RISK REGISTER 2025-26

RISK REGISTER									
Risk	Specific risk and impact	Impact Type	Risk			Response	Control/mitigation	Person responsible for controls	Control timetable
			Probability	Impact	Overall				
Strategic									
Leadership and Management									
Demand	Demand for services provided by Paradigm Arts may diminish impacting financial viability	O,E	3	4	12	Treat	Remain proactive and dynamic in order to ensure that PA continues to be a valued partner for all current contracts whilst ensuring long term plans provide stability and assurances	R Pitman	Ongoing
Strategic	Failure to ensure that the contract(s) objectives are met	O,R,E	3	4	12	Treat	Ensure regular update meetings and reports are filed in line with requested timelines and be proactive to ensure work remains the highest standard - both of product and customer satisfaction	R Pitman	Ongoing
	Paradigm Arts does not have a clear vision or an associated set of strategic priorities which are informed by rigorous self evaluation	O	2	3	6	Tolerate	Assurance that the vision priorities and development have been developed with significant stakeholders. Monitor progress against key milestones quarterly.	R Pitman	Ongoing - Reviewed quarterly
	Failure to monitor and react accordingly to the risks associated with competitors	O,E	3	2	6	Tolerate	Ensure Effective networking and marketing strategy.	R Pitman	Ongoing
Profile	Paradigm Arts have a public profile and may attract a high level of public interest	R	3	2	6	Tolerate	Ensure associated staff/facilitators/practitioners uphold values and code of conduct when representing and delivering under commission	R Pitman + Project Manager Specific to contract	Ongoing
Skills and Experience	Paradigm Arts may have difficulty in recruiting staff with the right mix of skills and experience to fulfil their role.	O, R	2	2	4	Treat	Paradigm Arts will support with the recruitment and training of facilitators/practitioners/staff	R Pitman	Ongoing
Availability	Lack of availability/poor attendance at meetings by Paradigm Arts may result in essential functions not being completed in time	O	3	2	6	Treat	Paradigm Arts will support with finding staff who are able to attend regularly.	R Pitman	Ongoing
Standards	We support organisations including LAs Schools and businesses - where appropriate and relevant Paradigm Arts Service provision is subject to external review and scrutiny by organisations such as Ofsted	R	2	2	4	Treat	Good governance promoted, through training, monitoring of teaching/delivery standards and participant progress	R Pitman	Ongoing
	Failure to ensure that the quality of Management Information produced by Paradigm Arts	O	3	2	6	Treat	Ensure full oversight of reports, data management processes and functions of PA	R Pitman	Ongoing
B PEOPLE									
Staff									
Staff	Higher than normal staff turnover may incur higher levels of recruitment cost than planned for	E	2	3	6	Treat	PA runs project and task specific delivery of services within the Creative and Cultural Sectors. Appointment of staff is based on assessed and judged standards for delivery. Ensure all due diligence is undertaken to promote and ensure best practice at all times	R Pitman	Annually with budget setting
	Loss of key staff may impact on efficiency	O	3	3	9	Treat	The impact of any loss would be offset by PA providing adequate levels of support until any post was refilled	R Pitman	Ad hoc
	Difficulties in recruiting staff might impact on efficiency	O	3	3	9	Treat	Paradigm Arts to remain proactive and responsive to demand where it is difficult to recruit PA will ensure suitable alternatives are in place to offer different experiences until demands can be met	R Pitman	Ongoing

