

Meeting of the South Bank Academies Board

4.00 - 6.00 pm on Tuesday, 25 June 2019

in South Bank Engineering UTC - South Bank Engineering UTC, 56 Brixton Hill SW2 1QS

Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
10.	Workforce priorities	3 - 6	NL
13.	Risk registers	7 - 26	CC

Date of next meeting

4.00 pm on Tuesday, 17 September 2019

Members: Hitesh Tailor (Chair), Richard Flatman (Vice-Chair), Douglas Denham St Pinnock, Tony Giddings, Nicole Louis, Fiona Morey, Lesley Morrison and David Phoenix

Apologies: Chris Mallaband

In attendance: Michael Broadway, Dan Cundy, Clym Cunnington and Alexander Enibe

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	CONFIDENTIAL
Paper title:	Workforce Priorities: People and Organisation
Board/Committee:	South Bank Academies Board meeting
Date of meeting:	25 June 2019
Author(s):	Jacqui Collins Trust HR Manager
Sponsor(s):	Nicole Louis Chief Executive Officer
Purpose:	To Review/Discuss
Recommendation:	To review and discuss the current workforce priorities in South Bank Academies and its Schools.

Executive Summary

UAE

Main priorities since January have included: addressing gaps in the Single Central Record post the Judicium audit to ensure vetting and recording are compliant – this work is mostly complete and a separate paper has been prepared for the Board. Other priorities include reviewing and taking measures to address the staff absentee rate including deploying relevant policies to improve absence. Whilst the figure remains high, this has reduced significantly term-on-term. Finally, initiating processes and workflow systems to create efficiencies within the HR function and supporting in year and next year staff recruitment.

UTC

The HR function, having been in place since September 2016, is in a stable position which can be evidenced in the absenteeism rate, for example. Whilst turnover is high this year, we would expect a figure at around this mark (for a small cohort) as we enter Year 4 and founder staff members look to move on for career progression and opportunities in other school contexts.

TRUST

The CEO's strategy of investing this year in central Education, Business, Finance and HR leadership has strengthened the central team, serving to build rigorous business support functions at Trust level and in supporting the schools.

South Bank Academies

People and Organisation Update 19/09/19

People Metrics:

	UAE	UTC	Total
Staff on roll	101	43	144
Turnover rate 2018/19	21%	35%	
Absentee Rate 2018/19	19%	3%	
Live Employee Investigations	5	0	5

People and Organisation Priorities:

Resourcing and Structures	Lead	By
Finalise permanent solution for finance roles and responsibilities between the Trust and the schools including moving to a permanent hire for the School Finance Manager, and revising reporting lines for school based Finance Officer roles	CC/ JC	Sep 19
Appointment of Marketing Officer shared resource for Trust and both schools	KM/ JC	Sep 19
Appoint backfill School Principal for the UTC (interim 12 months) to reflect DC's transition to full time Executive Principal Post	DC/ JC	Sep 19
Lead restructure of administration staff at UAE	JC	Sep 19
Support compliant recruitment and on-boarding of all new staff positions for both schools in line with September start date. Approximately 10 support staff positions	JC	Sep 19
Support all contract variations and revisions for current staff members for both schools in line with start of term	JC	Sep 19
Support re-structure of SEND provision resources at the UTC and UAE	DC/ JC	Sep 19

Engagement and Development	Lead	By
Group employee engagement survey is now live. Secure high level participation. Collate feedback post survey and support staff development plans	JC/ DC/ JT	TBC
Ensure completion of year end appraisals in line with school calendar	DC/ JT	Oct 19

Engagement and Development/continued	Lead	By
Group learning and development offer now being rolled out to schools. Need to agree a mechanism for CPD leads in schools to link in, pick up and disseminate	JC/ AMS/ KBA	Tbc
Work with LSBU OD team to agree approach to 2020 staff conference and group staff engagement programme	JC/ NL	Aug

Systems and policies	Lead	By
<u>Review and update people related school policies including standardisation</u>	JC	Aug 19
Agree approach to interim HR MIS system and long term solution (group contract for iTrent)	JC/ DL	Tbc

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	CONFIDENTIAL
Paper title:	Risk Registers
Board/Committee:	South Bank Academies Board
Date of meeting:	25 June 2019
Author(s):	Clym Cunnington Trust Business Manager
Sponsor(s):	Nicole Louis Chief Executive Officer
Purpose:	To note
Recommendation:	To review the changes to the SBA Risk Register and note the updates

Executive Summary

It was noted at the last SBA Executive Team Meeting (13 June 2019) that there has been no adverse change to the risk profile for either school or the Trust since the last SBA Board. There has been an improvement to the risk rating for a number of areas, largely reflective of the ongoing work to improve financial systems and controls across the schools.

This update summarises the areas of risk that have changed on the MAT Risk Register since the previous SBA Board. Similarly, there has been no significant change to either school Risk Registers since the last SBA Board and copies of each register is provided along with this update for reference.

The SBA Executive plan to further develop the Risk Register format and introduce a new, simpler format for academic year 2019/20.

MAT Risk Register Update

Risk No	Risk	Previous Risk Rating	Current Risk Rating	Reason for Change (Mitigation)	Managing Risk	Direction of Travel	
1	Overspend budget caused by weak expenditure management/budgeting	4	2	Monthly management accounts produced, budget monitoring reports produced, regular reporting to Audit Committee and Board, LSBU oversight, awareness of AFH regulations, delegated letter of authority.	AO FC TBM	↓	
7	Improper or irregular use of funds	4	2	SBA Financial Regulations and Procedures in place and regularly updated, scheme of delegation in place, internal controls subject to regular scrutiny by auditors, experienced senior leaders with AFH understanding, AO and CFO familiar with AFH and updates.	AO FC EP TBM FOs	↓	
8	Errors in accounts caused by inadequately skilled or inexperienced finance staff	9	3	Experienced Trust Finance manager in place providing greater oversight of the finance staff and procedures. Training completed by finance staff updated with financial systems and processes; knowledge and skills now being applied. Access to expertise and guidance from Sponsor (LSBU).	AO FC EP TBM FOs	↓	
Page 8	9	Loss caused by lack of security over assets	6	3	The fixed asset register is in place and has been updated May 2019 by our Financial Accountant. This process will become digital through the accountancy software in the next Academic Year (2019/20). Asset Management Plan distributed to each school and updating is currently in progress. Strong security measure in place, regular reporting to Board and Audit Committee, appropriate and effective security levels for storing cash are in place.	AO FC TBM EP	↓
	10	Fraudulent payments to suppliers	6	3	Review of internal controls annually, internal and external auditors reviewing systems, expenditure authorisation procedures under regular review, oversight by CFO and TBM.	AO FC EP TBM FOs	↓
	16	Changes in funding via Government Policy	6	3	Regular monitoring of government policy, long term forecasts monitored by SAB, financial expertise at operational and Board level.	AO FC TBM	↓
22	Failure of the Trust and its Schools to produce open and regular management accounts	6	3	Monthly management accounts produced, budget monitoring reports produced, regular reporting to Audit Committee and Board, LSBU oversight, awareness of AFH regulations, delegated letter of authority.	SBA Board AO EP & P TBM	↓	
24	Failure to meet GDPR guidelines for storing and collecting data in the Trust and its Schools	6	6	Outsourced GDPR Officer support to Judicium, GDPR audit completed on both schools and Trust, follow up required to assess schools' progress against GDPR actions.	SBA Board AO EP	→	

KEY: AO – Accounting Officer; FC – Financial Controller; EP – Executive Principal; TBM – Trust Business Manager; P – Principal(s); FOs – Financial Officers

For Reference: Risk Calculation Table

This is the combination of probability and impact that inform the overall risk rating that you see above

