

**Christ Church (Brondesbury) C of E Primary School - Risk Register 2025 - 2026**

Risk Category	Description	Risk ID	Objective threatened	Risk Likelihood	Risk impact	Overall risk	Control measure	Existing Internal Control	Risk trigger	Contingency plan	Owner	Residual risk
<i>e.g. IT, Finance, Staff, Health &amp; Safety</i>	<i>Describe the risk (rather than the consequences)</i>	<i>Unique ref. number</i>	<i>Which of the school's objectives/aims does this risk threaten? What specifically will the risk affect?</i>			<i>See matrix on tab 2</i>	<i>See tab 3</i>	<i>Which internal controls are in place to mitigate this risk?</i>	<i>What event/circumstance would cause the contingency plan to be triggered?</i>	<i>Actions to be taken if the risk occurs</i>	<i>Who will manage the control measures and contingency plans?</i>	<i>After control measures and contingency plans, what risk still remains?</i>
<b>Staff</b>	Key staff leaving school at short notice	1	Smooth running of the school, ongoing leading of teaching & learning	Low	Very high	High	Treat	The school deals with various agencies that can provide specialist staff at short notice. School actively talent spots agency staff when in school	Unexpected and immediate resignation, illness or loss of key staff member during the term	Redeployment of SLT in order to cover key areas while replacement staff are sought	Headteacher	Knock-on effect to other areas of school whilst key role is being covered by existing staff
	Inability to recruit in key areas	2	Smooth running of the school, ongoing leading of teaching & learning	Medium	Very high	High	Treat	Delegate the tasks to other key staff members. Use Agency staff to take on some of the responsibilities. Liaise with other Brent schools to see if they have spare capacity to second a key staff member for a short period of time. Advertise key posts in a variety of media. (Guardian, LDBS, e-Teach) Identify staff members that could act up in key roles.	Unexpected and immediate resignation, illness or loss of key staff member during the term	Redeployment of SLT in order to cover key areas while replacement staff are sought	Headteacher	Knock-on effect to other areas of school whilst key role is being covered by existing staff
	Staff turnover too high	3	Smooth running of the school, ongoing leading of teaching & learning	Low	Very high	High	Treat	Investigate why staff cannot be retained and put measures in place to reduce the impact. Ensure that not only one staff member holds all of the information regarding certain roles so that the school does not lose valuable knowledge and continuity. Ensure that SLT and Middle Leaders have an overview of each other's roles. Identify staff members that could act up in key roles. Identify talent within current staff and develop their skills. Ensure the schools PM policy is robust enough to challenge existing staff to ensure staff who have been here for a long time are maintaining the standards expected.	Losing 3 or more teaching staff at the end of a term	Use of agency staff until permanent staffing can be sourced. Possible recruitment of ECT staff in order to secure longer term commitment (where support can be given).	Headteacher	Time will be taken up with inducting temporary staff or training ECT staff in order for them to be up to speed with Christ Church routines.
	Employment tribunal	4	Smooth daily organisation of the school - time taken from leadership to prepare for the tribunal.	Low	High	Medium	Treat	The school will adhere to and refer to LDBS Disciplinary procedures and take advice and guidance from both the LDBS HR and Brent Legal teams. Ensure there is an open and transparent forum in the school that allows staff to voice concerns/issues and aim to resolve before ET stage. Treating staff in accordance with the policies and procedures. If issues do arise ensure records and documentation are retained with a clear paper trail.	Grievance from staff members. Policies not being implemented when dealing with HR issues.	Support from LDBS HR team and from Brent Legal team.	Headteacher	The procedures could go on for a long time, or be appealed against, which means more time will be spent on preparation and processes.
	Failure to ensure school has robust organisational approach to deliver governance.	5	School governance is not effective enough to hold the school to account. This can lead to problems with inspections and with the vision/direction of the school.	Low	High	Medium	Treat	Independent clerk. Ensuring all committee meetings take place and poor attendance chased. Clerk to circulate dates and times of meetings well in advance. Governor training and Induction Register of Governor interests Minutes of Governing Body meetings Governors made aware of their responsibilities and ensure equal workload amongst governors	Governing Body not meeting regularly. Meetings not being minuted & published. Governing Body not providing challenge to school.	Liaise with NGA, LDBS, LA to ensure an efficient Governing Body is in place and functioning in line with statutory guidance.	Chair of Governors	It may take some time in this instance to reform the Governing Body. The school would in the interim period be subject to a Rapid Improvement procedure from LA, LDBS.
	Failure to recruit Governors with correct profile- negative publicity/Governors viewed as extension of SLT/ loss of confidence in GB	6	School governance is not effective enough to hold the school to account. This can lead to problems with inspections and with the vision/direction of the school.	Low	High	Medium	Treat	Independent Clerk to GB in place. Governor training and Induction. Completion of skills audit regularly. Potential governors are vetted and voted in by GB. Use of organisations who can identify potential governors such as SGOSS who can bring in required skills. Promote self-evaluation amongst governors. Regular governance reviews by external organisation	Governing Body not meeting regularly. Meetings not being minuted & published. Governing Body not providing challenge to school.	Liaise with NGA, LDBS, LA to ensure an efficient Governing Body is in place and functioning in line with statutory guidance.	Chair of Governors	It may take some time in this instance to reform the Governing Body. The school would in the interim period be subject to a Rapid Improvement procedure from LA, LDBS.

