

SEAX Trust – Company Number 07747149
Registered address Slades Lane, Galleywood, CM2 8RW



Risk Register
September 2015

Responsible Person

Jackie Harper

	Financial risk	Likelihood H/M/L	Significance H/M/L	Key Controls	Assessment of control
1	Overspend of budget, caused by weak expenditure management	L	H	Annual budget, regular financial reporting, strong strategic plan of action	Strong
2	Overspend of budget, caused by poor budgeting	L	H		
3	Received less income than budget, caused by poor budgeting	L	H		
4	Overspend on capital projects	H	H	Detailed project management plans by reputable company Close monitoring by ABM and governors	Strong
5	Short term cash shortages	L	H	Strong surplus position, cashflow has not been an issue in recent years	Strong
6	Long term cash shortages , insufficient reserves	L	H	Good level of reserves. Significant increase in pupil numbers for 4 years, 16/17 settlement to be agreed. Three year budget projections in place	Strong
7	Improper use or irregular use of funds	L	H	Scheme of delegation in place. Internal controls subject to regular scrutiny, ICE report. Expenditure authorisation process clear AO and ABM familiar with AFH 2015	Strong
8	Errors in account caused by inadequately skilled or experienced finance staff	L	L	Experienced ABM, assistant finance staff – all receive regular training and updates from SBM services. Network of special school finance staff.	Strong

9	Loss caused by lack of security over assets including cash	M	H	Annual inventory check	Moderate
10	Fraudulent payments to suppliers	L	H	Annual review of effectiveness of internal controls Expenditure authorisation procedures Systems under regular review by ABM & SBM support	Strong
11	Fraudulent payments to staff	L	H	Robust procedures for monthly payroll sign off Personnel establishment under regular review	Strong
12	Insufficient insurance cover	L	H	EFA Risk Protection Arrangement	Strong

	Strategic and reputational risk	Risk Consequences	Significance H/M/L	Existing Internal controls and evidence
1	Failure to recruit sufficient pupils	<p>Significant financial risk</p> <p>Lack of confidence of parents and community</p>	L	<p>Admissions procedure through LA – maintain positive links</p> <p>Marketing/publicity/newspaper advertisements – Open Days, Transition arrangements</p> <p>Regular monitoring of targets and progression and communication with parents eg Annual Review Day and Parent Evenings to maintain local reputation.</p> <p>Maintain high quality student experience by monitoring and responding to surveys</p> <p>Pupil Voice</p>
2	Failure to ensure that the aims and objectives of the academy are met	<p>Failure to operate within the strategic objectives agreed by the governors</p> <p>The strategic objectives become out of date or do not concur with the LA SEND developments</p> <p>The academy receives an unfavourable Ofsted reports</p>	L	<p>Experienced and active governors and SEAX directors</p> <p>Experienced and highly motivated SLT</p> <p>Principal active in ESSET and LA discussions</p>
3	Failure to monitor and react accordingly to the needs of pupils and families	Risk that the provision does not meet the needs of pupils, lack of progress.	L	<p>Reports to governors and directors</p> <p>Regular meetings with parents and carers</p> <p>Survey of parent views</p> <p>Pupil and student Councils</p> <p>CPD for all staff</p>
4	Failure to assess and review alliances and partnerships with other schools and organisations	<p>Risk that the alliance or partnership is no longer appropriate</p> <p>Risk to the integrity of the academy</p>	L	<p>Networking groups</p> <p>ESSET – Representation on Schools Forum</p>

