national and specialist media	Severe impact on people: - Fatality - Severe Child Protection breach - Students are withdrawn - A number of staff leave as a result	Severe operational disruption: - major facility / service unavailable for more than one week
3 Serious	£50,000 - £200,000 <small>Note: to be kept under review – linked to progressive revenue surplus and project commitments</small>	Reputation impact of lasting effect: - prominently covered in local and specialist media; - significant league table position change	Serious impact on people: - Serious accident, major injury, life changing consequences - Long term-ill health - Serious Child protection breach - Widespread cause of significant dissatisfaction and de-motivation	Major operational impact: - unavailability of a facility / service causing delays in processes - serious waste of resources
2 Significant	£20,000 - £50,000	Reputation impacted in local / specialist area: - covered in specialist media but not noticeable to wider public	Significant impact on people: - Significant injury - Cause for concern amongst students, parents and staff - no lasting consequences	Significant operational impact: - Health issue requiring concerted management attention - Disruption in a few departments / delaying major academic processes
1 Marginal	£2,500- £20,000	Internal awareness impact: - may be evident to those close to the event / area of interest	Minor impact on people: - unsettling rumours	Minor operational impact: - secondary system or process disrupted for less than a week

Colour Coding for Governors:

Full Governors		Trust & Executive	
		Finance, Premises & H+S	

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STRATEGIC

Risk	Implication	Severity	Likelihood	Risk	Strategy	Mitigating actions (a) action taken (b) action to be taken (c) controls in place	Who e.g. Committee SLT	When	Contingency Plan
Student numbers <i>Below agreed admission number</i>	Low numbers = lower funding	3	2	6	Manage	Effective promotional activity	GB/ SLT	Termly	Review of staffing for the forthcoming year to minimise where possible. Curriculum adaptations reduce sets/offer. Continued investment and promotion in Open Evening, etc. Contingency planning for a reduction in school numbers
						Admission procedures: Advertising Reputation	GB / HT and BM	Termly	
						Growth Strategy	GB / HT and BM	Termly	
	Numbers expected to start falling in secondary schools from 2028					School promotion and incentives to ensure that HGSS remains a school of choice to ensure our PAN numbers are retained			
Funding <i>No medium or long term certainty on income</i>	Deficit revenue budget	3	4	12	Manage	Maintain a reserve fund	FPHS/SLT	Annual	Set at 5% of Income Oct 25
						Risk of unfunded salary increases denuding reserves	FPHS/SLT	Annual	
						Regular and timely posting of income and expenditure	FPHS/SLT	Annual	
					Manage & contract	Review contracts & notice periods.	FPHS/SLT	Annual	
	Reduced capital funding	3	3	9	Manage	Maintain effective budget management	FPHS/SLT	Annual	Review of staffing for the forthcoming year to minimise where possible. Curriculum adaptations reduce sets/offer.
						Additional funding streams	FPHS/SLT	Termly	

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						DfE applications	FPHS/SLT	Annual	
						Looking for Additional funding streams			
Curriculum <i>Perception of good / reliable delivery impacted</i>	Unable to deliver all or part; potential impact on exam results	3	2	6	Manage	Teaching <ul style="list-style-type: none"> - Staffing - Trips and Visits 	GB/SLT GB/SLT	Termly	<i>To incorporate Financial, Operational and Reputational considerations</i>
	Poor student performance	3	2	6	Manage	Monitoring: <ul style="list-style-type: none"> - setting targets - monitoring targets - review actual 	GB/SLT	Termly	
	Changes to Sixth Form curriculum: e.g. A'levels vs BTECs (VTQs)	3	3	9	Manage	Mitigate Changes	GB/SLT	As Required	<i>Balance of vocational and Academic qualifications offered.</i>
	Facilities <ul style="list-style-type: none"> - suitability - site improvement - planned maintenance - ICT developments - Support of 1:1 Laptops 	3	2	6	Manage	Strategic Planning	FPHS/SLT	Termly	<i>Condition improvement survey and medium term site improvement plan based on the survey.</i>
	Staff compliance with updated guidance/school strategy in all areas of educational provision	4	2	8	Manage	Use of INSET/briefings to update staff	GB/SLT	As Required	<i>Annual Staff training plan set and then adjusted according to development.</i>