Current Threat by term		
Autumn	Spring	Summer
Low	Low	Low
Low	Low	Low
Low	Low	Medium
Low	Low	Low
Low	Low	Low
Medium - current Governor vacancies	Medium - current Governor vacancies	Medium - current Governor vacancies

	Sudden shortage of staffing due to national crisis (e.g. COVID pandemic)	7	Inability to provide enough teaching staff for the classes in school, therefore affecting the quality of teaching & learning.	Medium	Very High	High	Treat	The school deals with various agencies that can provide specialist staff at short notice. School actively talent spots agency staff when in school. Review of risk assessments in order to ensure leadership are able to remain at school.	Staff absence due to COVID and not enough in-school or available supply staff to cover classes.	Move to Online remote teaching & learning as per COVID contingency planning document. Ensure all children have sufficient devices to access daily learning.	Headteacher / SLT	There still exists a risk to the impact of teaching and learning when done remotely - this would have an impact on end of year standards.	Low	Low	Low
Pupils	Falling pupil numbers	8	Risk to the school's budget and therefore financial viability.	Medium	Very High	High	Treat	Reviewing the staffing structure. Ensuring that the budget carry forward each year would support a drop in funding from pupil numbers. Investigate why pupil numbers are falling. Is it linked with local or national initiatives? The school will endeavour to market itself in the local community.	Budget size results in a predicted deficit budget with the current school structure in place.	Review staffing structures and the structure of the school - consider merging classes until numbers increase again.	Headteacher, Governors	There would exist a risk to standards if classes were merged as this would have an effect on efficient delivery of the curriculum.	Medium - high mobility noticed. Falling numbers in area	Medium - high mobility noticed. Falling numbers in area	Medium - high mobility noticed. Falling numbers in area
	Continual dip in pupil attainment at the end of KS1 and KS2 and a dip in progress from KS1 to KS2	9	Standards would not be at least in line with national averages. The school becomes less appealing to new arrivals. School roll begins to drop.	Low	Very High	High	Treat	Use in school data/assessment procedures to forward focus and set aspirational targets. Investigating cause and impact. What is being put in place and what is the impact? Look at the impact of PPG funding-is it narrowing the gaps? Are there any specific groups of children that are falling below? If so what can be done to support them? Ensuring that teaching and learning throughout the school is Good or better through performance management. Employ teachers that are observed teaching a good or better session. Making use of professional assistance offered from the LA, LDBS and the BSP. Networking with other schools to learn other practices.	2 consecutive years showing a dip in standards despite planning and intervention.	Help to be sought from LA and LDBS for leadership and for curriculum /standards planning.	Headteacher	The turnaround of standards would result in a change of direction for the school's focus, with more time spent on close monitoring and direction of staff.	Low	Low	Low
	School Trip Incident- harm to a child/helper/teacher	10	Health & Safety procedures not being followed.	Low	High	Medium	Treat	Ensure that there is a robust Educational Visits Policy in place. HT to ensure that all trips are assessed for risks before children go on them. These risk assessments are carried out by the member of staff running the trip and signed off by the Headteacher. School keeps up to date contact details for all children and staff. First aid kits and where possible a first aider goes on every trip. Dedicated First Aid trained members of staff in school. Teachers conduct visits to new places of interest before taking a group to visit. If any accident does occur, then inform Brent Health and Safety department online. Contact Insurance provider.	Serious health & Safety incident occurring on a trip, resulting in emergency services involvement or hospitalisation/medical treatment.	SLT to review Risk Assessment procedures to see if anything can be added to make trips more safe. Support to be given to staff to ensure that incidents are less likely to occur.	Headteacher	There is always an element of risk when taking children out from school. Any serious incidents will result in a review taking place straight after the trip to ensure the same mistakes are not repeated.	Medium	Medium	Medium
	Child welfare/safeguarding- harm to child either within school or results are seen at school and are not adequately dealt with	11	Safeguarding procedures are not being followed - school is seen as unsafe by LA/Ofsted	Low	Very High	High	treat	Ensure that there is a robust Child Protection Policy in place. DSLs in place. Regular training for staff on the school procedures and how to spot the signs of abuse. Referrals are made swiftly and in confidence, following the school's and LSCB guidelines Where an incident is not dealt with adequately then it is to be investigated by the HT and systems reviewed and changed to ensure that no such issue occurs in the future.	Safeguarding concern raised by Parent, LA, LDBS or outside agency.	Review of the incident to take place within a day of receiving the complaint. Safeguarding & Safety procedures followed throughout the incident to be reviewed. Action plan to be put in place to ensure these mistakes are not repeated.	Headteacher / DSL team	If the complaint is serious enough, this could be raised to Ofsted and trigger an Inspection with 1-day notice. School must be prepared to show how procedures are robust and lessons learned from the case in question.	Low - training in place for staff and DSL team	Low - training in place for staff and DSL team	Low - training in place for staff and DSL team
	The school is unusable from fire or other disaster	12	Smooth day to day running of school business.	Low	Very High	High	Transfer	Implement Business Continuity Plan. Contact Brent as first point of call to clarify actions that need to be taken. Use the Civic Centre or other council building temporarily until the building is safe to use again. Contact Insurance provider.	Fire or other disaster resulting in buildings being unsafe for use.	Work with Insurer to identify solutions. Approach LA/LDBS for alternative sites until building is safe to re-open. Begin with remote teaching where possible.	Headteacher, Governing Body	Risk to standards of teaching and learning as the children are taught in a new premises without access to the usual resources.	Low - regular checks made	Low - regular checks made	Low - regular checks made