Risk Calculation	Probability		
Impact	1 (Low)	2 (Medium)	3 (High)
1 (Low)	1	2	3
2 (Medium)	2	4	6
3 (High)	3	6	9

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South Bank Academies MAT
Financial Risk

Risk No	Risk Description	Risk consequences	Impact	Probability	Overall Risk Rating	Existing Internal Controls and Evidence	Residual Risk Level	Assessment of Control Quality / Action Needed (Strong, Moderate, Weak)	Person Responsible	Direction of Travel	Next Review Date
1	Overspend budget, caused by weak expenditure management	Lack of funding to carry out educational and business objectives Inability to recruit experienced, quality staff to achieve educational objectives re-brokering of Schools in the Academies Trust through poor financial management and continual annual deficits Risk to LSBU reputation as the Academies Trust sponsor Ris of receiving a Financial Notice to improve and los of freedoms to manage own funding through its budgets,. Insufficient funds to meet educational objectives Inability to meet external requirements as stipulated in the Academies Financial Handbook 2018 and other agencies Serious cash flow issues making financial management of funds difficult	2	1	3	Strong strategic plan of action Annual budget setting using computerized software Regular meetings of Board and Audit and Risk Committee with oversight of the Trust's finances Regular internal and external audits to ensure compliance and best practice. Regular review with Business Support Officers in the Trust with additional in-house training. Monthly management accounts prepared by the LSBU FA, Trust Finance Manager and Trust Business Manager Regular Exective Team meetings where financial performance is discussed	1	Strong	Chief Executive Financial Controller Trust Business Manager	↓	
2	Overspend budget, caused by poor budgeting	See Above	3	1	3	Computerized budgeting software Oversight by LSBU Financial Controller and LSBU Financial Accountant Regular, monthly review by the Trust Business Manager, Executive Principal and Chief Executive. Regular meetings with School Principals Regular updates and training to the Business Support Officers.	2	Moderate/Weak	Chief Executive Financial Controller Trust Business Manager	↓	
3	Received less income than budgeted, caused by poor budgeting	See Above	3	1	3	See above	2	Moderate/Weak	Chief Executive Financial Controller Executive Principal Trust Business Manager	↓	
4	Overspend on capital scheme:	Unplanned reduction on reserves or income through insufficient budgeting or planning Serious impact on cash flow management Insufficient funds to carry out educational and operational objectives Inappropriate capital works which don't reflect the teaching and learning requirements of the Trust or its schools.	1	1	1	Centralised management of the Capital Claims budget delegated by the ESFA Capital Expenditure process in place, channelled through School Advisory Boards to the SBA Board Oversight by the Trust Business Manager of the Capital Claims expenditure and the Capital Expenditure programs. Scheme of Delegation and Financial Regulations and Policy in place, detailing capex authorisations limits.	0	Strong	Chief Executive Financial Controller Executive Principal Trust Business Manager	↓	
5	Short term cash shortages	Inability to meet liabilities Unable to pay school salaries or other costs in a timely and efficient manner Inability to remain a going concern"	1	1	1	Suitable reserves in line with the requirements of the Academies Financial Handbook, Articles of Association and Agreement with the Secretary of State for Education Regular updated cash flow management with spot cash flows Regular review of bank accounts, reserves and operating balances	0	Strong	Chief Executive Financial Controller Trust Business Manager Finance Officers	↓	

6	Long term cash shortages – insufficient reserves	Lack of funding to carry out educational and business objectives Inability to recruit experienced, quality staff to achieve educational objectives re-brokering of Schools in the Academies Trust through poor financial management and continual annual deficits Risk to LSBU reputation as the Academies Trust sponsor Ris of receiving a Financial Notice to improve and los of freedoms to manage own funding through its budgets,. Insufficient funds to meet educational objectives Inability to meet external requirements as stipulated in the Academies Financial Handbook 2018 and other agencies Serious cash flow issues making financial management of funds difficult	1	1	1	Trust currently has a strong cash flow surplus position for 18-19. Suitable level of reserves in place at 19% Regular monitoring of income and expenditure Prudent planning and stafing, recruitment practices Review of salary scales and teacher pay awards Regular monitoring of Bank Account levels Regular cash flow monitoring	0	Strong	Chief Executive Financial Controller Trust Business Manager	↓
7	Improper or irregular use of funds	Lack of funding to carry out educational and business objectives Inability to recruit experienced, quality staff to achieve educational objectives re-brokering of Schools in the Academies Trust through poor financial management and continual annual deficits Risk to LSBU reputation as the Academies Trust sponsor Ris of receiving a Financial Notice to improve and los of freedoms to manage own funding through its budgets,. Insufficient funds to meet educational objectives Inability to meet external requirements as stipulated in the Academies Financial Handbook 2018 and other agencies Serious cash flow issues making financial management of funds difficult	2	1	2	SBA Financia Regualtions and Procedures in place, regularly updated Scheme of Delegation in place Internal Controls subject to regular scrutiny by auditors Internal audits Expenditure authorisation process clear. Experienced Senior Leaders with in-dpeth experience of the Academies Financial Handbook and principles of fund accounting AO and CFO familiar with AFH and updates.	1	Moderate	Chief Executive Financial Controller Executive Principal Trust Business Manager Finance Officers	↓
8	Errors in accounts caused by inadequately skilled or inexperienced finance staff	Non production of a clean set of accounts Inaccurate information on which to base business and educational decisions Loss of oversight and prudent management of Trust finances Instability in the nature of the Trust as a result of poor financial management	3	1	3	Experienced, stable Finance Team with proven qualifications and experience in place. Access to advice and expertise from Sponsor	2	Weak	Chief Executive Financial Controller Executive Principal Trust Business Manager Finance Officers	↓
9	Loss caused by lack of security over assets including cash	Inability to carry on operating as a business or meet educational objectives Increased cost of replacing assets Potential Reduction in cash flow creating difficulties in meeting liabilities Large capital replacement expenditure	3	1	3	Asset Register in place and updated to ensure full information is kept Asset Management Plan in place which is used to plan, control and review assets and whether they are fit for purpose Strong security measure in place to ensure no loss of assets Reporting to SBA Board and Audit and Risk Committee Appropriate and effective security levels for processing and storing cash that is collected	2	Moderate	Chief Executive Financial Controller Executive Principal Trust Business Manager	↓
10	Fraudulent payments to suppliers	Overpayments to suppliers unrecoverable payments and ongoing disputes Reduction in confidence of the Finance Team.	3	1	3	Annual review of effectiveness of internal controls Expenditure authorisation procedures Systems under constant review Internal and external auditors Oversight by LSBU Financial controller Oversight by the Trust Business Manager	2	Moderate	Chief Executive Financial Controller Executive Principal Trust Business Manager Finance Officers	↓
11	Fraudulent payments to staff	Loss of confidence of Sponsor in SBA management of finance. Loss of income Risk of reporting Fraud to ESFA and losing freedom to manage own finances as guardians of public funds	2	1	2	SBA Scheme of Financial Regulations and Policy in place Trained staff in Compliance and Fraud Authorisation limits in place and reviewed regularly Robust procedure in place for monthly payroll sign off and review Staffing salaries and expenditure under constant review	1	Strong	Chief Executive Financial Controller Executive Principal School Principal Trust Business Manager	↓