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Effective Governance	No strategic plan or monitoring	3	1	3	Manage	Review <ul style="list-style-type: none"> - strategic plan - Trustees and Governing Body composition and skills - Trustees and Governors induction and compliance checks in place - Internal and External Audit - Minutes of Meetings - Pecuniary Interests 	GB/SLT	Annual	Maintain Governor numbers and train up on an ongoing basis.
		4	1	4	Manage	Develop relationship between GB and SLT (e.g. common purpose)	GB/SLT	Annual	
Effect of Pandemic/ Other serious and widespread health issue	Threat to delivery of teaching	4	4	16	Manage	Procedures for dealing with pandemic included in Business Continuity Plan	GB/SLT	Bi-annual	Remote Learning Policy kept updated.
						<p>Delivery of online lessons and resources</p> <ul style="list-style-type: none"> - Training & guidance for staff - Access to facilities for all students - Ability for families to support learning <p>Ability for key staff to maintain working from home</p> <ul style="list-style-type: none"> - Laptops distributed to key staff - All Teachers already have an HGSS Laptop - Good communication from SLT and other Line 			<p>HGSS have instigated a programme for the provision of personal laptops for all students to aid learning off site and on site</p> <p>Maintain equipment for off-site working</p>

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						Managers to ensure expectations are clear			
	Impact on student well-being					<p>Support and well-being for students during prolonged school closure</p> <ul style="list-style-type: none"> - Good communication from the HOYs and Pastoral Team - Counsellor sessions offered if needed - DSL has direct communication by smart phone to vulnerable students - Student Laptop scheme to ensure students can continue to work from home 			Remote Learning Policy kept updated.
	Impact on staff well-being.					<p>Support and well-being for staff during prolonged school closure</p> <ul style="list-style-type: none"> - Good communication and online meetings with Line Managers/HOF's - Community opportunities offered to ensure staff do not feel isolated – eg Virtual Coffee Morning/After school events - Staff feel their needs are considered and concerns listened to 			Remote Learning Policy kept updated.
	Reputational impact.					<p>Parents, Governors and other Stakeholders are kept informed and have confidence in the Leadership of the school</p> <ul style="list-style-type: none"> - Good communication is established and maintained 			Use of Virtual meeting forums where needed.

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						<ul style="list-style-type: none"> - Clear instructions of key actions - Facility to contract the school eg Coronavirus Hotline number on Website 			
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OPERATIONAL

Risk	Implication	Severity	Likelihood	Risk	Strategy	Mitigating actions (a) action taken (b) action to be taken (c) controls in place	Who e.g. Committee SLT	When	Contingency Plan
Teaching <i>Impact on results and staff/student morale</i>	High turnover and/or low calibre To include loss of experienced Headteacher = poorer results	3	3	9	Manage	Remuneration, terms and conditions to match local competition	GB / GB SLT	Annual	Regular review of annual staff allocations and succession planning/CPD development.
						Development of SLT to ensure smooth running of the school if the Headteacher is absent/Robust recruitment process to ensure an excellent new appointment for Headteacher and other SLT roles	GB /SLT	Embedded into day to day running of school/as required	
						Staff shortage procedures included in Business Continuity Plan	GB/SLT	Bi-annual	
						Benchmarking data	GB	Annual	
						Performance Management	GB /SLT	Annual	
						Training & Development plan	GB /SLT	Annual	
Support functions <i>Impact on services and staff morale</i>	High turnover and or low calibre = poorer service	3	2	6	Manage	Remuneration, terms and conditions to match local competition	GB / GB	Annual	Regular review of annual staff allocations and succession planning/CPD development.
						Benchmarking data	GB / SLT	Annual	
						Performance Management	GB /SLT	Annual	