Building / Resources

Power failure- loss of power causing school closure	13	Smooth day to day running of school business.	Low	Very High	High	Transfer	Implement Business Continuity Plan. Assess how long the school may be closed for. Contact Brent as first point of call to clarify actions that need to be taken. Use the Library or other council building temporarily until the power is back on if the cause is a long term issue.	School is found to have no power on opening and power company are unable to assist quickly.	Work with Insurer to identify solutions. Approach LA/LDBS for alternative sites until building is able to re-open. Begin with remote teaching where possible.	Headteacher, Governing Body	Risk to standards of teaching and learning as the children are taught in a new premises without access to the usual resources.
Buildings Maintenance- building costs spiral/cannot operate within the buildings	14	Smooth day to day running of school business.	Low	Very High	High	Treat	Production and regular update of a 3-year maintenance plan ensures that maintenance is regularly considered and budgeted for. Seek advice from Brent Finance team. Ensure that a buildings contingency fund is always budgeted for. Retain devolved capital as a contingency. Ensure Site managers PM includes regular maintenance and update of key SLA and contracts	Maintenance is not sustainable and repairs too costly, resulting in the building being unusable.	Work with Insurer to identify solutions. Approach LA/LDBS for alternative sites until building is able to re-open. Begin with remote teaching where possible.	Headteacher, Premises Manager, SBM	Risk to standards of teaching and learning as the children are taught in a new premises without access to the usual resources.
Accident on site- child/staff member/parent	15	Health & Safety procedures not being followed.	Low	Medium	Medium	Treat	Ensure that regular inspections of the school buildings and grounds are carried out by the Site Manager. Where any potential risks are identified they are to be dealt with immediately. Staff have a responsibility to report any concerns to the HT or caretaker. Staff need to ensure that they follow the guidelines set out in the health and safety policy. Children need to ensure that they follow the school rules to ensure that they stay safe. Parents have a responsibility to act in a safe manner around the school. Any accidents that do occur will be reported to Brent health and safety online and an in school investigation will be carried out. Qualified first aid members of staff will support in any accident. Contact Insurance provider.	Injury on-site resulting in emergency services being called or necessary medical attention.	Immediate review of the health and safety procedures around the incident. Update procedures where necessary to minimise future risk.	Site Manager, Headteacher	There will always be an element of risk around the site, but regular review and update of procedures should aim to minimise this.
Trespass/security-access to premises/grounds by inappropriate individuals	16	Safeguarding of the site and of staff & pupils	Low	Medium	Medium	Treat	Regular security checks made by Site Manager. Security door maintenance kept up to date. Security cameras installed and working appropriately. Electronic signing in in Main School Reception. All visitors issued with label. Any incidents of trespass are investigated and the relevant authorities contacted. Measures put in place to ensure that such incidents do not occur in the future. Contact Insurance provider.	Intruder on site during the school day. Or CCTV picks up intruder on site after school hours.	During the school day, if an intruder comes on site, Lockdown Procedures will be in place - see Lockdown Policy. If an intruder is noted out of school hours, this will be reported to the police and CCTV footage shared.	Premises Manager, Headteacher	Amount of time needed to be in Lockdown Procedures while waiting for the intruder to be removed - this could have a knock-on effect to teaching & learning, pupil welfare and to school collection time. These would be dealt with as they arise.
Theft of key equipment	17	Day to day operation of the school. Data breaches. Safeguarding concerns.	Low	Very High	High	Treat	Regular security checks made by Site Manager. Security door maintenance kept up to date. Security cameras installed and working appropriately. Up to date asset register in place to track items. Any incidents of theft are investigated and the relevant authorities contacted. Measures put in place to ensure that such incidents do not occur in the future. Contact Insurance provider	Noted break-in to school and missing equipment	Risk assessment made of the missing equipment - does it contain any sensitive data? What is the value of the equipment? Can the school function without? Can a replacement be sought - see insurance cover.	School Business Manager, Headteacher	Risk of lost personal/sensitive data would mean that a data breach would then have to be reported to the relevant authorities.
Failure to ensure IT maintained to highest standard	18	Day to day operation of the school. Data breaches. Safeguarding concerns.	Low	Very High	High	Treat	IT support contract from Compass Learning / The Village School. Replacement strategy in place. Security in place. Ensure school would be able to afford new equipment if required.	IT equipment not working effectively and not being replaced/refreshed where needed. Data breach of server due to poor anti-virus protection.	Risk assessment of the data breach (if any). Use of Cloud Server and regular backup to mitigate loss of data due to poor equipment. Liaise with IT support to ensure enough equipment is available for basic school functioning.	School Business Manager, Headteacher	Poor/lack of IT equipment would mean children are unable to access areas of the curriculum & teachers would be without resources - this would have an effect on the standards of teaching & learning until the situation was rectified.

Low	Low	Low
Low - SBM monitoring school running costs	Low - SBM monitoring school running costs	Low - SBM monitoring school running costs
Medium - staff training in place - ongoing	Medium - staff training in place - ongoing	Medium - staff training in place - ongoing
Low - security is good	Low - security is good	Low - security is good
Low - security is good	Low - security is good	Low - security is good
Low - regular IT checks	Low - regular IT checks	Low - regular IT checks

