



Courage Compassion Vocation St Teresa of Calcutta MAC

Part of the Birmingham Diocese

RISK REGISTER

Date Approved/Approving Body:	May 2019
Signed:	A signed copy is available in Head Office
Minuted:	G.Lotarew
Date of Next Review:	May2020

This CES Risk Register has been approved and adopted by the Trust Board.

Introduction

The Academies Financial Handbook states:

“The trust **must** recognise and manage present and future risks to ensure its effective and continued operation.”*

The Board of St Teresa of Calcutta Multi Academy Company (STCMAC) is responsible for risk management. This involves a strong internal control system to support the policies, aims and objectives of HFCMAC, whilst protecting public funds and Diocesan and other assets under its care.

The Board is advised in this role by the Accounting Officer who is informed by the Senior Leadership Team of STCMAC.

Purpose and aims

The Board of STCMAC fulfils its role by establishing the following system of internal control:

** Approving and reviewing a series of policies that underpin the internal control process

** Agreeing objectives, plans and resources by means of the budget and the annual School Development Plans

Approving this policy statement and the attached Risk Register and reviewing them carefully each term to identify risks, trends and opportunities

Considering carefully the advice from the Accounting Officer and external Auditor on internal financial controls, together with advice from any external consultants or inspectors.

Risk Register

The Risk Register is revised termly with significant changes identified to the Board to discuss and identify areas of focus.

** The Risk Register, updated, is to be adopted by the Board annually at the time of approving the annual Audit report. In its annual consideration of the Risk Register, the Board should consider these issues:

Whether risk management continues to be linked to the achievement of the MAC's objectives

The appropriate risk appetite or level of exposure for the MAC as a whole

Whether risk review procedures cover fundamental strategic and reputational, operational, compliance, financial and other risks to achieving the MAC's objectives

Whether risk assessment and risk-based internal control are embedded in ongoing operations and form part of its culture

Changes in the nature and extent of fundamental risks and the MAC's ability to respond to changes in its internal and external environment since the last assessment; the scope and quality of management's ongoing process of monitoring the system of internal control, including such elements as the effectiveness of assurance functions

The extent and frequency of reports on internal control to the Board and whether this is sufficient for the Board to build up a cumulative assessment of the state of control and effectiveness of risk management

The incidence of any fundamental control failings (risk events) or weaknesses identified at any point within the year (near misses) and the impact that they have had or could have on financial results

The effectiveness of the MAC's public reporting processes

The effectiveness of the overall approach and policy to risk management and whether changes or improvements to processes and procedures are necessary.

Explanation of the Responses to Risk outlined in the Risk Register

TRANSFER – this may be done by conventional insurance or by paying a third party to take the risk in another way.

TOLERATE – exposure to risk may be tolerable without any further action. Alternatively, it may not be possible to do anything about the risk without a disproportionate cost.

TREAT – this may not obviate the risk. It is more likely that the aim will be to contain it to an acceptable level.

TERMINATE – this response is used when the only way to contain a risk to acceptable levels is to discontinue the activity that gives rise to the risk (not possible if there is a legal duty to engage in the activity).

Colour Coded Warning Levels

Red	High Level of Risk	Plan of action and monitor closely
Amber	Moderate Level of Risk	Plan of action and monitor regularly
Green	Low level of Risk	Monitor regularly

Risk Register Operating Procedures

The Risk Register is a live working document and as such requires continual review and updating as necessary. The following process is to be followed:

1. The Accounting Officer (AO) is the responsible person in the MAC for the maintenance and upkeep of the register
2. The Risk Register file is to be stored centrally and updated only by members of the Senior Leadership Team
3. Termly Risk Registers are to be dated and saved as that terms copy in a pdf format, to prevent accidental changes and allow for reviews
4. The SLT shall review, identify and amend the Risk Register on a termly basis and report to the AO any significant changes
5. A significant change is identified where the likelihood and impact of a Risk leads to a change between Red, Amber and Green warning levels
6. The AO must identify and bring to the attention of the Board significant changes to a level of risk identified and reported by the Senior Leadership Team, at least termly
7. The AO must prepare an annual review of the operation of the Risk Register and submission of the full updated Risk Register to the Board, at the time of the MAC's annual audit