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		3	2	6	Manage	Training & Development plan Confirm which roles are 'sole occupancy' that also pose a risk from being totally reliant on a person's skilled knowledge base	GB /SLT GB /SLT	Annual Termly	Staff trained up with a basic understanding of other roles where relevant.
Information and Information technology <i>No access to data preventing normal operations; reputation impact; fines levied</i>	Impact of availability in all areas	3	2	6	Manage	Strategic plan for <ul style="list-style-type: none"> - internet access - hardware - software - maintenance - support 	FPHS / SLT	Annual	Ensure sufficient resources to maintain the security of the school network in addition to expenditure on hardware and software
	Impact of not following HGSS File Retention Schedule								
	-Date protection	3	1	3	Manage	Data Protection – cyber security a priority for the school	FPHS/ SLT	Annual	
	-Disaster Recovery	4	3	12	Manage	Disaster Recovery <ul style="list-style-type: none"> - Emergency plan for 'crash' response 	FPHS/ SLT	Annual	
	Cyber Attack	4	4	16	Manage	Cyber security awareness training for staff Layers of protection from Cyber Security attacks on school network which includes compartmentalised network design Cyber Incident Response Plan added to HGSS Contingency and Business Continuity Plan Information – staff reminded annually of the File Retention Schedule and the process to follow. New staff in key areas are trained as part of induction programme	FPHS/ SLT	Ongoing	Staff training

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Child Protection <i>Admission numbers and reputation seriously impacted</i>	Legal proceedings, financial liability, reputational impact, staff/student morale, student numbers	4	1	4	Manage	Policy Training & Development Risk Assessment Central register (SCR) maintenance Child protection and safeguarding central to Business Continuity Plan	GB /SLT SLT SLT GB/SLT	Annual Ongoing As required Annual Bi-annual	Relationship maintained with school's legal provider. Employment of a communications/PR agency in event of significant reputational impact.
	Safeguarding non-compliance with statutory regulations.	4	1	4	Manage	Ensure sufficient resources. Effective communication with different agencies.	GB/SLT	Ongoing	Regular external safeguarding review.
Effective Management	Impact on strategic and operational outcomes	3	2	6	Manage	Succession planning	GB / SLT	Annual	School development plan, set and shared. Whistleblowing procedures, etc.
						Depth of resources - teaching - support areas	GB / GB/SLT	Termly	
Expansion Plan/Capital works	Impact on teaching and learning of building works	3	3	9		Logistics planning Good communication to staff and parents Weekly meetings with construction team	FPHS/ SLT	Termly	Use of IT and larger learning spaces, e.g. Dining Hall.
Health & Safety/ External Forces	Impact of major Health & Safety event eg Legionella, Asbestos release	4	2	8	Manage	Regular checks and inspections to manage risks. Logs held, updated and checked weekly to termly dependent on the likelihood of the risk occurring	FPHS/ SLT	Weekly/ Termly	Refer to Contingency plan should an event occur
						Procedure for H&S events included in Business Continuity Plan	GB/SLT	Bi-annual	

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	Impact of inclement weather	4	1	4	Manage	Contingency plans to reduce impact to site – eg snow clearing. Move to online learning if risks cannot be managed	FPHS/ SLT	Weekly/ Termly	Refer to Contingency plan should an event occur
	Compliance with H&S regulation.	4	1	4	Manage	H&S visits and site walks.	FPHS/SLT	Ongoing	

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FINANCIAL

Risk	Implication	Severity	Likelihood	Risk	Strategy	Mitigating actions (a) action taken (b) action to be taken (c) controls in place	Who e.g. Committee SLT	When	Contingency Plan
Revenue Budget <i>Imbalance of income/ expenditure without resolution</i>	Deficit	3	2	6	Manage	Reports and review: - full year budget - monitoring - SLT reporting - scheme of delegation	GB/FPHS/SLT	Termly	How to make the school more energy efficient How to train, support and develop existing workforce
						Variable costs of concern: - energy price increases - staffing on-cost increases inc pension and NI - staff retention costs	GB/FPHS/SLT	Termly	
Capital Budget <i>Investment without sufficient funds</i>	Deficit	3	2	6	Manage	Reports and review: - full year budget - termly monitoring - SLT reporting - scheme of delegation	GB/FPHS/SLT	Termly	Review of staffing allocations.
Controls, systems, transactions, loss and risk <i>Lack of controls impacts on financial stability</i>	Theft, fraud, loss, inadequate insurance	3	1	3	Manage	Application of: - Academies Financial Handbook - Internal Finance Policy - Scheme of delegation	FPHS / Auditors/SLT	Termly	Annual internal audit. Delegation scheme. No single holder sign off.
		3	1	3		Termly audit visits	FPHS / Auditors/SLT	Termly	
		3	1	3		Insurance cover	FPHS/SLT	Annual	