Finance

The school carries a deficit budget	19	Financial viability of the school in its current structure.	Medium	Very High	High	Treat	Regular audit inspections. Robust financial procedures in place and reviewed regularly. 3 year forecast budget set. HT/SBM held to account for the deficit budget. Weekly meetings with Head & SBM. Head signs off all finance paperwork to be sent to the borough. Resources committee receive comprehensive report and supporting paperwork on the school's current position.	Yearly budget becomes deficit when forward planning.	Look at structure of the school and at staffing structure, as these are the biggest costs and therefore quickest route to reduce expenditure.	School Business Manager, Headteacher, F&R Governors	The budget will have to be closely monitored to ensure this does not happen consistently. Forward budget planning will be rigorous.
Fraud committed	20	School's budget is compromised, making it difficult to plan correctly for running of the school.	Low	High	Medium	Treat	Regular audit inspections. Robust financial procedures in place and reviewed regularly. Budget monitoring. HT/SBM held to account. Relevant Finance Policies in place. Segregation of duties. Head signs off relevant paperwork and sees bank statements. Review of contracts and SLAs signed off by the Head and GB	An occurrence of fraud is discovered during audit or budget monitoring.	Governors, LA and Police will be informed. Fraud will be correctly investigated.	School Business Manager, Headteacher, F&R Governors	Impact will remain on the budget until the amount which has been subject to fraud is repaid by the instigator.
Budget planning- failure to plan ahead over several years and target resources to specific priorities	21	Reduces effectiveness and levels of improvement in teaching & learning and in site maintenance	Low	Very High	High	Treat	3 year forecast budget set. Termly budget monitoring at Resources Committee. Regular meetings between the Head and SBM with update of finance matters. SBM meets with Site Manager weekly regarding site plan.	School consistently forward plans deficit budgets. F&R Governors deem budget to no match school priorities.	SBM & Headteacher to work with consultants from LA, LDBS on planning a new budget and to work on new structures in order to enable this.	School Business Manager, Headteacher, F&R Governors.	If contingency measures are put into place, the school will have to operate with a smaller staff, therefore reducing effectiveness across all areas.
Payments are made which are not properly authorised	22	School's budget is compromised, making it difficult to plan correctly for running of the school.	Low	Medium	Medium	Treat	Robust financial procedures are in place. The HT and SBM sign all invoices and orders and 2 members of the SLT sign all cheques so there are two levels of checks involved	Items are seen on invoices / cheques are being submitted for signing which key staff have no prior knowledge of.	Review of ongoing practices against the Financial Procedures policy. Ensure all requests for orders etc are processed through proper channels.	School Business Manager, Headteacher	Unless the instigator of this is held to account and monitored, then there still exists the risk of this occurring again.
Payroll costs are incorrectly charged to the school	23	School's budget is compromised, making it difficult to plan correctly for running of the school.	Low	Medium	Medium	Treat	SBM and Senior Admin monitors Payroll provider and updates HT on any issues. All Payroll charges are checked and signed off by the Head. Any additional charges must be authorised by the Head.	Spurious items appear on Payroll returns at the end of the month.	Discuss with Payroll regarding the items. Review record keeping and communication procedures if necessary.	School Business Manager, Headteacher	After Control measures are applied, there should be no residual risk in this case.