12	Insufficient insurance cover	Irreparable damage or loss to Trust Assets Hinderance in achieving educational and business objectives Risk of prosecution for not insufficient insurance cover for legal requirements such as employers' liability Loss of reputation as a good employer Risk of litigation	2	1	2	Annual review of insurance arrangements by Trust Business Manager, Executive Principle and CEO Review by external providers Benchmarking with other Academies and Trusts Member of the Governments RPA Insurance scheme especially designed to meet the needs of UK Schools.	1	Strong	Chief Executive Financial Controller Trust Business Manager	→
13	Failure to ensure that the income due to the school is collected in a timely and efficient manner and fully reconciled as per financial regulations	Loss of income Inability to meet educational and business objectives reduction in cash flow and reserves bility to meet liabilities Increasing debts Inability to meet liabilities or staff salaries	2	2	4	Month end reporting reviews income and ensure it is at the correct level Review and use of Remittance and Payment Schedule Aged debtors are sent statement reminders while all income is cross referenced on the cash flow Experienced TBM with Education Experience and knowledge of Schools Funding Trust Business Manager with LSBU Financial Accounts monitors all income regularly LSBU Financial Accountant performs all Bank and control account reconciliations	3	Moderate	Chief Executive Financial Controller Executive Principal Trust Business Manager Finance Officers	→
14	Failure to ensure that Goods and Services are purchased in line with Financial Regulations and that Suppliers are paid in a timely and efficient manner	Risk of fraud Inability to manage cash flow sufficiently Mis-reporting of monthly management accounts	3	2	6	Monthly reports from the School Financial regulations awareness, Internal Controls operated by the Trust at School wide level BACS Payment system used by the School Effective Internal and External Audit Use of Month End Checklists	4	Weak/Moderate	Chief Executive Financial Controller Executive Principal Trust Business Manager Finance Officers	→
15	Failure to ensure that a comprehensive, up-to-date list of Suppliers to the School is maintained	Loss of oversight of accounts and procurement Risk of fraudulent payment to supplier Procurement difficulties arising from poor supplier account management Risk of overpayment of suppliers	2	2	4	Financial Regulations awareness Internal Controls operated by the School Finance Team Effective Internal and External Audit Oversight by the Trust Business Manager Oversight by the LSBU Financial Controller	2	Strong/Moderate	Chief Executive Financial Controller Executive Principal School Principal Trust Business Manager Finance Officers	↓
16	Changes to funding via Government Policy	Reduction in funding for student numbers Risks to the Trust as a going concern as required by Companies House and SORP	3	1	3	Monitoring of Government policy Long term forecasts monitored by LAB Financial expertise at Operational and Board level.	2	Moderate	Chief Executive Financial Controller Trust Business Manager	↓
17	Failure to meet internal/ external financial targets and deadlines	Late submission of budgets/accounts to ESFA, possible litigation, possible fines	1	3	3	Email reminders from ESFA Experiences TBM Published annual cycle SBM Networking	2	Strong	Chief Executive Financial Controller Trust Business Manager	→
18	Poor Financial performance by one or more of the schools	A deficit or liabilities in one or more schools will affect the Trust financial viability and could have significant risk for finance and cash flow leading to DIE letter.	3	2	6	Computerised budgeting software Prudent financial planning 3-5 year forecast planning Sufficient reserves Planned budget surplus for each Academy Marketing program in place for the UTC New marketing appointment for the UTC	3	Moderate	Chief Executive Financial Controller Executive Principal School Principal Trust Business Manager	↓

South Bank Academies MAT
Strategic and Reputational Risk

Risk No	Risk Description	Risk consequences	Impact	Probability	Overall Risk Rating	Existing Internal Controls and Evidence	Residual Risk Level	Assessment of Control Quality / Action Needed	Person Responsible	Direction of Travel	Next Review Date
19	Changes in Leadership creating an instability in strategy, vision and values across the Trust and its Schools.	Lack of experience in education and leadership Frequent churn of senior leaders giving poor direction and vision Low morale Low staff performance Poor examination results	3	1	3	Appointment of experienced Executive Principal Creation and development of middle leaders Training as an Ofsted inspector Experienced SLT Effective Governor oversight	2	Strong	Chief Executive Executive Principal	↓	

20	Failure to ensure that up-to-date information regarding the legislation relating to charities is maintained and kept updated by Trust Business Manager	Risk that legislative requirements are not known or complied with Financial risk Risk that the Governing Body are not aware of their legislative obligations	2	1	2	LSBU Clerk to the Local Advisory Bodies Networking Groups EFA Updates School website Professional bodies The Key PWC Internal Auditor Kingston Smith External Auditor	1	Strong	Chief Executive Executive Principal Trust Business Manager Financial Controller	↓	
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South Bank Academies MAT
Operational Risk

Risk No	Risk Description	Risk consequences	Impact	Probability	Overall Risk Rating	Existing Internal Controls and Evidence	Residual Risk Level	Assessment of Control Quality / Action Needed (Strong, Moderate, Weak)	Person Responsible	Direction of Travel	Next Review Date
21	Changes in personell/ high turnover of staff creating instability in operations at the Trust	Lack of oversight of accounts, processes and procedures Poor year end Inaccurate financial reporting Risk of receiving Qualified Accounts Non-compliance	3	2	6	Experienced TBM in financial management Experienced Financial Controller oversight Financial policies and procedures in place Trust HR Manager in place	4	Moderate	SBA Board Chief Executive Officer Executive Principal Principals Trust Business Manager	↓	
22	Failure of the School to produce open and regular management accounts	School receives a set of qualified accounts from its annual audit. Year-end doesn't run smoothly High Management Letter ratings as a result of internal and external audit Fines from the ESFA Potential Financial Notice to Improve Potential loss of freedoms to manage delegated finances	3	1	3	Monthly Management Accounts Budget monitoring reports Regular reporting to the Audit Committee and SBA Board Effective internal and external audits Oversight by Sponsor LSBU of finances Awareness of ESFA Academies Financial Handbook 2018 and regulations Annually updated SBA Financial Regulations and Procedures presented to Audit Committee for oversight and approval Delegated Letter of Authority	2	Moderate/Weak	SBA Board Chief Executive Officer Executive Principal Principals Trust Business Manager	↓	
23	Safeguarding incident at any of the Schools	Risk to child/children, risk to reputation of the Trust and/or its Schools, DfE and HSE intervention depending on seriousness of incident. Risk to Ofsted rating.	3	1	3	Safeguarding policy and training in place Experienced SLT in safeguarding issues Regular training and update to all staff Safeguarding policy and procedures in place followed by Staff Staff awareness of reporting procedures and responsibilities for any safeguarding issues	2	Strong	Executive Principal Principal SLT Governors Staff	→	

South Bank Academies MAT
Compliance Risk

Risk No	Risk Description	Risk consequences	Impact	Probability	Overall Risk Rating	Existing Internal Controls and Evidence	Residual Risk Level	Assessment of Control Quality / Action Needed (Strong, Moderate, Weak)	Person Responsible	Direction of Travel	Next Review Date
24	Failure to meet GDPR guidelines for storing and collating data in the Trust and its Schools	Litigation, possible fines, loss to reputation	3	2	6	Outsourced GDPR oversight by Judicium Regular GDPR compliance audits across the SBA Trust	3	Strong/Moderate	Chief Executive Executive Principal School Principal	→	
25	Inadequate challenge and ineffective local governance for Trust and Schools	Failure to achieve mission and objectives of the Trust. Poor decision making and information flow. Risk to one establishment not following trust procedure	3	1	3	Local advisory boards and link Governors SBA Board oversight Experienced Executive Principal with extensive education background Chief Executive oversight	2	Moderate	SBA Board Chief Executive Executive Principal	↓	

