



RISK MANAGEMENT POLICY

1. Introduction

- 1.1 James Allen's Girls' School ("the School" or "JAGS") is a company limited by guarantee with charitable status (charity number 1124853).
- 1.2 The objects of the School are the conduct at Dulwich of a day school in which there shall be provided a practical, liberal and religious education, including a Senior School for girls and, if thought fit, a Preparatory School which shall be primarily for girls but to which boys may also be admitted; and ancillary or incidental educational and other associated activities for the benefit of the community.
- 1.3 The Board of Governors is responsible for the management of the risks faced by the School, and undertakes detailed considerations of risk assisted by the Headmistress, the Head Teacher of the Prep and Prep-Prep ("Junior School") and the Director of Operations. Risks are identified and assessed and controls established.

2. Risk

- 2.1 Risk is defined as a potential loss, being the threat that an action, event or omission will adversely affect the School's ability to achieve its objects or to miss an opportunity to enhance its ability to do so.
- 2.2 The appetite for risk in the School is low due to the nature of its activity and level of its funding. A risk, particularly a financial risk, would only be taken where the upside could be seen to outweigh the downside and sufficient mitigating controls could be put in place to minimise any negative impact.

3. Risk Management

3.1 Risk identification: Risks are identified by looking at the key aspects of the School, focussing initially on factors significant in the achievement of its objects and its Over-Arching Strategic Objectives which are set out below:

- Maintain our high level of academic achievement and excellence in extra-curricular activities, while fostering pupils' well-being
- Increase the number of means-tested bursaries so that, in due course, places will be available to all who qualify, irrespective of financial means
- Continue to develop our extensive commitments to and involvement in the local and wider community
- Continue to improve our facilities, especially those for Music, and to encourage their use by other local schools and the wider community
- Ensure that we continue to develop our environmental awareness and our commitment to sustainability in all areas of the School, including reduction of our energy use
- Continue to develop our ICT systems and expertise to support teaching, learning, administration and appropriate communication with the wider world

In addition, the School considers key areas of risk including pupil welfare, supervision and school trips as well its operating environment and the risks resulting from inadequate or failed internal processes, people and systems or from external events.

3.2 Risk assessment:

The Whole School Risk Register has been divided into 4 categories; Compliance, Financial, Operational and Strategic & Reputational. Areas have then been created with these four categories and risks identified. For example: -

- Operational
- Management Information - inadequate or inaccurate management information
- Staffing
- Facilities
- Academic Results
- IT

Once a risk has been identified, causes of that risk are considered and controls, either existing or required, are detailed. The risk cause is then assigned an owner which means that one single risk could have several owners but with a clear demarcation of responsibilities. The overall risk is then considered in terms of impact and likelihood when assessed within the existing controls. A decision is then reached to understand if the current position is adequate or if an additional treatment is required. In some instances, an additional treatment will not reduce either the impact or likelihood, but in others there may be a target risk score that can be reached.

The risk scores are as follows:

Likelihood of Occurrence	Potential Impact
1- Highly unlikely to occur/Remote 2- Unlikely to occur 3- Possible 4- Probable 5- Very likely to occur	1- Insignificant 2- Minor 3- Moderate 4- Major 5- Extreme

The total score is weighted for impact i.e. where L = likelihood and I = impact, the total score is the product of $L \times I$. Therefore, where impact is minor = 2, and likelihood is possible=3, the total score is $3 \times 2 = 6$. The point of this weighting is to give the emphasis to impact, since it is generally acknowledged that a high impact, very low likelihood of occurrence risk is of greater importance than those with a very high likelihood of occurrence and an insignificant impact.

3.3 Risk mitigation: The Governors recognise that systems can provide reasonable but not absolute assurance that major risks have been addressed.

The key controls used by the School include:

- Formal agendas and minutes for all Committee and Board activity
- A dedicated Risk & Compliance structure for Management and Governors
- Detailed terms of reference for all Committees
- Comprehensive strategic planning, budgeting and management accounting
- Established organisational structure and lines of reporting
- Formal written policies
- Clear authorisation and approval levels
- Comprehensive management reporting to the Board
- Liaison between the Chair of the Finance & General Purposes Committee and external auditors
- Vetting procedures as required by law for the protection of the vulnerable

3.4 Risk monitoring and integration: The Governors monitor the management of risk in the School through its risk register, which details current risks identified and actions to be taken to mitigate them. Senior management identifies and manages risk as part of its planning activity.

4. Roles and Responsibilities

4.1 The Board of Governors have overall responsibility for the establishment of a robust risk management system and making the explicit statement in the Annual Report “through the risk management processes established for the School, the Governors are satisfied that the major risks have been identified and appropriate steps taken to mitigate them” subject to the caveat in

- 4.2 The Risk & Compliance (Governors) Committee review the risk register termly and makes informed recommendations to the Board. The Board formally reviews the risk register and the adequacy of the School's risk management processes in the particular context of the strategic objectives annually.
- 4.3 Senior management on behalf of the Governors undertake risk research and investigation together with day to day risk management. Working as the Whole School Strategy Group they look half yearly to confirm emerging major new risks are identified. They also provide information to the Governors to form the basis of their assessment of the effectiveness of the School's risk management.

5. Risk Assessments

- 5.1 The School takes an active approach to managing risk and seeks to reduce the likelihood of harm to pupils, staff or visitors through proper planning and written risk assessments.
- 5.2 Risk assessments should be considered in the following three areas: -
1. School Operations i.e. security, maintenance and grounds
 2. Academic Activities i.e. Science, DT, PE, Theatre and Art
 3. School Trips including day, evening and residential
- 5.3 Staff who are expected to complete and maintain risk assessments will be provided with training. However, written instructions are provided and are available on the R: Drive.

6. Review

A review of this policy will occur as and when considered appropriate or when further risk areas are identified, but no less frequently than every two years.



Signed:
David Miller
Chair of Governors

Dated: 17 March 2020

Next Review Date: March 2022