

South Bank Academies Audit Committee Meeting

12.00 - 3.00 pm on Wednesday, 20 December 2017
in Technopark, SE1 6LN

Agenda

<i>No.</i>	<i>Time</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
14.		MAT risk register (to review)	3 - 12	CV

**Date of next meeting
4.00 pm on Tuesday, 6 March 2018**

Members: Richard Flatman (Chair), Adam Crossley, Tony Giddings, Douglas Denham St Pinnock, Richard Parrish, David Phoenix and Lesley Morrison

In attendance Claire Viner, Rao Bhamidimarri, Michael Broadway, Joe Kelly and James Stevenson

Apologies

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Current Establishments within the Trust

University Academy of Engineering South Bank South Bank Engineering UTC



Area	Risk	Impact description	Probability assessment	Impact assessment	Combined risk level	Mitigating actions	Residual Risk	Owner	Last reviewed	Date for next review	Status	Change
Compliance	Inappropriate Governance structure and organisation	Failure to achieve mission and objectives of the Trust. Poor decision making and information flow. Potential non-compliance.	1	3	3	Periodic Ofsted inspection. Qualified and experienced Governance support. Skills audit & annual review of trust performance. Quality assurance visits. Periodic ofsted reviews.	3	Chair	Dec-17	Mar-18	Open	→
Compliance	Inadequate level of challenge and ineffective local governance affects Trust overall	Failure to achieve mission and objectives of the Trust. Poor decision making and information flow. Risk of one establishment not following Trust procedures.	1	3	3	Representation of the Trust on local governing bodies. Annual review of local governing bodies including external audit.	3	Chair	Dec-17	Mar-18	Open	→
Compliance	Serious breach of health & safety regulation or disability legislation occurs	Risk of litigation and Reputational risk.	2	3	6	Policies and procedures consistent with relevant legislation. Independent audit on Health and Safety and Policies. Regular reports to the board. Adequate insurance cover. Probability rating currently higher than normal due to new building used by UTC. training for staff and students.	3	CEO	Dec-17	Mar-18	Open	→
Compliance	Failure to comply with Companies House and DfE regulations	notice given on non performance and litigation. Potential fine.	3	3	9	Timely audit. Preparation & submission of annual report. Quarterly internal audit. Financial training.	6	CEO	Dec-17	Mar-18	Open	→
Safeguarding	Safeguarding incident at any of the schools.	Risk to reputation nationally and locally, DfE and HSE intervention depending on seriousness of the event.	2	3	6	All schools employ the services of experienced staff with appropriate safeguarding qualifications. All staff and governors are given safeguarding and prevent training . All students and staff complete e-safety training and firewalls are in place to secure all ICT networks.	6	CEO	Dec-17	Mar-18	Open	→

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Agenda Item 14

Finance	Changes to Funding via Government policy	Potential loss in income and threat to viability.	2	3	6	Monitoring of Government policy, Long term forecasts, Financial expertise at Operational and Trustee level. Robust system of internal controls.	3	CFO/CEO	Dec-17	Mar-18	Open	→
Finance	Poor financial performance by one or more 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 DfE letter.	2	3	6	Trust financial controls and procedures in place and communicated to all staff. Monthly Management accounts, Schedule of delegation, Budget monitoring by LGB and the Trust, Internal and External Audit. Regular reports to Trust members. Financial expertise at Operational and Trustee level	3	CFO/CEO	Dec-17	Mar-18	Open	↑
Finance	Financial controls and systems are not adequate or maintained. Failure of system of internal controls.	Risk that policies and procedures are not followed and that value for money is not considered in procurement and staff costs. Lack of adequate expertise in financial management.	3	3	9	Robust system of internal controls. Trust financial controls and procedures in place and communicated to all staff. Monthly Management accounts, Schedule of delegation, Budget monitoring by LGB and the Trust, Internal and External Audit. Regular reports to Trust members. Financial expertise at Operational and Trustee level	6	CFO/CEO	Dec-17	Mar-18	Open	↑
Staffing	Failure to recruit key management posts and Inadequate capacity to review quality of work within the Trust or the Schools	Staff not able to carry out their duties, poor management and decision making, poor quality of teaching and learning leading to poor student outcomes. Unsatisfactory Ofsted grading leading to reputational risk.	2	3	6	Thorough recruitment programme, comprehensive professional development, Strong Appraisal system. Competitive remuneration and career development.	3	CEO/Principals	Dec-17	Mar-18	Open	↑
Staffing	Inadequate number of staff within the Trust or the Schools	Inadequate teaching and learning and student support, leading to poor outcomes. Insufficient management capacity at trust level.	2	3	6	Monthly monitoring of staffing levels from Trust and all schools, independent exit interviews for all staff, comprehensive recruitment processes to attract and retain competent staff.	3	CEO/Principals	Dec-17	Mar-18	Open	↑
Pupils	Failure to recruit sufficient number of pupils in Trust schools	Reduction in pupil led income which could lead to cash flow or long term financial problems.	2	3	6	Trust and school Marketing capacity and delivery effective admissions processes. Monthly reports on pupil numbers for monitoring. Networking with primary and secondary feeder schools.	3	CEO/Principals	Dec-17	Mar-18	Open	→
Pupils	Poor students outcomes in Trust schools	Poor examination results could cause a reputational and financial risk due to poor student recruitment. Detrimental to student futures/careers.	2	3	6	Teaching and Learning constantly monitored and reported. Termly attainment reporting sent to management and pupils. Principal reports to local governing body. Practice Ofsted inspections and quality insurance visits.	3	CEO/Principals	Dec-17	Mar-18	Open	↑
Infrastructure	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 Trust reputation	1	3	3	Maintenance programme in place and monitored by a Trust staff member. Adequate budgets for building maintenance . Regular site checks by facilities teams	3	Trust Business Manager/CEO	Dec-17	Mar-18	Open	→