COMPLIANCE

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Risk	Implication	Severity	Likelihood	Risk	Strategy	Mitigating actions (a) action taken (b) action to be taken (c) controls in place	Who e.g. Committee SLT	When	Contingency Plan
Professional standards <i>Admissions, results and reputation put at risk</i>	Low Ofsted ranking, lower student numbers	3	2	6	Manage	DfE Teaching Standards - lesson monitoring - training Ofsted - inspection	GB / SLT GB / Ofsted	Termly Termly	<i>New framework published. Completing training & ensuring areas covered as all or nothing grading now.</i>
Educational obligations <i>Admissions, results and reputation put at risk</i>	Low Ofsted ranking, lower student numbers	1	1	1	Manage	Policies - planned review process	GB / SLT	Annual	Employment of a communications/PR agency in event of significant reputational impact.
Legal obligations <i>Academy's independent position impacted</i>	Legal proceedings and/or fines for non /late / inaccurate delivery	3	1	3	Manage	Companies House - registration and data	FPHS / SLT	Jun	Relationship maintained with school's legal provider.
		3	1	3	Manage & Contract	Annual Report & Financial Statements - annual external audit - termly internal audit	FPHS / SLT	Nov Termly	Audit
		3	1	3	Manage & Contract	HMRC requirements - VAT - Charities Commission	Auditors / SLT	Monthly	
		3	1	3	Manage	Information Commissioners Office - Freedom of information registration	SLT	May	
		3	1	3		Waste Transfer	SLT	Oct	

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	Legal proceedings for failure + fines/imprisonment	3	1	3	Manage & Contract	- annual registrations	FPHS / SLT	Termly	Maintenance of reserves
					Manage & Contract	Health & Safety Executive - accident/incident reporting - audit/advice from BCC consultancy			
	Legal proceedings for failure + costs awarded	3	1	3	Manage & Contract	Human Resources - HR advice contract in place - appropriate policies and procedures in place	GB	Termly	

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REPUTATIONAL

Risk	Implication	Severity	Likelihood	Risk	Strategy	Mitigating actions (a) action taken (b) action to be taken (c) controls in place	Who e.g. Committee SLT	When	Contingency Plan
	Items from the 4 other sections may all impact								
Public relations <i>Public perception negatively impacted</i>	Reputational damage, reduction in student numbers & financial impact	3	2	6	Manage	Strategy - Plan - Media/ presentation training - Disaster planning	GB /SLT	Annual	Continued investment and promotion in Open Evening, etc.
						Communication procedures included in Business Continuity Plan	GB /SLT	Bi-annual	Continued involvement with community and other stakeholders
						Regular review of media coverage	GB /SLT	Termly	
Communications <i>Internal perception negatively impacted</i>	Dissatisfied students, parents, staff	2	3	6	Manage	Regular reviews of: - Strategic Plan - Development Plan	All	Termly	Complaints log kept. Complaints training course embarked with legal team.
						Communication procedures included in Business Continuity Plan	GB /SLT	Bi-annual	Complaints policy to be reviewed off the back of the training.
						Post complaint log update and governor monitoring Reporting of concern/complaint numbers to FGB. Timely communications. Proactive communications/messaging.	GB /SLT	Termly	

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						Alumni development			
Trips & Visits <i>Public and internal perception and/or reputation negatively impacted</i>	Legal and/or criminal proceedings; falling admission numbers	3	2	6	Manage	Internal management of: <ul style="list-style-type: none"> - Set criteria and procedure delivered - Staff involvement - Student behaviour response 	GB/ FPHS /SLT	Termly	Relationship maintained with school's legal provider.