Abrev.	Category	Sub Category	Specific	Likelihood of Occurring (5=high, 1=low)	Impact if Occurs (5=high, 1=low)	Likelihood v Impact Total	Response (Transfer, Tolerate, Treat or Terminate)	Control Procedures and Target Date	Person(s) Responsible For Action	Date of Next Review
SR	1 Strategic Risk	Charitable Objects Risk	MAC is not operating within its objects.	1	3	3	Treat	Directors to confirm that they are satisfied that we are operating within objectives at the Directors end of each year.		Sept-20
SR	1 Strategic Risk	Charitable Objects Risk	MAC's objects become out of date / are no longer appropriate	1	1	1	Treat	Directors review objectives yearly to maintain appropriateness at the end of each year.	Directors	Sept-20
SR	1 Strategic Risk	Charitable Objects Risk	MAC receives unfavourable Ofsted report	1	5	5	Treat	Directors / Governors committees to continue to monitor the School Development Plans. Curriculum Progress Reports with termly support from SIA. Annual report by the Headteachers. Headteachers committees to develop T&L strategy across MAC.	Directors Governors Headteachers	Sept-20
SR	1 Strategic Risk	Long Term Demand Risk	Insufficient demand for MAC's services leaves it unsustainable	2	4	8	Treat	Directors to ensure that the HFCMAC continues to provide Good and Outstanding education. Develop a MAC wide marketing plan, targeting specific issues applying to each school / Key Stage.	Directors Governors Headteachers	Sept-20
SR	1 Strategic Risk	Competition Risk	Presence of other organisations with similar objects and little scope for differentiation	2	3	6	Treat	Pupil numbers to be monitored by Audit and Resources Committees. Marketing Plan to be developed individualised for each school.	Directors Governors Headteachers Audit and Resources Committee	Sept-20
SR	1 Strategic Risk	Competition Risk	Other organisations competing for the same sources of income	2	3	6	Treat	Main income is from DfE. Strategy to maximise Pupil Premium income; Review SEND bid writing to maximise support income; Explore Bid Writers for other DFE grant funding. Resource Committee to monitor	Audit and Resources Committees CFO Headteachers	Sept-20
SR	1 Strategic Risk	Stakeholder Risk	Beneficiaries/other stakeholders don't consider that MAC provides a valuable/high quality service	2	3	6	Treat	Directors/Governors to review SEF Plan annually. Continue to provide Good and Outstanding education and market the schools. Central team support MAC schools. Engage in reviews from stakeholders.	Directors Accounting Officer Chief Financial Officer Governors Headteachers	Sept-20
	1 Strategic Risk	Investment Powers Risk	Risk of Directors not acting in accordance with their investment powers	1	4	4	Treat	The MAC is currently not engaged in investments. Draft investment policy will govern this when a decision is taken.	Directors Accounting Officer Chief Financial Officer	Sept-20
	1 Strategic Risk	Insurance Risk	Risk of financial loss/inability to replace items if MAC does not have adequate insurance cover	1	5	5	Treat	Review insurance provision annually with approval from MAC Audit and Resources Committee.	Chief Financial Officer Directors	Sept-20