Infrastructure	Failure to safeguard schools or assets from theft or damage by third party	Damage to building and assets. Health and safety risk to students and staff. Reputational damage and poor learning outcomes.	1	2	2	Adequate security systems and budgetary allowance for upkeep and maintenance. Asset registers at each establishment . Adequate insurance	2	Trust Business Manager/CEO	Dec-17	Mar-18	Open	↓
Reputation	High profile event in one school affects Trust overall	Risk to reputation nationally and locally depending on scale of the event.	1	3	3	Each School and the Trust has a Critical Incident plan which is regularly assessed listing a delegation of duties in the event of an emergency situation.	3	CEO	Dec-17	Mar-18	Open	→

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

- Key - Areas
- Compliance
 - Safeguarding
 - Finance
 - Staffing
 - Pupil Levels
 - Infrastructure
 - Reputation

South Bank Academies
Risk Register - Academy



Create your future

Area	Risk	Impact description	Probability assessment	Impact assessment	Combined risk level	Mitigating actions	Reisidual Risk	Owner	Last reviewed	Date for next review	Status	Change
Compliance	Inadequate level of expertise and challenge on Local Govering 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.	3	Trust Board/Chair of LGB	Dec-17	Mar-18	Open	→
Compliance	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. Adequate insurance cover.	3	Principal	Dec-17	Mar-18	Open	→
Safeguarding	Safeguarding incident at one of the schools.	Risk to reputation locally and nationally, DfE and HSE intervention depending on seriousness of the event.	2	3	6	Experienced full time SENDCO as member of staff. All staff and governors are given safeguarding and prevent training. All students and staff complete e-safety training and firewalls are in place to secure all ICT networks.	6	Principal	Dec-17	Mar-18	Open	→
Finance	Changes to Funding via Government policy	Potential loss in income and threat to viability.	2	3	6	Monitoring of Government policy, Long term forecasts monitored by LGB, Financial expertise at Operational and Trustee level. Robust system of internal controls.	3	CFO/CEO	Dec-17	Mar-18	Open	↑
Staffing	Failure to recruit key teaching and support staff posts. Inadequate capacity to review quality fo work.	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.	3	Principal	Dec-17	Mar-18	Open	→
Staffing	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	2	3	6	Monthly monitoring of staffing, independent exit interviews carried out by Trust for all staff, timely recruitment processes to attract and retain competent staff.	3	Principal	Dec-17	Mar-18	Open	↑