Purchasing- failure to achieve best value will affect the school's continuing viability	24	Finding best value for money in order to ensure the school continues to be financially viable	Low	Medium	Medium	Treat	The best value policy will be adhered to. Advice will be sort from Brent Finance department where needed. Quotes for products and building works that go over the HT's allocated powers will be scrutinised by the Governors to ensure that Best value occurs. SBM signs off orders and queries if felt not to be VFM	In budget monitoring exercises, competitive quotes are seen to be ignored or not followed up.	Discussion with F&R Governors and HT/SBM. Revisit quotes if necessary and re-tender any items.	School Business Manager, Headteacher, F&R Governors.	After Control measures are applied, there should be little or no residual risk in this case.
Contractors do not comply with Construction Industry Scheme for income tax regulations and the school is fined by the Inland Revenue for non-compliance	25	School's budget is compromised and school's good name is called into consideration.	Low	Medium	Medium	Treat	Advice sought from Brent Finance or Asset management on firms' compliance with CIS regulations. Advice on procurement taken from Brent Procurement Officer.	Notification of a breach of regulations.	Review of procedures and close scrutiny of relevant paperwork when taking on new contractors.	School Business Manager, Headteacher, F&R Governors	After Control measures are applied, there should be little or no residual risk in this case.
The school does not ensure that the contracts for services such as cleaning, catering and grounds maintenance supplied by the Council's in-house contractors or external contractors represent Best Value	26	Finding best value for money in order to ensure the school continues to be financially viable	Low	Medium	Medium	Treat	Follow the school's Best Value policy. Resources Committee regularly reviews the contractors carried out at the school. Advice sought from Brent Procurement/Finance when changing and reviewing contracts.	F&R Committee find that better value could have been maintained from tendering process.	Review of procedures when tendering - co-opt F&R governor into the process if necessary.	School Business Manager, Headteacher	After Control measures are applied, there should be little or no residual risk in this case.
Payments can be made for goods or services which have not been received or ordered by the school.	27	School's budget is compromised, making it difficult to plan correctly for running of the school.	Low	Medium	Medium	Treat	Supplies are ordered through the school's robust finance systems and authorised by the SBM and Headteacher. All invoices must be checked by the budget holder and signed off by the Headteacher and SBM prior to payment. Delivery notes are linked to the orders and all orders come through the school office.	Spurious items appear on returns at the end of the month.	Review and tightening of financial procedures for receiving goods and making payments.	School Business Manager, Headteacher, Admin Staff	After Control measures are applied, there should be no residual risk in this case.
Monies collected by the school are not accounted for and banked in full	28	School's budget is compromised, making it difficult to plan correctly for running of the school.	Low	Medium	Medium	Treat	Good and robust financial procedures ensure that this does not occur. Evidence trail system in place for all monies banked. Bank reconciliations are completed by the SBM monthly and unreconciled items are checked afterwards. All paperwork is retained in a clear and robust filing system	Discrepancies in money banked and that shown on relevant paperwork.	Review system in place for receiving, storing and banking money. Ensure procedures are adhered to at all times.	School Business Manager, Admin Staff	After Control measures are applied, there should be no residual risk in this case.