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1 Strategic Risk	Macro Economic Risk	Risk of the impact an uncontrollable event will have on the MAC e.g. recession, war, oil crisis	1	4	4	Treat	Maintain draft reserve policy. Awareness of Macro events.	Directors Accounting Officer Chief Financial Officer	Sept-20
1 Strategic Risk	Natural Disaster Risk	Risk of the impact an uncontrollable event will have on the MAC e.g. fire, flood	2	4	8	Transfer	Business Continuity Plan covering each school and MAC operations. Security and Fire Alarms serviced regularly. Regular Fire/Health and Risks in place.	Directors Accounting Officer Chief Financial Officer Governors Safety Headteachers	Sept-20
1 Strategic Risk	Technology Risk	Information security risk	2	4	8	Treat	Compliance with GDPR / Data laws. IT security/Business Continuity Plan in place. Knowledge of legislation / training / systems updated to meet threats	Directors Accounting Officer Headteachers ICT Managers / Advisors	Sept-20
1 Strategic Risk	Technology Risk	Virus risk/corruption of data risk	2	5	10	Treat	IT security/Business Continuity Plan in place. Training / systems updated to meet threats	Directors Accounting Officer Headteachers ICT Managers / Advisors	Sept-20
1 Strategic Risk	Technology Risk	IT systems out of date / no longer supported	2	2	4	Treat	Budget Plan in place to continue to make provision for increase in capacity and to purchase appropriate updates	Directors Accounting Officer Headteachers ICT Managers / Advisors	Sept-20
2 Public Profile Risk	Charitable Objects Risk	MAC not seen by public to be meeting its objects	2	4	8	Treat	MAC to ensure Good and Outstanding education across schools. A Marketing plan to be developed to promote success across the MAC and meeting its objectives.	Directors LGB Headteachers	Sept-20
2 Public Profile Risk	Charitable Objects Risk	Objects of the MAC are controversial or may attract a high level of public interest	1	2	2	Treat	Marketing Plan in place to manage public interest/ identified controversial matters	Directors LGB Headteachers	Sept-20
2 Public Profile Risk	Directors' Profile Risk	Directors have a high public profile and may cause the MAC to attract publicity	2	3	6	Treat	Ensure Directors/Governors refer to the Code of Practice and understand their responsibility to the MAC.	Directors to	Sept-20

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2 Public Profile Risk	Expenditure Risk	Management and administration costs are perceived by the public to be high	2	1	2	Treat	Actual costs are included in Annual Accounts, lodged at Companies House and available on the school website. Actual costs to be against budget. Vacancies to be approved.	Directors Accounting Officer Chief Financial Officer	Sept-20
2 Public Profile Risk	Expenditure Risk	Senior management of the MAC are seen by the public to be paid high salaries	2	4	8	Treat	Ensure that salaries of senior staff are in line with MAC Pay Policies. Staff pay levels are based on National Pay scales.	Directors	Sept-20
2 Public Profile Risk	Expenditure Risk	Reserves level risk - MAC seen to be holding reserves and not spending enough on its charitable objects	1	2	2	Treat	Directors have an agreed Reserves policy.	Directors Accounting Officer Chief Financial Officer	Sept-20
2 Public Profile Risk	Quality of Service/Product Risk	MAC provides a poor quality service to its beneficiaries/customers	2	3	6	Treat	Directors annually agree a Development Plan. The Headteacher and senior team produce progress reports to Governors. Standards Committee monitors progress.	Directors LGB Headteachers	Sept-20 Sept-20
2 Public Profile Risk	Fraud Risk	Fraud discovered at the MAC attracts bad publicity	1	3	3	Treat	Anti Corruption and Fraud Policy in place. Centralised finance. Internal and External Audits.	Directors Accounting Officer Chief Financial Officer	Sept-20
2 Public Profile Risk	Failure to Comply with Legislation Risk	Failure to comply with Health and Safety legislation results in an	2	4	8	Treat	Health and Safety policies in place and forms a key part of Resources Committees' work. External evaluation reports in place. Regular Risk Assessment in place. Staff Training is ongoing	Directors Accounting Officer Headteachers LGBs	Sept-20
2 Public Profile Risk	Failure to Comply with Legislation Risk	employee/volunteer/beneficiary of the MAC being injured at work, attracting bad publicity	2	4	8	Treat	Health and Safety policies in place and forms a key part of Resources Committees' work. External evaluation reports in place. Regular Risk Assessment in place. Staff Training is ongoing	Directors Accounting Officer Headteachers LGBs	Sept-20
2 Public Profile Risk	Failure to Comply with Legislation Risk	Failure to comply with employment law- e.g. unfair dismissal of an employee - attracts adverse publicity	2	4	8	Treat	Ensure personnel policies are up to date. Reinforce / brief on Scheme of Delegation. Resources committee to monitor regularly. Seek advice from Warwickshire Legal Team.	Directors Head of HR Headteachers LGBs	Sept-20
2 Public Profile Risk	Litigation Risk	MAC is involved in litigation	1	2	2	Treat/Tolerate	Consult with RPA and legal advice from Warwickshire LA and ESFA at start of proceedings. Ensure that insurance covers this area	Directors Accounting Officer Chief Financial Officer	Sept-20