	Failure to ensure that staff recuited to the Paradigm Arts have the required skills and expertise to meet the strategic objectives of the Academy	O,E,R	2	3	6	Treat	PA recruitment and selection policy and procedures; ensure the best staff recruited. Ongoing continued professional development; Staff development strategy.	R Pitman	Ad hoc
	Failure to ensure that the Academy complies with environmental legislation	O	2	3	6	Treat	PA is working with Julie's Bicycle to ensure we are benchmarking and managing our performance in line with environmental responsibility	R Pitman	Ongoing
Participants									
Demand for Services	Paradigm Arts is perceived not to be achieving a good level of service leading to lack of applications for places	E	2	3	6	Treat	Monitoring of performance by PA and support from consultants will maintain/improve standards and so enhance the of quality of service	R Pitman	Annual review.
C RESOURCES									
Premises									
Building	Premises may require emergency repairs that were not provided for in the planned maintenance programme or the general maintenance budget	E,O	1	2	2	Treat	Apply for Capital Maintenance Funding if needed	Headteacher, CFO	Annually with budget setting
ICT									
ICT	Failure to ensure that Information Technology in the Academy and across Academy is maintained to the highest standard	E,O	1	2	2	Treat	ICT security risks, Compliance with GDPR, risk of corruption or loss of data. Risk that IT equipment and services are outdated and no longer fit for purpose. Overall financial risk and risk of litigation under GDPR	Headteacher, CFO	Annually with budget setting
Insurance									
Insurance	Failure to ensure that Paradigm Arts had adequate insurance cover	E,O	1	2	2	Treat	Fixtures, Fittings, Employer, Public Liability, Professional Indemnity held by the Academy	R Pitman	Annually with budget setting
	Failure to monitor the effect of risks over which Paradigm Arts has no or little control such as economic and natural disaster	E,O	1	2	2	Treat	Remain vigilant to external trends and risks as they arise - adapt and respond as appropriate	R Pitman	Annually with budget setting
Assets	Loss of Assets	E,O	1	2	2	Treat	Maintenance of Asset Register and PA insurance	R Pitman	Annually with budget setting
Facilities	Loss of utilities, heat, light, catering	O	1	2	2	Treat	Maintenance of property	R Pitman	Annually with budget setting
D ECONOMIC									
Viability									
Viability	Risk that Paradigm Arts might not be able to operate within tight financial constraints	E	3	4	12	Treat	Balanced budgets set and monthly monitoring of income and expenditure ensure expenditure is balanced against available income. Staff levels are incorporated in the budget	R Pitman	Annually with budget setting
Value for Money									
Financial	Risk that Paradigm Arts will not obtain the best possible value for money on all expenditure and therefore not make the best possible use of resources to achieve its objectives	E,O	3	3	9	Treat	Centralised procurement for major contracts and robust procedures for competitive purchasing ensure value for money.	R Pitman	Ongoing
E BUDGET SETTING AND FINANCIAL									
Regularity									

Financial	Failure of Paradigm Arts to have financial management systems that prevent fraud	R,E	3	2	6	Treat	Clear policies disseminated to staff a robust risk assessment process; guidance on Data Protection	R Pitman	Ongoing
	Failure to ensure that Paradigm Arts complies with legislation regarding Tax	R,E	3	2	6	Treat	Clear policies, support from external VAT consultant; support and advice from Chartered Accountants with associated policies and procedures and HMRC employee/employer legislation	R Pitman	Ongoing
	Failure to ensure that Paradigm Arts maintains overall financial control in relation to its budget	R,E	3	2	6	Treat	Paradigm Arts monthly Management Accounts with budget monitoring reports	R Pitman	Ongoing
	Failure to ensure that Paradigm Arts maintains overall financial control in relation to reconciliations	R,E	3	2	6	Treat	Strict month end and year end accounts timetable, financial regulations, internal controls and external audit	R Pitman	Ongoing
	Failure to ensure that restricted income (due to Contracts) is collected in a timely manner and recorded accurately	R,E	3	2	6	Treat	Monthly Management Accounts produces and monitored;	R Pitman	Ongoing
	Failure to ensure that income is not subject to fraud	R,E	3	2	6	Treat	Monthly Management Accounts produced by PA; Internal Controls regular and timely reconciliations operated by each Academy. Robust Financial policies and procedures operated by PA as well as compliant Financial Regulations; Internal and External Audit	R Pitman	Ongoing
	Failure to ensure that the Expenditure is controlled	R,E	3	2	6	Treat	Monthly Management Accounts produced and monitored;	R Pitman	Ongoing
	Failure to ensure that Paradigm Arts has a robust set of Fixed Asset procedures in place	R,E	3	2	6	Treat	Monthly Management Accounts produced	R Pitman	Ongoing
	Failure to ensure that Paradigm Arts has a robust debtor procedure in place	R,E	3	2	6	Treat	Monthly Management Accounts produced	R Pitman	Ongoing
F INFORMATION									
Freedom of Information									
Information	Freedom of Information requests might be overlooked or incorrect replies provided	R,C	3	3	9	Treat	PA Director will coordinate information gathering and legal advice. PA is registered with the ICO	All staff	Ongoing
G HEALTH AND SAFETY									
Health & Safety	Health and Safety issues which could result in risk to young people and staff possibly leading to financial loss or damage to reputation.	R,E	3	3	9	Treat	Ongoing training and due diligence risk assessment practices put in place	R Pitman	Termly
Health & Safety	Failure to observe the requirement of the Disability Discrimination Access Act could result in complaints by participants leading to damage to reputation	R	3	3	9	Treat	Accessibility is the cornerstone of everything we do. Ensure we respond to client customer need and make all necessary adaptations to ensure everyone can participate in the services we provide	R Pitman	Annually
H COMPLIANCE									
DDA/SEN	Failure to observe the requirement of the Disability Discrimination Act and SEN could result in complaints by participants and damage to reputation	R	2	3	6	Tolerate	All cases monitored based on need	R Pitman	Annually