Medium - High	Medium - High	Medium - High
Low - SBM monitoring and is being monitored by external advisor	Low - SBM monitoring and is being monitored by external advisor	Low - SBM monitoring and is being monitored by external advisor
Low - regular budget monitoring by Govs	Low - regular budget monitoring by Govs	Low - regular budget monitoring by Govs
Low - monitoring systems	Low - monitoring systems	Low - monitoring systems
Low	Low	Low
Low - monitoring systems	Low - monitoring systems	Low - monitoring systems
Low - contractors usually sourced via Wilby & Burnett	Low - contractors usually sourced via Wilby & Burnett	Low - contractors usually sourced via Wilby & Burnett
Low - tendering process	Low - tendering process	Low - tendering process
Low - monitoring processes	Low - monitoring processes	Low - monitoring processes
Low - SBM monitoring	Low - SBM monitoring	Low - SBM monitoring

	Non-public funds- levels of accountability and stewardship are not of the same standard as for the delegated budget	29	School's budget is compromised, making it difficult to plan correctly for running of the school.	Low	Medium	Medium	Treat	Authorisation procedures apply as for the public funds. The fund account will be independently audited annually and a report presented to the Resources Committee. All Fund transactions are checked and reconciled monthly against bank statements and signed off by the head.	Discrepancies in monthly budget/finance reports.	Review system in place for receiving, storing and banking money. Ensure procedures are adhered to at all times.	School Business Manager, Admin Staff	After Control measures are applied, there should be no residual risk in this case.
	Failure to ensure school has adequate insurance cover	30	School finds it difficult to pay the balance for items usually covered by insurance.	Low	Medium	Medium	Treat	Resources Committee to receive insurance quotes/information. Adequate buildings/employees/fixtures & fittings/employer/public liability etc held by school. All building and contents insurance is acquired through the LDBS.	School is met with a large bill to pay for something which should have been insured against.	Review insurance cover with LDBS, LA, to ensure full cover is in place	School Business Manager, Headteacher	After Control measures are applied, there should be no residual risk in this case.

Low - monitoring processes	Low - monitoring processes	Low - monitoring processes
Low - GB monitoring	Low - GB monitoring	Low - GB monitoring