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3 Governing Body organisation Risk	Delegation Risk	Committees not established with delegated authority, e.g. finance, personnel etc.	1	2	2	Treat	Financial Scheme of Delegation in place as well as MAC wide Scheme of Delegation (further briefing). Develop Terms of Reference	Directors LGBs Headteachers Accounting Officer Chief Financial Officer	Sept-20	S R S R
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3 Governing Body organisation Risk	Delegation Risk	Committee terms of reference not consistent / adequate etc.	1	2	2	Treat	MAC wide Scheme of Delegation (further briefing required). Develop Terms of Reference.	Directors LGBs Headteachers Accounting Officer Chief Financial Officer	Sept-20
Governing Body organisation Risk	Delegation Risk	Committee terms of reference not sufficiently flexible	1	2	2	Treat	MAC wide Scheme of Delegation (further briefing required). Develop Terms of Reference.	Directors LGBs Headteachers Accounting Officer Chief Financial Officer	Sept-20
3 Governing Body organisation Risk	Delegation Risk	Directors delegate too little / too much to the Principal and/or Finance Director	2	2	4	Treat	Scheme of Delegation to be reviewed annually.	Directors Chairs of Governors Headteachers	Sept-20
3 Governing Body organisation Risk	Headteachers/CFO absence Risk	Directors do not ensure back up plans for Key Employee absence	3	4	12	Treat	Staff development plan to ensure adequate experience; contingency plan where agency workers required; Support through SLT. Establish support links with other MACs.	Directors Head of HR Accounting Officer Chief Financial Officer	Sept-20
1 Management Information Risk	Quality Risk	Risk that information produced (financial and nonfinancial) for Directors and senior management is not accurate or not in a format suitable for monitoring the performance of the MAC	1	3	3	Treat	Committees to regularly review and interrogate information presented at meetings. Auditors will check and verify. SIA to verify school performance reporting	Relevant Committees Headteachers Chief Financial Officer	Termly
1 Management Information Risk	Timeliness Risk	Risk that management information is not available quickly after the period to which it relates	2	3	6	Tolerate	Monitoring Management accounts circulated monthly to LGBs. Termly performance updates to Board from SIP. LGBs review financial and performance standards at least termly	Relevant Committees Headteachers Chief Financial Officer	Termly
1 Management Information Risk	Review Risk	Risk that management information is not subject to review	1	1	1	Treat	Board and LGB committee meetings termly. Timetable in place for Governors' meetings, Minutes to accurately reflect decisions and decision-making. Reviewed at next (followup) meeting.	Relevant Committees Headteachers Chief Financial Officer	Termly
1 Management Information Risk	Review Risk	Risk that action is not taken after the review of management information	2	3	6	Treat	Clerks support Chairs of Committees on follow up to action points that are noted in draft minutes. Action Points reviewed at next Committee meeting	Relevant Committees Headteachers Chief Financial Officer	Termly