1. Categories of Impact

Risks can impact on different aspects of the Federat
far reaching impact. To assist with the assessment o
having an impact on any, or possibly all, of the follow

- O - Operational – they may impact on t
- R - Reputational – they may damage th
- C - Compliance – they may lead to pen
- E - Economic

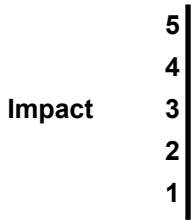
Transfer:

Tolerate:

Treat:

Terminate:

ion's activities, some risks may impact on single aspects whilst others have more
f the impact of any risk when completing the Risk Register risks are identified as
ving activities:

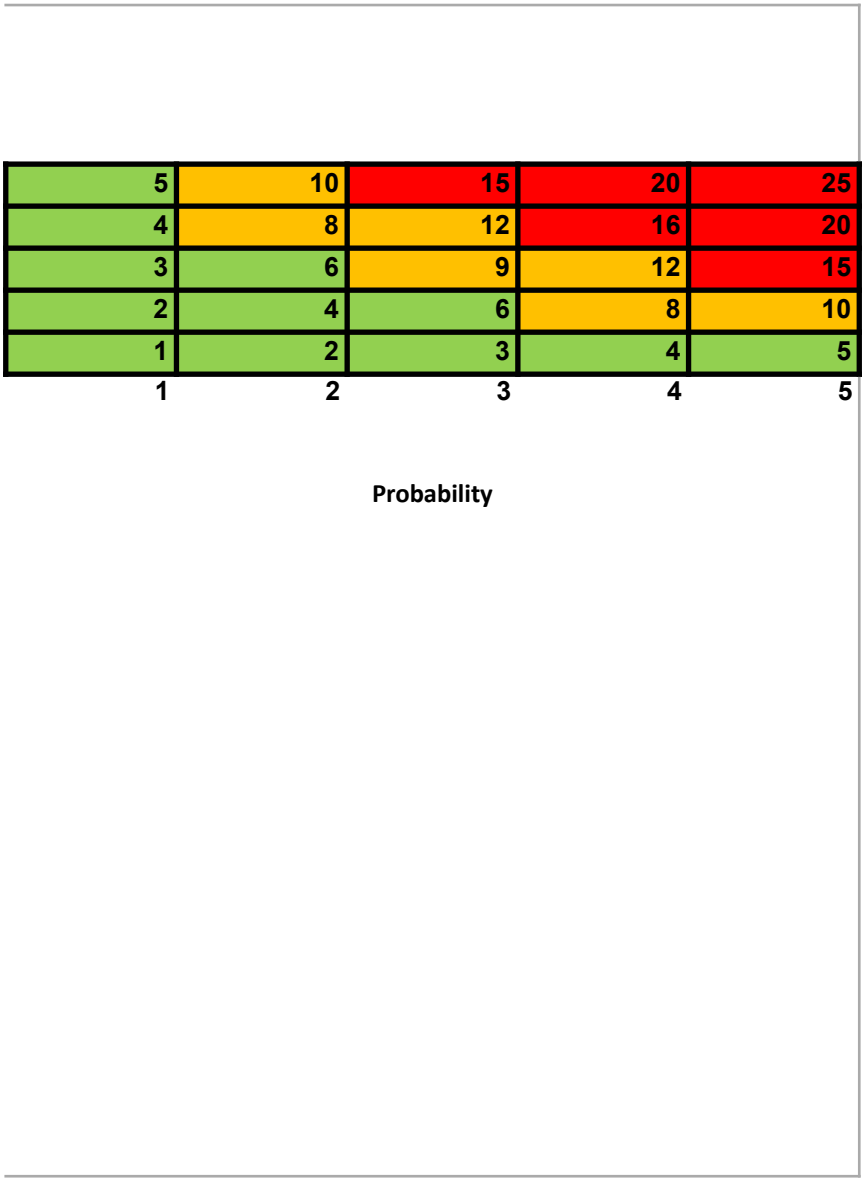


For some risks the best response may be to transfer them. This might be done by conventional insurance, or it might be done by paying a third party to take the risk in another way e.g. outsourcing a technical task to a qualified expert. This option is particularly good for mitigating financial risks or risks to assets.

The exposure may be tolerable without any further action being taken. Even if it is not tolerable, ability to do anything about some risks may be limited, or the cost of taking any action may be disproportionate to the potential benefit gained. In these cases the response may be toleration. This option may be supplemented by contingency planning for handling the impacts that will arise if the risk is realised.

The purpose of treatment is not necessarily to obviate the risk, but more likely to take control action to contain the risk to an acceptable level. Such controls can be **corrective, detective, directive or preventive**

Some risks will only be treatable, or containable to acceptable levels, by terminating the activity. The option of termination of activities is however strictly limited because we are a public sector body and many activities are a statutory obligation; indeed a number of activities are conducted in the public sector just because the associated risks are so great that there is no other way in which the output or outcome, which is required for the public benefit, can be achieved.