				MESH Principal
	Strategic and reputational risk	Risk Consequences	Significance H/M/L	Existing Internal controls and evidence
5	Failure to ensure that IT is maintained to the highest and most reliable 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	M	IT support from reputable and independent company, Full audit 2015– contract currently under review of 2016 IT strategy - CAE UK ICT onsite and cloud managed support Policies and procedures – e-safety, use by staff reviewed regularly Daily computer back up to network attached storage & back up to the ‘Cloud’ - offsite storage Hard copies EFA Risk Protection Arrangement Asset register
6	Failure to monitor the effect of risks over which the academy has no or little control such as economic or natural disaster	Financial risk Risk of litigation Reputational risk	L	EFA Risk Protection Arrangement Public liability Disaster recovery plan Support from LA to provide alternative accommodation as part of statement provision for all our pupils Communications with staff and pupils including Text-round, website and telephone Evacuation procedures eg regular fire drills Regular reviews of policies and procedures Purchase of Legal Services Support
7	Failure to recruit Governors who have the correct profile to support and challenge	Risk that a governor could attract negative publicity Risk that parent/community view governors as merely an extension of SLT	L	Governor recruitment process Governor training and induction Governor information on website and availability of minutes etc.

		Risk that parents/community lose confidence in the governing body		Parent access to governors through events, meetings etc
	Strategic and reputational risk	Risk Consequences	Significance H/M/L	Existing Internal controls and evidence
8	Failure of the academy and governing body to ensure that there is robust organisational approach in place to deliver governance	Risk that the Terms of Reference and Scheme of Delegation is poor Risk that the Governing Body fail to operate	L	SEAX Trust – agree Scheme of delegation and ToR, monitor all minutes & reports Governor training and Induction Register of Governor interests Audit process Minutes of Governing Body meetings Regular training provided by clerks Purchase of Company Secretary Support
9	Failure of the academy and governing body to have procedures in place to cover the absence of the Principal or other SLT members	Financial risk Reputational risk Risk of low morale affecting staff and pupils Risk to the day to day operation	L	Clear job descriptions on SLT roles with delegation for absence arrangements Active governing body membership Crisis management policy
10	Failure to produce open and regular management accounts	Management and admin costs are perceived as too high SLT salaries are perceived as being too high	L	Quarterly financial reports to SEAX directors Monthly management accounts Reports to LGB Effective internal and external audit

		Reserves are seen to be too high and not directed towards meeting the academy objectives		
	Operational Risk	Risk Consequences	Significance H/M/L	Existing Internal controls and evidence
11	Failure to comply with legislative requirements	Financial risk Reputational risk risk of litigation risk to the future of the academy	L	Up to date policies disseminated to all staff and available on website Health and Safety and Well Being Policy Data Protection Freedom of Information
5	Failure to ensure that the managers/SLT possess the skills and experience	Risk that the SLT do 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	L	Recruitment and selection procedures and practice CPD Performance Management Process
6	Failure to ensure that staff recruited have the required skills and expertise to meet the strategic aims and needs of pupils	Risk of recruiting unsuitable staff Risk of poor appraisal, CPD processes and need to instigate disciplinary/capability procedures Risk that procedures are not undertaken in a satisfactory manner Risk that health and safety and	L	Recruitment and selection procedures and practice CPD Performance Management Process Safeguarding Policy Health & Safety & well-being policy



		safeguarding could be compromised Financial risk Risk of litigation Risk to the achievement of the strategic aims and objectives		
	Operational Risk	Risk Consequences	Significance H/M/L	Existing Internal controls and evidence
7	Failure to ensure that the income due is collected in a timely and efficient manner and fully reconciled as per financial regulations	Financial risk Reputational risk Risk to the achievement of strategic objectives	L	Monthly management accounts Quarterly reports for SEAX Trust Effective use of Credit Control system
8	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	Financial risk Reputational risk Risk to the achievement of strategic objectives Risk to the financial viability of suppliers Risk of breaking financial regulations Risk of poor audit reports	L	Monthly management accounts Quarterly reports for SEAX Trust Effective use of Credit Control system Internal controls BACs payment system Effective internal and external audit
9	Failure to ensure that a comprehensive up to date list of suppliers is maintained	Risk that by using a key supplier, supplies may not always be available Risk that quality of supplies may be compromised Risk that availability of competitive	L	Financial regulations awareness Internal Controls Effective internal and external audit



		prices will be compromised Risk to the achievement of strategic objectives		
10	Failure to implement a risk management strategy	Failure to optimise educational opportunities Non-compliance with EFA requirements Exposure to unnecessary risk Increased costs	L	Risk Register and action plans LGB reporting SEAX Trust monitoring and reports