Abrev.	1 Management Information Risk	Quantity Risk	Risk that too little management information is produced to facilitate informed decision making	2	4	8	0	Chairs of Committees to monitor and report back to Directors where there are concerns. External Auditors and SIP to advise.	Relevant Committees Headteachers Chief Financial Officer	Termly	S R S R
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	2 Human resources Risk	Director Risk	Insufficient experience of MAC/education sector	3	4	12	Treat	Conduct Annual Director Skills Audit to identify gaps in knowledge. Identify training opportunities. Establish Links with other MACs / MATs	Directors Clerk	Sept-20
OR	2 Human resources Risk	Director Risk	Directors without required expertise	2	4	8	Treat	Skills Audit as part of selection process to ensure that Directors have appropriate experience. Identify training requirements and courses.	Directors	Sept-20
OR	2 Human resources Risk	Director Risk	Lack of availability/poor attendance at meetings	2	2	4	Treat and Tolerate	Schedule of meetings in place and issued at the start of each year. Minutes issued to record absence of Directors. Chair to follow up on the persistent absence of individuals.	Chair of Directors Clerks	Sept-20
OR	2 Human resources Risk	Director Risk	Entrepreneurial risk - risk that Directors are too entrepreneurial. Risk that activities of the MAC could be outside its objects.	1	2	2	Treat	Financial Scheme of Delegation in place. Accounting Officer and CFO aware of their duties under ESFA Financial Regulations for reporting concerns. Whistleblowing policy promoted among staff/ Director / Governors in MAC.	Directors Accounting Officer Chief Financial Officer	Sept-20
OR	2 Human resources Risk	Director Risk	Directors become too involved with management of the MAC and are not independent from management	2	3	6	Treat	Scheme of Delegation reinforced across MAC.	Directors Accounting Officer Headteachers	Sept-20
OR	2 Human resources Risk	Director Risk	Directors do not act solely in the interests of the MAC but for their business/other interests etc.	1	3	3	Treat	Declaration of Business Interests noted at every meeting. Financial Scheme of Delegation in place. Accounting Officer and CFO aware of their duties under ESFA Financial Regulations for reporting concerns. Whistleblowing policy promoted among staff/ Director / Governors in MAC.	Chair of Directors Accounting Officer Chief Financial Officer Clerks	Termly
OR	2 Human resources Risk	Director Risk	No member with responsibility for financial oversight is appointed	2	3	6	Treat	Monitor Board's Key Skills. Training support for Directors.	Directors Accounting Officer Chief Financial Officer	Sept-20
OR	2 Human resources Risk	Director Risk	Passive Directors	2	3	6	Treat	Selection procedure for recruiting Directors. Training and support provided. Review their status on the board	Chair of Directors Accounting Officer Clerks	Sept-20
	2 Human resources Risk	Management Risk	Senior management capability / experience of MAC sector risk	1	5	5	Treat	Selection process for recruiting senior management.	Directors LGBs Head of HR Accounting Officer Headteachers	Sept-20

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	2 Human resources Risk	Management Risk	Integrity risk	1	2	2	Treat	Separation of duties in place and independent review. Financial Scheme of Delegation in place.	Directors LGBs Head of HR Accounting Officer Headteachers	Sept 20
OR	2 Human resources Risk	Management Risk	Key person loss/succession risk	2	4	8	Treat	Staff development plan to ensure adequate experience; contingency plan where agency workers required; Support through SLT. Establish support links with other MACs.	Directors Head of HR Accounting Officer Chief Financial Officer	Sept-20
OR	2 Human resources Risk	Management Risk	Entrepreneurial risk - risk that management is too entrepreneurial. Risk that activities of the MAC could be outside its objects.	1	3	3	Treat	Financial Scheme of Delegation in place. Accounting Officer and CFO aware of their duties under ESFA Financial Regulations for reporting concerns. Whistleblowing policy promoted among staff/ Director / Governors in MAC.	Directors Accounting Officer Chief Financial Officer	Sept-20
OR	2 Human resources Risk	Staff Risk	Low morale risk	2	3	6	Treat	Communication throughout the Academies is good. Monitor Staff Wellbeing / Welfare	Directors LGBs Head of HR Accounting Officer Headteachers	Sept-20
OR	2 Human resources Risk	Staff Risk	Retention risk	2	2	4	Treat and Tolerate	Foster an 'open door' environment for staff. Support work life balance. Access to Occupational Health support. Audit and resources committee to monitor staff turnover.	Directors LGBs Head of HR Accounting Officer Headteachers	Termly
OR	2 Human resources Risk	Staff Risk	Recruitment risk (risk of recruiting the wrong person)	1	3	3	Treat	Recruitment, selection process in place including the use of agency staff. Ensure that adequate pre-employment checks are in place. Review appointments after 3 months. Consolidate line management process through the Academy.	HR	Termly
OR	2 Human resources Risk	Staff Risk	Recruitment risk (recruiting someone unsuitable to work with children)	1	5	5	Treat	All DSB certificates of staff and visitors in place. References taken up, gaps in employment are addressed. Use OFSTED checks and safeguarding procedures. Safer recruitment trained Directors and Governors	Head of HR Designated Safety Leads	Termly
OR	2 Human resources Risk	Staff Risk	Appraisal /assessment risk	1	2	2	Treat	Timetable for performance management is published in advance. Reviewed by Headteacher.	Board LGB Headteachers	Termly
	2 Human resources Risk	Staff Risk	Staff matters not referred to HR professionals, may lead to tribunals	2	4	8	Treat	Ensure policies are embedded and advice sought from HR	Board LGB Headteachers	Termly