26	UKVI regulations not met	Loss of licence, fines and/or prosecution	2	1	2	Experienced Trust HR Manager in place Trust Business Manager Experienced Chief Executive and Executive Principal Effective computer systems for tracking personell Effective recruitment procedures	1	Strong	Chief Executive Executive Principal School Principal HR Manager	↓
27	Failure to comply with ESFA a	Notice given on non-performance, litigation, possible fines, loss to reputation, makes recruiting students more challenging.	3	1	3	See above	2	Strong	Chief Executive Executive Principal School Principal Trust Business Manager	↓
28	Failure to safeguard the Trusts' and its Schools' assets from theft or damage	Health and safety risk to students and staff Increased premises costs Increased costs for asset management plan on limited budget Need to transfer costs from limited reserves	2	3	6	Up to date asset register Asset management plan in place and up to date Experienced premises team in place with oversight of assets	4	Moderate	Chief Executive Executive Principal School Principal Trust Business Manager Financial Controller	→
29	Failure to carry out the correct audit/review procedures to ensure building, maintenance, health and safety regulations are upheld in both schools	Poor Health and Safety Audit increased accumulation of costs which could be reduced with timely intervention increased scrutiny from oversight organisations	2	3	6	Health and Safety audits by external organisations H&S reference software on websites for advice Experienced site operations manager and team Risk assessments Regular checks and reporting on all H&S procedures Regular checks on equipment and buildings	4	Moderate	Chief Executive Financial Controller Trust Business Manager Executive Principal School Principal	↓
30	Failure to maintain the asbestos register for both schools	Failure to comply with external compliance bodies Damage to Trust and Sponsor reputation Health and Safety Risk to staff and students Increased costs and fines for non compliance	3	1	3	Annual reporting to ESFA of Asbestos management Shared responsibility across the Trust and Boards for management of Asbestos Regular asbestos inspections to update on any changes Updated and regularly reviewed asbestos register Asbestos management plan in place and regularly updated.	2	Strong	Chief Executive Executive Principal School Principal	↓
31	Failure of the Trust to follow employee legislation	Risk of fines and reputation Greater risk of litigation and claims Increased costs through non compliance	3	1	3	Experienced Trust HR Manager in place Executive Princpal and CEO oversight Access to LSBU Sponsor organisation procedures and experienced staff Updated HR and Recruitment policies in place	2	Strong	Chief Executive Executive Principal School Principal Trust HR Manager	↓
32	Failure to ensure that the School complies with Tax legislation	Risk that the legislative requirements relating to VAT, PAYE, National Insurance etc. are not known or complied with Financial risk Litigation risk	3	1	3	Support from School Payroll Provider and the associated policies Internal and External Auditors Oversight by Trust Business Manager and Finance Manager Oversight by Financial Controller	2	Strong	Executive Principal Principals Local Advisory Board Trust Business Manager	↓

Risk Calculation	Probability		
	1 low	2 medium	3 high
Impact			
1 low	1	2	3
2 medium	2	4	6
3 high	3	6	9

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South Bank Academies UAE

Risk No.	Risk Description	Risk Consequences	Probability	Impact	Overall Risk Rating	Existing Internal Controls and Evidence	Residual Risk Level	Assessment of Control Quality/Action Needed (Strong, Moderate, Weak)	Person Responsible	Direction of Travel	Next Review Date
1	Failure of the School to recruit sufficient learners especially in Y7 and Y12 to make it viable	Significant financial risk Risk that the confidence of stakeholders is diminished Cash flow problems Long term financial problems	1	3	3	Admissions Policy Parent/Carer Communication Promotion to potential students and parents Integrated Financial Curriculum Planning	2	Stong	Executive Principal Principal	→	2019-09-30
2	Failure to ensure that the objectives for the School are met	Risk that the School fails to operate within the strategic objectives agreed by the Local Advisory Body Risk that the School's strategic objectives become out of date or no longer appropriate Risk that the School receives an unfavourable Ofsted Report Risk that the objectives of the School are seen as controversial	2	2	4	Experienced Senior Leadership Team Principals' performance management with internal and external assessors Active and experienced Trustees and Local Advisory Body Stakeholders who take an active role in the operation of the School External Advisors including termly report from SIA T&L focus of the Governors Principals' Report	2	Strong	Executive Principal Principal	↓	
3	Poor Student outcomes	Poor examination results could cause a reputational and financial risk. Detrimental to student futures/careers. Academy's reputation at risk.	2	3	6	Teaching and Learning monitored and reported through the annual cycle Effective formative assessment throughout the year and summative assessment annually for each student Use of CAT assessments and FFT models to set targets Funded comprehensive intervention programmes Executive Principal educational oversight School Improvement Advisor Trust HR Manager to advise on Staffing and issues. Principal reports to Local Advisory Body	3	Moderate	Exectuve Principal Princiipal SLT Trust HR Manager	→	
4	Failure to monitor and react according to the requirement of our stakeholders	Risk that stakeholders and beneficiaries do not consider the School service to be valuable and high quality	2	2	4	Reports to Trustees Reports to School Local Advisory Body Parent/Carer Communication School Council Parent, Student, Staff surveys	3	Moderate	Executive Principal Principals SLT	→	
5	Failure to monitor and react according to the requirement of our stakeholders	Risk that competitors make more attractive offer to stakeholders Risk that stakeholders fail to differentiate between the School and its competitors Risk of competition or the same share of the market	2	1	2	Marketing Strategy Effective Networking Post 16 Investments and Improvements Strong Family Links to the School	1	Stong	Executive Principal Principal SLT Local Advisory Board	↓	
6	Failure to assess and review alliances and partnership with other organisations	Risk that an alliance or partnership is no longer appropriate Risk to the integrity of the School	1	1	1	Networking Visits to other schools Principal Meetings Schools' Forum	0	Stong	Chief Executive Officer Executive Principal Principals SLT	→	
7	Failure to ensure Information Technology in the School is maintained to the highest standard	IT security risk Risk to the corruption or loss of data Risk that IT equipment and services are outdated and no longer fit for purpose Financial risk Risk of Litigation	2	1	2	Outsourced IT service monitored and ontract reviewed regularly Regular back up of information on outsourced servers	1	Stong	Executive Principal Principal Vice Principal Outsourced IT Services Provider SLT Trust Business Manager	→	
8	Failure to monitor the effect of risks over which the School has little or no control such as economic or natural disaster	Financial Risk Risk of Litigation Reputational risk	1	1	1	Part of School Insurance Review process organised by Trust Business Manager Fixtures, Fittings, Employer, Public Liability held by the School Disaster Recovery Plan ICT Disaster Recovery Plan Temporary building replacement scheme with insurers PREVENT strategy used in School Medical Reviews PHSE program in School	0	Stong	Executive Principal Principals SLT Trust Business Manager	→	