Pupils	Failure to recruit sufficient number of pupils in to Year 7.	Reduction in pupil led income which could lead to cash flow or long term financial problems. Potential damage to the Academys reputation.	1	3	3	Trust and Academy Marketing capacity & delivery and effective admissions processes. Monthly monitoring of pupil numbers. Work with local primary schools to ensure the Academy remains a first choice.	3	Principal	Dec-17	Mar-18	Open	→
Pupils	Failure to recruit sufficient number of pupils in to Year 12.	Reduction in pupil led income which could lead to cash flow or long term financial problems. Potential damage to the Academys reputation.	2	3	6	Increase trust and Academy Marketing capacity & delivery and effective admissions processes. Monthly monitoring of student numbers. Work with secondary schools with no post 16 offer.	3	Principal	Dec-17	Mar-18	Open	→
Pupils	Poor students 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 constantly monitored and reported. Termly attainment reporting sent to management and pupils. Incoming students assessed for suitable attainment levels. Principal reports to local governing body. Practice Ofsted inspections and quality insurance visits.	3	Principal	Dec-17	Mar-18	Open	→
Infrastructure	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.	3	Principal/Trust Business Manager	Dec-17	Mar-18	Open	→
Infrastructure	Failure to safeguard academy assets from theft or damage by third party	Damage to building and assets. Health and safety risk to students and staff. Reputational damage and poor learning outcomes.	1	2	2	Academy has adequate security systems and budgetary allowance for upkeep and maintenance. Asset registers at each establishment are monitored and auditted regularly. Adequate insurance is provided.	2	Principal	Dec-17	Mar-18	Open	→
Reputation	High profile event in the school affects Trust overall	Risk to reputation nationally and locally to the school and the trust.	1	3	3	Academy has a Critical Incident plan which is reguarly assessed listing a delegation of duties in the event of an emergency situation.	3	Principal/CEO	Dec-17	Mar-18	Open	→

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South Bank Academies Risk Register - UTC



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Compliance	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.	3	Trust Board/Chair of LGB	Dec-17	Mar-18	Open	→
Compliance	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. Adequate insurance cover.	3	Principal	Dec-17	Mar-18	Open	→
Safeguarding	Safeguarding incident at one of the schools.	Risk to reputation locally and nationally, DfE and HSE intervention depending on seriousness of the event.	2	3	6	Experienced full time SENDCO as member of staff acquired from neighbouring school. All staff and governors are given safeguarding and prevent training. All students and staff complete e-safety training and firewalls are in place to secure all ICT networks.	6	Principal	Dec-17	Mar-18	Open	→
Finance	Changes to Funding via Government policy	Potential loss in income and threat to viability.	1	3	6	Monitoring of Government policy, Long term forecasts monitored by LGB, Financial expertise at Operational and Trustee level. Robust system of internal controls.	3	CFO/CEO	Dec-17	Mar-18	Open	↑
Staffing	Failure to recruit key teaching and support staff posts. Inadequate capacity to review quality for work.	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.	3	Principal	Dec-17	Mar-18	Open	→
Staffing	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	6	Monthly monitoring of staffing, independent exit interviews carried out by Trust for all staff, timely recruitment processes to attract and retain competent staff.	3	Principal	Dec-17	Mar-18	Open	↑

Pupils	Failure to recruit sufficient number of pupils in to Year 12.	Reduction in pupil led income which could lead to cash flow or long term financial problems. Potential damage to the UTCs reputation.	3	3	9	Increase trust and UTC Marketing capacity & delivery and effective admissions processes. Monthly monitoring of student numbers. Work with secondary schools with no post 16 offer.	6	Principal	Dec-17	Mar-18	Open	↑
Pupils	Poor students outcomes.	Poor examination results could cause a reputational and financial risk. Detrimental to student futures/careers. UTCs reputation at risk.	2	3	6	Teaching and Learning constantly monitored and reported. Termly attainment reporting sent to management and pupils. Incoming students assessed for suitable attainment levels. Principal reports to local governing body. Practice Ofsted inspections and quality insurance visits.	3	Principal	Dec-17	Mar-18	Open	→
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Infrastructure	Failure to safeguard UTC assets from theft or damage by third party	Damage to building and assets. Health and safety risk to students and staff. Reputational damage and poor learning outcomes.	2	3	6	UTC has adequate security systems and budgetary allowance for upkeep and maintenance. Asset registers at each establishment are monitored and auditted regularly. Adequate insurance is provided.	3	Principal	Dec-17	Mar-18	Open	↑
Reputation	High profile event in the school affects Trust overall	Risk to reputation nationally and locally to the school and the trust.	1	3	3	The UTC has a Critical Incident plan which is regularly assessed listing a delegation of duties in the event of an emergency situation.	3	Principal/CEO	Dec-17	Mar-18	Open	→

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