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2 Human resources Risk	Staff Risk	Training risk	1	2	2	Treat and Tolerate	Adequate training budget to be agreed. All training requests are agreed by Executive Headteacher / Headteacher / CPD Co-ordinator / Head of HR. Audit and Resources Committee to review training at least once per year.	Audit and Resources Committees LGBs Headteachers	Termly
2 Human resources Risk	Staff Risk	Technical/expertise capability risk	2	3	6	Treat	Check all qualifications and references on selection. Provide training courses to keep staff up to date.	Head of HR Headteachers Line Management	Termly
2 Human resources Risk	Volunteer Risk	Excessive reliance on volunteers	1	1	1	Tolerate	Induction to guide volunteers	Headteachers	Yearly
2 Human resources Risk	Volunteer Risk	Lack of control over volunteers	1	1	1	Tolerate	Monitoring and regular training provided where required	Headteachers	Termly
2 Human resources Risk	Volunteer Risk	Training risk	1	1	1	Tolerate	Monitoring and regular training provided where required	Headteachers	Termly
2 Human resources Risk	Volunteer Risk	Risk that volunteers are not of appropriate quality/vetted/subject to police checks	1	5	5	Treat	All volunteers to be DBS checked before working in school or on visits.	Head of HR Headteachers Line Management Designated Safety Leads	Termly
2 Human resources Risk	H & S Risk	Staff fatality/injury, Fatality/injury to pupil/third party	2	4	8	Treat	Agree Health and Safety Policies to be reviewed. All Health and Safety Policies including Fire Evacuation to be renewed annually. On-going reviews to take place. External Risk Assessment Reports to be in place. Departmental Risk Assessment to be up to date. Heighten awareness of Health and Safety issues. Awareness of safety on school journeys to be actioned before the start of those journeys.	Directors Headteachers All Staff and Visitors	Termly
2 Human resources Risk	H & S Risk	Other third party risk	1	2	2	Treat	All visitors to sign in at reception and have access to Health and Safety instructions. Hirer insurance to be in place.	Headteachers Site Services and Admin Staff Premises Manager	Termly
3 Income Risk	Grants Receivable Risk	Grants receivable not used for the purposes for which they were given	1	5	5	Treat	Audit and Resources Committee to monitor the spending of grants. Finance controls	Directors Accounting Officer	Termly

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	3 Income Risk	Grants Receivable Risk	Grant receivable reporting requirements are not adhered to	1	5				Directors Accounting Officer Chief Financial Officer		

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4 Supplier Risk	Supplier Selection Risk	Supplier financial viability	2	3	6	Treat	All major contracts under continuous review and managed as per the Financial Scheme of Delegation.	Directors Accounting Officer Chief Financial Officer	Termly