9	Failure of the School to recruit Governors who have the appropriate profile	Risk that a Governor could attract negative publicity Risk that stakeholders view Governors merely as extension of SLT Risk that stakeholders lose confidence in the Local Advisory Body School receives a set of Unqualified Accounts from its annual audit. Fines from the ESFA Potential Financial Notice to Improve issues from the ESFA Financial Risk, Risk of Litigation, Reputational Risk, Risk to the future of the School, Risk of poor moral affecting staff and stakeholders Risk that committees fail to operate effectively Risk that committee delegation is poor Risk that Local Advisory Body does not delegate enough or delegates too much to the Principal or SLT. Risk that the Terms of Reference are inadequate and/or unfit for purpose Risk to the day-to-day operation of the school	2	2	4	Governor training and induction and recruitment process, formal application process Regular Governors' skills audit Monthly management accounts, budget monitoring Reports to SLT and Local Advisory Body Awareness of Financial Regulations Effective Internal and External Audit Monthly management accounts, internal; controls, daily reconciliations for real time data. Read only banking to all finance staff. Review of monthly accounts by Chair of FGP, robust financial policies and procedures, disseminated to staff Robust organisational monthly HT/AD month-end review Risk Assessment process, Health and Safety policy, guidance on Data Protection, annual Governors' review and Terms of Reference, clear guidance on senior staff roles and clear cover arrangements Active Local Advisory Body membership, access to SLT for guidance and support External Advisors Judicium	2	Stong	SBA Board Local Advisory Boards LSB Governance Team Chief Operating Officer Executive Principal Principals	↓	
10	Failure to comply with legislative requirements.	Financial Risk Reputational Risk risk of Litigation Risk of poor morale affecting staff and stakeholders Risk to the future of the School and Trust	2	1	2	Clear policies disseminated to all staff Risk Assessment Process Health and Safety Policy Guidance on Data Protection External consultants and experts used Regular external and internal review of legislative areas in School	1	Stong	Executive Principal Principal SLT Trust Business Manager	→	
11	Failure of The Academy and the Local Advisory Board to have procedures in place to cover the absence of the Principal or other members of the Senior Leadership Team	Financial Risk Reputational Risk Risk of poor morale affecting staff and stakeholders Risk to the day to day operations of the School Risk that Terms of Reference are inadequate or not fit for purpose	2	2	4	Clear guidance on Senior Staff roles clear cover arrangements Regular Local Advisory Board meetings CEO and Executive Principal meetings Access to SLT for guidance and support External Advisors Judicium, Local Authorities, LSBU Sponsor Regular meetings with the Executive Principal	2	Stong	Executive Principal Principal Local Advisory Board	↓	
12	High profile event in the school affects Trust overall and its reputation.	Risk to reputation nationally and locally to the school and the trust. Risk to the Sponsor's reputation.	1	3	3	Academy has a Critical Incident plan which is regularly assessed listing a delegation of duties in the event of an emergency situation. Advice abnd Expertises of the sponsor LSBU to advise in difficult circumstances Access to LSBU Sponsor legal expertise and advise	2	Stong	Executive Principal Principals SLT	→	
13	Safeguarding incident at one of the schools.	Risk to reputation locally and nationally DfE and HSE intervention depending on scale of the event. Risk of drop in numbers of enrollments	2	3	6	Experienced SENDCO employed at School Experienced Designated Safeguarding Lead (DSL) employed at school All staff and governors are given safeguarding and prevent training annually All students and staff complete e-safety training and firewalls are in place to secure all ICT networks.	4	Moderate	Executive Principal Principal SLT DSL	↓	

South Bank Academies

Risk No.	Risk Description	Risk Consequences	Probability	Impact	Overall Risk Rating	Existing Internal Controls and Evidence	Residual Risk Level	Assessment of Control Quality/Action Needed	Person Responsible	Direction of Travel	Next Review Date
1	Failure to ensure that the quality of Management information produced by the School is of a high quality, timely and aids decision-making.	Risk that the financial and non-financial performance of the School cannot be managed or reviewed by SLT Risk that the financial and non-financial performance of the School cannot be challenged or reviewed by the Trust or SBA Board Risk to the School of receiving poor audits and inspections	2	2	4	SIP and Self Evaluation Trustee and Local Advisory Body reports and Minutes Support from the School's administration team	2	Strong	Executive Principal Principals SLT	→	

2	Failure to ensure that the quantity of Management Information produced by the School is good enough to aid decision making	Risk that the SLT cannot take informed decisions Risk that the Local Advisory Body cannot make informed strategic decisions Risk that the Local Advisory Body has no financial expertise Risk that the individual Governors' play a 'passive' role on the Local Advisory Body Risk that leadership does not have the capability or experience within the sector, risk that the SLT do not have the integrity required. Risk that succession planning is ignored, risk that too much emphasis is placed on entrepreneurial work and strategic objectives of the School are ignored. Risk to staff and stakeholders of low morale, risk of poor recruitment of learners to School, risk of poor retention and success rates. Risk of recruiting unsuitable staff, risk of poor appraisal, CPD processes and the need to instigate costly disciplinary procedures, tribunals etc.	2	1	2	SLT review process Trustee and SBA Board and Local Advisory Board reports and minutes School Recruitment and Selection policy and procedures, continuing professional development, appraisal, Staff Development strategy ESFA Handbook Active Senior Team Membership Continuing Professional Development Active Local Advisory Body membership	1	Strong	Executive Principal Principals SLT TBM	→
3	Failure to implement a Risk Management Strategy	Failure to optimise educational opportunities Non-compliance with ESFA requirements Exposure of the School to unnecessary risk Increased cost, eg. insurance	1	1	1	Risk Strategy Risk Register and Action Plans Risk Management Group Executive Principal Oversight Local Advisory Board reporting mechanisms Oversight of content and timescales by the Trust Business Manager and CEO	0	Strong	Executive Principal Principals SLT Local Advisory Board TBM	↓
4	Failure to ensure the managers of the school possess the skills and experience required to manage the School	Risk that the leadership does not have the capability or experience within the sector Risk of poor recruitment of learners to the school Risk of poor retention and success rates Risk of recruiting unsuitable staff Risk of poor appraisal, CPD processes and the need to instigate costly disciplinary procedures	2	1	2	School Recruitment and selection policy and procedures Active Senior Leadership Membership Continual professional development Staff development strategy INSET Training Days Trust Finance Manager	1	Strong	Executive Principal Principals SLT Trust HR Manager Trust Finance Manager Trust Business Manager Chief Executive Officer	↓
5	Staff Recruited to the Schools have the required skills and expertise to meet the strategic objectives of the School.	Risk to staff and stakeholders of low morale risk of poor recruitment of learners to the school risk of poor retention and success rates Risk of recruiting unsuitable staff Risk of poor appraisal CPD processes and need to instigate costly disciplinary tribunals.	2	3	6	School recruitment and selection policy and procedures Active Senior Team involvement in Recruitment Advice and support from the Trust Business Manager Continuing professional development	3	Moderate	Executive Principal Principals SLT Trust HR Manager	↓
6	Failure to recruit key teaching and support staff posts. Inadequate competency of staff within the School.	Staff not able to carry out their duties Poor management and decision making Poor quality of teaching and learning leading to poor student outcomes Inadequate Ofsted grading leading to reputational risk.	2	3	6	Thorough recruitment programme with all relevant staff trained Comprehensive professional development Strong Appraisal system Competitive remuneration and career development.	4	Moderate	Executive Principal Principals Trust HR Manager	→
7	Inadequate number of teaching and support staff within the Academy.	Inadequate teaching and learning and student support leading to poor student outcomes. Unsatisfactory Ofsted grading leading to poor outcomes	1	3	3	Integrated Financial Curriculum Planning Timely recruitment processes Experienced Trust HR Manager in place	2	Strong	Executive Principal Principals SLT	↓