5 10 15 20 25
4 8 12 16 20
3 6 9 12 15
2 4 6 8 10
1 2 3 4 5
1 2 3 4 5
Probability

Main Category of Risk	Sub categories
Strategic	Strategic
	Governance
	Projects
People	Staff
	Students
	Third parties
Resources	Premises
	ICT
	Supply chain
Economic	Viability
	Value for money
Financial	Irregularity
	Reliability
	Statutory
Information	Freedom of Information Act
	Data Protection Act
	Statutory records
Health and Safety	Policy
	Management

Examples
Changes in funding rules, changes in demographics and demand, change in legislation, failure to achieve objectives.
Failure to comply with regulatory requirements, difficulty recruiting governors, lack of skills, conflicts of interest
failure to complete projects in time, project costs overrunning
Difficulty recruiting staff, unsatisfactory staff, loss of key staff, staff absences through epidemic, non-compliance with employment and immigration law
Accidents, fights or criminal activity involving students, student welfare,
health incidents affecting students, failure to attract enough students, poor results, radicalisation
Civil disturbance near academies, intruders, theft and vandalism
Damage to buildings making academy site unusable, deterioration of building condition requiring expensive repairs, Disability Access problems
Breakdown of systems or equipment, cyber crime, loss of data, unauthorised access to confidential data
Key suppliers going out of business
Academies income not being sufficient to cover costs, failure to obtain value for money, waste, tax status
Fraud, dealings with connected parties, failure to follow EFA rules, failure to follow Procurement law
Inaccurate or late management accounts
Failure to comply with Companies Act, Charities Act and EFA accounting requirements
Failure to comply with requests in time, disclosure of confidential information
Failure to reply to requests, failure to protect data
Failure to maintain records required by law
Failure to comply with H&S law
Failure to carry out checks and maintenance