OR	4 Supplier Risk	Supplier Selection Risk	Supplier inappropriate	1	2	2	Treat	New suppliers are checked and approved by the CFO. Where problems arise with current suppliers, they are reported to the Relevant Committees	Directors Accounting Officer Chief Financial Officer	Termly
OR	4 Supplier Risk	Supplier Selection Risk	Supplier connected with either Directors or staff	1	4	4	Treat	Declaration of Business Interests noted at every meeting. Financial Scheme of Delegation in place. Accounting Officer and CFO aware of their duties under ESFA Financial Regulations for reporting concerns. Whistleblowing policy promoted among staff/ Director / Governors in MAC.	Chair of Directors Accounting Officer Chief Financial Officer Clerks	Termly
OR	4 Supplier Risk	Supplier Selection Risk	Delivery risk	1	2	2	Treat	Delivery details to be closely monitored on all large major contracts. Withhold payment until satisfactory delivery of goods	Accounting Officer Chief Financial Officer Headteachers	Termly
OR	4 Supplier Risk	Supplier Selection Risk	Quality risk	2	2	4	Treat	Only approved suppliers to be used. Specifications to be detailed for all major contracts. All orders to be approved as per scheme of delegation.	Accounting Officer Chief Financial Officer Headteachers	Termly
OR	4 Supplier Risk	Key Supplier Dependency Risk	Risk that supplies not available	1	1	1	Treat	Monitor reliance on Key Suppliers. If risk is high, engage a second supplier. Review contracts at least every three years.	Accounting Officer Chief Financial Officer Headteachers	Termly
OR	4 Supplier Risk	Key Supplier Dependency Risk	Risk of dependency on few suppliers	2	4	8	Treat	Tendering limits in Policies. Alternative suppliers are always considered as part of 'best value' and under the guidance as per financial regulation	Audit and resources Committee Accounting Officer Chief Financial Officer Headteachers	Termly
OR	4 Supplier Risk	Value for Money Risk	Purchase price risk	1	1	1	Treat	Tendering limits in Policies. Alternative suppliers are always considered as part of 'best value' and under the guidance as per financial regulation	Audit and resources Committee Accounting Officer Chief Financial Officer Headteachers	Termly
OR	4 Supplier Risk	Value for Money Risk	Efficiency risk	1	1	1	Treat	Tendering limits in Policies. Alternative suppliers are always considered as part of 'best value' and under the guidance as per financial regulation	Audit and resources Committee Accounting Officer Chief Financial Officer Headteachers	Termly
OR	1 Employee Legislation Risk	Employment Laws Risk	Risk that legislative requirements are not known or complied with	1	2	2	Treat and Transfer	Committee to use the external support services via service Level Agreement.	Directors Head of HR Headteachers Chief Financial Officer	Sept-20

Abrev.

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1 Employee Legislation Risk	Employment Laws Risk	Discrimination risk	1	2	2	Treat and Transfer	Committee to use the external support services via service Level Agreement.	Directors Head of HR Headteachers Chief Financial Officer	Sept-20
1 Employee Legislation Risk	Employment Laws Risk	Data Protection / GDPR risk	3	3	9	Treat and Transfer	Compliance with GDPR / Data laws supported by Warwickshire legal service	Directors Head of HR Headteachers Chief Financial Officer	Sept-20
1 Employee Legislation Risk	Employment Laws Risk	Human Rights risk	1	1	1	Treat and Transfer	Committee to use the external support services via service Level Agreement.	Directors Head of HR Headteachers Chief Financial Officer	Sept-20
1 Employee Legislation Risk	Employment Laws Risk	Equal opportunities risk	2	3	6	Treat and Transfer	Committee to use the external support services via service Level Agreement. Conduct Quality audit	Directors Head of HR Headteachers Chief Financial Officer	Sept - 20
1 Employee Legislation Risk	Employment Laws Risk	Contract risk	1	2	2	Treat and Transfer	Use of CES contracts across the MAC	Directors Head of HR Headteachers Chief Financial Officer	Sept-20
1 Employee Legislation Risk	Pension Risk	Risk that legislative requirements are not known or complied with	1	1	1	Treat	Attend all briefings on changes and where appropriate challenge unilateral changes made by LA.	Accounting Officer Chief Financial Officer Head of HR Payroll Officer	Sept - 20
1 Employee Legislation Risk	Health & Safety Risk	Risk that legislative requirements are not known or complied with	2	3	6	Treat	MAC to implement action following external reports from consultant and HSE. Directors / Governors to receive reports from external agencies	Directors LGBs Headteachers	Sept - 20
2 Environmental Legislation	UK Legislation	Risk that legislative requirements are not known or complied with	2	2	4	Treat	Implement advice from DfE, EFA and other statutory/legislative agencies.	Directors LGBs Headteachers	Sept - 20
2 Environmental Legislation	EU Legislation	Risk that legislative requirements are not known or complied with	2	2	4	Treat	Implement advice from DfE, EFA and other statutory/legislative agencies.	Directors LGBs Headteachers	Sept - 20