South Bank Academies

Risk No.	Risk Description	Risk Consequences	Probability	Impact	Overall Risk Rating	Existing Internal Controls and Evidence	Residual Risk Level	Assessment of Control Quality/Action Needed	Person Responsible	Direction of Travel	Next Review Date
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1	Failure to ensure the School complies with employee legislation	Risk that legislative requirements are not known or complied with Risk that Equal Opportunities legislation may not be complied with or discrimination in the work place may occur Risk that Data Protection legislation may not be complied with Risk that Human Rights legislation will not be complied with Risk that employee contract legislation may not be complied with Risk that employee Pension legislative requirements are not known or complied with Risk that Health and Safety legislative requirements are not known or complied with Fines for not ensuring right to work in the UK	2	2	4	Support of HR Advice and the associated policies and procedure Support of school Data Protection Officer and supporting policy and procedure Health and Safety Policy First Aid Policy Fire Safety Policy Support from the School's external Health and Safety Officer External Advisors – Judicium Safeguarding policy	2	Strong	Executive Principal Principals Trust HR Manager	↓
2	Failure to ensure the School complies with environmental legislation	Risk that UK legislative requirements are not known or complied with	1	1	1	Reporting to SLT and Local Advisory Body Utilisation of School Sustainability Policies [as Landlord of building] Support of the School Site Manager Monthly Management Accounts Reports to Audit Committees Committee and the Local Advisory Body Budget monitoring Awareness of Financial Regulations and AFH Effective External Audit 3 year financial forecasts Support from the Responsible Officer Recycling program both teachers and students IT disposal policy Members of LBH carbon monitoring program	0	Strong	Executive Principal Principals Trust Business Manager SLT	→
3	Failure to ensure the Financial reporting requirements of the School are met	Risk that the legislative requirements relating to the production and reporting of the Statutory Accounts are not known or complied with Risk that the legislative requirements relating to Accounting Standards are not known or complied with Risk that the Charities Statement of Recommended Practice [SORP] legislative requirements are not known or complied with	3	2	6	Monthly Management Accounts Reports to Audit Committees Committee and the Local Advisory Body Budget monitoring Awareness of Financial Regulations and AFH Effective External Audit 5 year financial forecasts Support from the UHY internal Audit Governors Annual Audit against financial handbook. Governors Control document	4	Moderate	Executive Principal Principals Local Advisory Board Chief Executive Officer Trust Business Manager	→
4	Failure to ensure that the School ensures that Data Protection systems, procedures and processes are adequate	Risk that the legislative requirements relating to the protection of data are known and complied with Financial risk Litigation risk	2	2	4	Support of outsourced School Data Protection Officer and supporting policy and procedure Data Audit by external consultant Trust has an updated GDPR Policy All Trust and School staff have received GDPR training	2	Strong	Executive Principal Principal SLT	→
5	Failure to ensure that the School is compliant in respect of Welfare issues	Risk that the legislative requirements relating to disability are not known or complied with Risk that the legislative requirements of the Child Protection Act are not known of complied with	2	1	2	Support of HR Manager and the associated policies and procedures Parent/Carer Communication DBS Policy Citizenship Policy Personal, Social, Health Education Policy Reporting mechanisms to the Local Advisory Body Safeguarding Officer and ongoing training RESPECT procedures Epipen Training Attendance Review	1	Strong	Executive Principal Principal SLT	→
6	Failure to ensure that the school is compliant in respect of the requirements of the school sector	Risk that the legislative requirements relating to the National Curriculum are not known or complied with Risk that the legislative requirements relating to mental health are not known or complied with	1	1	1	Reporting mechanisms to the Local Advisory Body Government Website and advice External website subscriptions – The Key Exam entries Subscriptions to professional bodies Curriculum leaders meeting and regular review	0	Strong	Executive Principal Principals SLT	↓

7	Failure to ensure that the School is compliant in respect of the requirements of the Government and other relevant Authorities	Risk that the terms and conditions relating to the payment of any grant is not known or complied with Risk that the legislative requirements relating to licensing are not known or complied with	1	1	1	Reports to SLT and the Local Advisory Body Ofsted Inspections Internal and External Audit Networking Visits to other schools Principals' Meetings External subscriptions – The Key (Schools and Governors	0	Strong	Executive Principal Principals SLT	→
8	Inadequate level of expertise and challenge on Local Governing Body leading to ineffective local governance.	Failure to achieve mission and objectives of the School/Trust. Poor decision making and information flow.	1	3	3	Appropriate recruitment process for governors. Representation of the Trust on local governing bodies Annual review of local governing bodies including skills audit.	2	Strong	Executive Principal Principal Local Advisory Board	→
9	Serious breach of health & safety regulation or disability legislation occurs	Risk of litigation and Reputational risk.	1	3	3	Policies and procedures consistent with relevant legislation. Independent audit on Health and Safety and Policies Regular reports to the board Oversight of Trust Business Manager Adequate insurance cover through Govt recommended RPA Scheme	2	Strong	Executive Principal Principal	→
10	Land and Buildings are fit for purpose	Damage to property due to poor maintenance could cause disruption to business continuity and cause damage to pupils learning and School reputation	1	3	3	Maintenance programme in place assessed and monitored by Principal and forwarded to Trust Adequate budgets for building maintenance are provided Regular site checks by facilities team and external audits Appointment of skilled, qualified Premises Manager and team Funding by the Trust for Capital Expenditure on Buildings Access to CIF bid expertise and consultants.	2	Strong	Executive Principal Principal Trust Business Manager Vice Principal	→
11	Failure to safeguard Trust or Academy Assets from thefor or damage by a third party.	Damage to building and assets Health and saftey risk to students and staff Reputational damage and poor learning outcomes.	1	2	2	Academy has adequate security systems Budgetary allowance for upkeep and maintenance Asset registers at each establishment are monitored and auditted regularly Adequate insurance is provided.	1	Strong	Principal Vice Principal Premises Manager	→

Risk Calculation	Probability		
	1 low	2 medium	3 high
1 low	1	2	3
2 medium	2	4	6
3 high	3	6	9

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South Bank Academies UTC
Strategic and Reputational Risks

Risk No.	Risk Description	Risk Consequences	Impact	Probability	Overall Risk Rating	Existing Internal Controls and Evidence	Residual Risk Level	Assessment of Control Quality/Action Needed (Strong, Moderate, Weak)	Person Responsible	Direction of Travel	Next Review Date
1	Failure of the UTC to recruit sufficient learners especially in Y710 and Y12 to make it viable	Significant financial risk Risk that the confidence of stakeholders is diminished Cash flow problems Long term financial problems	3	2	6	Admissions Policy Parent/Carer Communication Marketing Strategy Integrated Financial Curriculum Planning Effective Networking	2	Moderate	Executive Principal Principals Marketing Team	→	
2	Failure to ensure that the objectives for the UTC are met	Risk that the UTC fails to operate within the strategic objectives agreed by the Local Advisory Body Risk that the UTC's strategic objectives become out of date or no longer appropriate Risk that the UTC receives an unfavourable Ofsted Report Risk that the objectives of the UTC are seen as controversial	2	2	4	Experienced Senior Leadership Team Principals' performance management with internal and external assessors Active and experienced Trustees and Local Advisory Body Stakeholders who take an active role in the operation of the UTC Regular Principal and Operations Meetings External Advisors Ofsted Action Plan T&L focus of the Governors Principals' Report Data Harvest	3	Moderate	Executive Principal Principals Marketing Team	→	
3	Poor Student outcomes	Poor examination results could cause a reputational and financial risk. Detrimental to student futures/careers. UTC's reputation at risk.	3	2	6	Teaching and Learning constantly monitored and reported. Termly attainment reporting sent to management and pupils Incoming students assessed for suitable attainment levels Executive Principal educational oversight UTC Improvement Partnership External consultants to improve Teaching and Learning Regular staff appraisals Trust HR Manager to advise on Staffing and issues. Principal reports to Local Advisory Body	5	Moderate/Weak	Executive Principal Principal SLT Trust HR Manager	→	
4	Failure to monitor and react according to the requirement of our stakeholders	Risk that stakeholders (especially students and families) and beneficiaries do not consider the UTC service to be valuable and high quality	3	1	3	Reports to Trustees Reports to SAB Parent/Carer Communication UTC Council Open Day Questionnaires Parent, Student, Staff surveys	2	Strong/Moderate	Executive Principal Principals SLT	→	
5	Failure to monitor and react according to the requirement of our stakeholders	Risk that competitors make more attractive offer to stakeholders (students and families) leading to loss of students and poor retention. Risk that stakeholders fail to differentiate between the UTC and its competitors Risk of competition or the same share of the market	2	1	2	Marketing Strategy Effective Networking Post 16 Investments and Improvements Post 16 UTC Development Plan	1	Strong	Executive Principal Principals SLT Local Advisory Board	→	
6	Failure to assess and review alliances and partnership with other organisations	Risk that an alliance or partnership is no longer appropriate Risk to the integrity of the UTC	1	1	1	Networking Visits to other UTCs Principal Meetings UTCs' Forum	0	Strong	Chief Executive Officer Executive Principal Principals SLT	→	
7	Failure to ensure Information Technology in the UTC is maintained to the highest standard	IT security risk Risk to the corruption or loss of data Risk that IT equipment and services are outdated and no longer fit for purpose Financial risk Risk of Litigation	2	1	2	Outsourced IT service Regular back up of information on outsourced servers Acceptable Use Policy	1	Strong	Executive Principal Principal Vice Principal Outsourced IT Services Provider SLT	→	
8	Failure to monitor the effect of risks over which the UTC has little or no control such as economic or natural disaster	Financial Risk Risk of Litigation Reputational risk	1	1	1	Part of UTC Insurance Review process organised by Trust Business Manager Fixtures, Fittings, Employer, Public Liability held by the UTC Disaster Recovery Plan ICT Disaster Recovery Plan Temporary building replacement scheme with insurers PREVENT strategy used in UTC Medical Reviews PHSF program in UTC.	0	Strong	Executive Principal Principals SLT Trust Business Manager	↓	

9	Failure of the UTC to recruit Governors who have the appropriate profile	Risk that a Governor could attract negative publicity Risk that stakeholders view Governors merely as extension of SLT Risk that stakeholders lose confidence in the Local Advisory Body UTC receives a set of Unqualified Accounts from its annual audit. Fines from the ESFA Potential Financial Notice to Improve issues from the ESFA Financial Risk, Risk of Litigation, Reputational Risk, Risk to the future of the UTC, Risk of poor morale affecting staff and stakeholders Risk that committees fail to operate effectively Risk that committee delegation is poor Risk that Local Advisory Body does not delegate enough or delegates too much to the Principal or SLT. Risk that the Terms of Reference are inadequate and/or unfit for purpose Risk to the day-to-day operation of the UTC	2	1	2	Governor training and induction and recruitment process, formal application process Regular Governors' skills audit Monthly management accounts, budget monitoring Reports to SLT and Local Advisory Body Awareness of Financial Regulations Effective Internal and External Audit Monthly management accounts, internal; controls, daily reconciliations for real time data. Review of monthly accounts by Chair of FGP, robust financial policies and procedures, disseminated to staff Robust organisational monthly month-end review Risk Assessment process, Health and Safety policy, guidance on Data Protection, annual Governors' review and Terms of Reference, clear guidance on senior staff roles and clear cover arrangements Active Local Advisory Body membership, access to SLT for guidance and support External Advisors Judicium	1	Strong	SBA Board Local Advisory Boards LSB Governance Team Chief Operating Officer Executive Principal Principals	↓	
10	Failure to comply with legislative requirements.	Financial Risk Reputational Risk Risk of Litigation Risk of poor morale affecting staff and stakeholders Risk to the future of the UTC and Trust	3	1	3	Clear policies disseminated to all staff Risk Assessment Process Health and Safety Policy Guidance on Data Protection External consultants and experts used Regular external and internal review of legislative areas in UTC	2	Strong	Executive Principal Principal SLT Trust Business Manager	↓	
11	Failure of The UTC and the Local Advisory Board to have procedures in place to cover the absence of the Principal or other members of the Senior Leadership Team	Financial Risk Reputational Risk Risk of poor morale affecting staff and stakeholders Risk to the day to day operations of the UTC Risk that Terms of Reference are inadequate or not fit for purpose	2	1	2	Clear guidance on Senior Staff roles clear cover arrangements Regular Local Advisory Board meetings CEO and Executive Principal meetings Access to SLT for guidance and support External Advisors Judicium, Local Authorities, LSBU Sponsor, UTC Improvement Partners Regular meetings with the Executive Principal	1	Strong	Executive Principal Principal Local Advisory Board	↓	
12	High profile event in the UTC affects Trust overall and its reputation.	Risk to reputation nationally and locally to the UTC and the trust. Risk to the Sponsor's reputation.	3	1	3	UTC has a Critical Incident plan which is regularly assessed listing a delegation of duties in the event of an emergency situation. Advice and Expertises of the sponsor LSBU to advise in difficult circumstances Access to LSBU Sponsor legal expertise and advise	2	Strong	Executive Principal Principal	→	
13	Safeguarding incident at one of the UTCs.	Risk to reputation locally and nationally DfE and HSE intervention depending on scale of the event. Risk of drop in numbers of enrollments	3	2	6	Experienced SENDCO employed at UTC All staff and governors are given safeguarding and prevent training annually All students and staff complete e-safety training and firewalls are in place to secure all ICT networks.	4	Moderate	Executive Principal Principal SLT	↓	

South Bank Academies UTC
Operational Risks

Risk No.	Risk Description	Risk Consequences	Impact	Probability	Overall Risk Rating	Existing Internal Controls and Evidence	Residual Risk Level	Assessment of Control Quality/Action Needed	Person Responsible	Direction of Travel	Next Review Date
14	Failure to ensure that the quality of Management information produced by the UTC is of a high quality, timely and aids decision-making.	Risk that the financial and non-financial performance of the UTC cannot be managed or reviews by SLT Risk that the financial and non-financial performance of the UTC cannot be challenged or reviewed by the Trust or SBA Board	2	2	4	Regular reporting and review of performance against targets for recruitment SIP and Self Evaluation Trustee and Local Advisory Body reports and Minutes Support from the UTC administration team Outsourced Data platforms	2	Strong	Executive Principal Principals SLT	→	
15	Failure to ensure that the quantity of Management Information produced by the UTC is good enough to aid decision making	Risk to the UTC of receiving poor audits and inspections Risk that the SLT cannot take informed decisions Risk that the Local Advisory Body cannot make informed strategic decisions Risk that the Local Advisory Body has no financial expertise Risk that the individual Governors' play a 'passive' role on the Local Advisory Body Risk that leadership does not have the capability or experience within the sector, risk that the SLT do not have the integrity required. Risk that succession planning is ignored, risk that too much emphasis is placed on entrepreneurial work and strategic objectives of the UTC are ignored. Risk to staff and stakeholders of low morale, risk of poor recruitment of learners to UTC, risk of poor retention and success rates. Risk of recruiting unsuitable staff, risk of poor appraisal, CPD processes and the need to instigate costly disciplinary procedures, tribunals etc. Financial Risk, Risk of Litigation, Risk to the achievement of the UTC's Strategic objectives	2	2	4	Regular reporting and review of performance against target for recruitment SLT review process Trustee and SBA Board and Local Advisory Board reports and minutes UTC Recruitment and Selection policy and procedures, continuing professional development, appraisal, Staff Development strategy ESFA Handbook Active Senior Team Membership Continuing Professional Development Active Local Advisory Body membership Trust HR Manager for recruitment and employment oversight	2	Strong	Executive Principal Principals SLT Trust HR Manager	↓	