Abrev.	Category	Sub Category	Specific	Likelihood of Occurring (5=high, 1=low)	Impact if Occurs (5=high, 1=low)	Likelihood v Impact Total	Response (Transfer, Tolerate, Treat or Terminate)	Control Procedures and Target Date	Person(s) Responsible For Action	Date of Next Review	
	3 Financial Reporting Risk	Statutory Accounts Risk	Risk that legislative requirements are not known or complied with	1	2	2	Treat	Ensure that advice from auditors to prepare and Transfer statutory accounts is implemented.	Accounting Officer Chief Financial Officer	Sept - 20	R
	3 Financial Reporting Risk	Accounting Standards Risk	Risk that legislative requirements are not known or complied with	1	2	2	Treat	Advice from auditors and DfE/ESFA. If necessary amend Financial Handbook	Accounting Officer Chief Financial Officer	Nov-20	C R
CR	3 Financial Reporting Risk	SORP Compliance Risk	Risk that legislative requirements are not known or complied with	1	2	2	Treat	Advice from auditors and DfE/EFA. If necessary amend Financial Handbook	Accounting Officer Chief Financial Officer	Nov-20	
CR	4 Tax Legislation Risk	VAT/PAYE/NI Risk	Risk that legislative requirements are not known or complied with	2	3	6	Treat	Academy to implement advice from auditors, DfE, ESFA. Payroll Officer and CFO undergo regular training and updates	Accounting Officer Chief Financial Officer	Nov-20	
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Abrev.											
	5 Data Protection Act Risk		Risk that legislative requirements are not known or complied with	2	4	8	Treat	Compliance with GDPR / Data laws. IT security/Business Continuity Plan in place. Knowledge of legislation / training / systems updated to meet threats	Directors Accounting Officer Headteachers ICT Managers / Advisors	Jun-20	R C R
CR	7 Welfare Compliance Risk	Disability Risk	Risk that legislative requirements are not known or complied with	1	3	3	Treat	Accessibility policy agreed by LGB. Headteacher to inform all staff and ensure implemented	LGBs Headteachers	Aug-20	
CR	7 Welfare Compliance Risk	Child Protection Act Risk	Risk that legislative requirements are not known or complied with	2	5	10	Treat	Stringent DBS checks for all staff to be obtained. On-going child protection training and awareness to continue	Directors Headteachers Head of HR Directors / Governors with Safeguarding oversight	Termly	
CR	8 Sector Compliance Risk	National Curriculum Compliance	Risk that legislative requirements are not known or complied with	1	4	4	Treat	Standards Committees to review curriculum to ensure that we comply with legislation. Headteachers and School Improvement Advisor to support.	Directors Headteachers School Improvement Advisor	Sept - 20	
CR	8 Sector Compliance Risk	Mental Health Compliance Risk	Risk that legislative requirements are not known or complied with	1	1	1	Treat	Standards and Ethos Committees to review. SENCos and SEND Governors to attend courses to keep up to date with changes.	Directors Headteachers Head of HR Directors / Governors with Safeguarding oversight	Sept - 20	
CR	9 Trust and Central Government Risk	Grant criteria Risk	Grant terms and conditions are not complied with	1	2	2	Treat	Finance Manager to carry-out risk assessment.	Accounting Officer Chief Financial Officer	Jun-20	
CR	9 Trust and Central Government Risk	Licensing Risk	Risk that legislative requirements are not known or complied with	1	2	2	Treat	Training needed for school staff to ensure compliance	Accounting Officer Chief Financial Officer	Jun-20	