16	Failure to implement a Risk Management Strategy	Failure to optimise educational opportunities Non-compliance with ESFA requirements Exposure of the UTC to unnecessary risk Increased cost, eg insurance	1	1	1	Thorough recruitment programme with all relevant staff trained Comprehensive professional development Strong Appraisal system Competitive remuneration and career development.	0	Strong	Executive Principal Principals SLT Local Advisory Board	→
17	Failure to ensure the managers of the UTC possess the skills and experience required to manage the UTC	Risk that the leadership at all levels including subject areas does not have the capability or experience within the sector Risk of poor recruitment of learners to the UTC Risk of poor retention and success rates Risk of recruiting unsuitable staff Risk of poor appraisal, CPD processes and the need to instigate costly disciplinary procedures	3	2	6	UTC Recruitment and selection policy and procedures Active Senior Leadership Membership Continual professional development Staff development strategy INSET Training Days Trust Finance Manager Trust HR Manager	4	Moderate	Executive Principal Principals SLT Trust HR Manager Trust Finance Manager Trust Business Manager Chief Executive Officer	↓
18	Staff Recruited to the UTCs do not have the required skills and expertise to meet the strategic objectives of the UTC.	Risk to staff and stakeholders of low morale risk of poor recruitment of learners to the UTC risk of poor retention and success rates Risk of recruiting unsuitable staff Risk of poor appraisal CPD processes and need to instigate costly disciplinary tribunals.	2	2	4	UTC recruitment and selection policy and procedures Active Senior Team involvement in Recruitment Advice and support from the Trust Business Manager Continuing professional development Trust HR Manager oversight	2	Strong	Executive Principal Principals SLT Trust HR Manager	↓
19	Failure to recruit key teaching and support staff posts. Inadequate competency of staff within the UTC.	Staff not able to carry out their duties Poor management and decision making Poor quality of teaching and learning leading to poor student outcomes Inadequate Ofsted grading leading to reputational risk.	2	3	6	Thorough recruitment programme with all relevant staff trained Comprehensive professional development Strong Appraisal system Competitive remuneration and career development.	4	Moderate	Executive Principal Principals Trust HR Manager	↓
20	Inadequate number of teaching and support staff within the UTC.	Inadequate teaching and learning and student support leading to poor student outcomes. Unsatisfactory Ofsted grading leading to poor outcomes	1	3	3	Integrated Financial Curriculum Planning Monthly monitoring of staffing Exit interviews Timely recruitment processes Experienced Trust HR Manager in place	2	Strong	Executive Principal SLT Chief Executive Officer	↓

South Bank Academies UTC
Compliance Risks

Risk No.	Risk Description	Risk Consequences	Impact	Probability	Overall Risk Rating	Existing Internal Controls and Evidence	Residual Risk Level	Assessment of Control Quality/Action Needed	Person Responsible	Direction of Travel	Next Review Date
21	Failure to ensure the UTC complies with employee legislation	Risk that legislative requirements are not known or complied with Risk that Equal Opportunities legislation may not be complied with or discrimination in the work place may occur Risk that Data Protection legislation may not be complied with Risk that Human Rights legislation will not be complied with Risk that employee contract legislation may not be complied with Risk that employee Pension legislative requirements are not known or complied with Risk that Health and Safety legislative requirements are not known or complied with Fines for not ensuring right to work in the UK	2	1	2	Support of HR Advice and the associated policies and procedure Support of UTC Data Protection Officer and supporting policy and procedure Health and Safety Policy First Aid Policy Fire Safety Policy Support from the UTC's external Health and Safety Officer External Advisors – Judicium Safeguarding policy	1	Strong	Executive Principal Principals Trust HR Manager	↓	
22	Failure to ensure the UTC complies with environmental legislation	Risk that UK legislative requirements are not known or complied with	1	1	1	Reporting to SLT and Local Advisory Body Support of the site team as appropriate Monthly Management Accounts Reports to Finance and General Purposes Committee and the Local Advisory Body Budget monitoring Awareness of Financial Regulations and AFH Effective External Audit 3 year financial forecasts Support from the Responsible Officer Recycling program both teachers and students IT disposal policy	0	Strong	Executive Principal Principals Trust Business Manager SLT	↓	

23	Failure to ensure the Financial reporting requirements of the UTC are met	Risk that the legislative requirements relating to the production and reporting of the Statutory Accounts are not known or complied with Risk that the legislative requirements relating to Accounting Standards are not known or complied with Risk that the Charities Statement of Recommended Practice (SORP) legislative requirements are not known or complied with	3	2	6	Monthly Management Accounts Reports to Finance and General Purposes Committee and the Local Advisory Body Budget monitoring Awareness of Financial Regulations and AFH Effective External Audit 5 year financial forecasts Support from the UHY internal Audit Governors Annual Audit against financial handbook. Governors Control document Support of outsourced Data Protection Officer and supporting policy and procedure	4	Moderate	Executive Principal Principals Local Advisory Board Chief Executive Officer Trust Business Manager	→	
24	Failure to ensure that the UTC ensures that Data Protection systems, procedures and processes are adequate	Risk that the legislative requirements relating to the protection of data are known and complied with Financial risk Litigation risk	2	1	2	Data Audit by external consultant Trust has an updated GDPR Policy All Trust and UTC staff have received GDPR training	1	Strong	Executive Principal Principal SLT	→	
25	Failure to ensure that the UTC is compliant in respect of Welfare issues	Risk that the legislative requirements relating to disability are not known or complied with Risk that the legislative requirements of the Child Protection Act are not known or complied with	2	1	2	Support of HR Manager and the associated policies and procedures Parent/Carer Communication DBS Policy Citizenship Policy Personal, Social, Health Education Policy Reporting mechanisms to the Local Advisory Body Safeguarding Officer and ongoing training RESPECT procedures EpiPen Training Attendance Review	1	Strong	Executive Principal Principal SLT	→	
26	Failure to ensure that the UTC is compliant in respect of the requirements of the UTC sector	Risk that the legislative requirements relating to the National Curriculum are not known or complied with Risk that the legislative requirements relating to mental health are not known or complied with	1	1	1	Reporting mechanisms to the Local Advisory Body Government Website and advice External website subscriptions – The Key Exam entries Subscriptions to professional bodies Curriculum leaders meeting and regular review TBM networking with Baker Dearina and SBM group for UTCs	0	Strong	Executive Principal Principals SLT Trust Business Manager	↓	
27	Failure to ensure that the UTC is compliant in respect of the requirements of the Government and other relevant Authorities	Risk that the terms and conditions relating to the payment of any grant is not known or complied with Risk that the legislative requirements relating to licensing are not known or complied with	1	1	1	Reports to SLT and the Local Advisory Body Ofsted Inspections Internal and External Audit Networking Visits to other UTCs Principals' Meetings	0	Strong	Executive Principal Principals SLT	↓	
28	Inadequate level of expertise and challenge on Local Governing Body leading to ineffective local governance.	Failure to achieve mission and objectives of the UTC/Trust. Poor decision making and information flow.	1	3	3	External subscriptions – The Key (UTCs and Governors) Appropriate recruitment process for governors. Representation of the Trust on local governing bodies Annual review of local governing bodies including skills audit.	2	Strong	Executive Principal Principal Local Advisory Board	→	
29	Serious breach of health & safety regulation or disability legislation occurs	Risk of litigation and Reputational risk.	3	1	3	Policies and procedures consistent with relevant legislation. Independent audit on Health and Safety and Policies Regular reports to the board Oversight of Trust Business Manager Adequate insurance cover through Govt recommended RPA Scheme	2	Strong	Executive Principal Principal	→	
30	Land and Buildings are fit for purpose	Damage to property due to poor maintenance could cause disruption to business continuity and cause damage to pupils learning and UTC reputation	3	1	3	Maintenance programme in place assessed and monitored by Principal and forwarded to Trust Adequate budgets for building maintenance are provided Regular site checks and external audits Appointment of skilled, qualified Premises Manager and team Funding by the Trust for Capital Expenditure on Buildings Access to CIF bid expertise and consultants.	2	Strong	Executive Principal Principal Trust Business Manager Vice Principal Business Support Officer	→	
31	Failure to safeguard Trust or UTC Assets from theft or damage by a third party.	Damage to building and assets Health and safety risk to students and staff Reputational damage and poor learning outcomes.	2	1	2	UTC has adequate security systems Budgetary allowance for upkeep and maintenance Asset registers at each establishment are monitored and audited regularly DFC Funding for maintenance and upkeep. Adequate insurance is provided by Govt recommended insurance scheme RPA	1	Strong	Principal Vice Principal Premises Manager	→	

Risk Calculation	Probability		
	1 low	2 medium	3 high
1 low	1	2	3
2 medium	2	4	6
3 high	3	6	9