

Strategic Risk Register

- Risk Management Approach and Policy Compliant with:
 - Requirements of DfE and ESFA Academies Financial Handbook
 - Charity Commission for England and Wales Charities and Risk Management Guidance (CC26)
- ESCAT Board of Directors delegated responsibility for risk management to the Audit and Risk Committee

The assessment of risk here has taken into account a number of implicit mitigating factors i.e. Catholic nature of the Trust.

This Strategy will be monitored termly and reviewed annually.

Risk Identification and Review

Likelihood	Remote	Unlikely	Possible	Probable	Highly Probable
Impact					
Insignificant					
Minor					
Moderate					
Major					
Risk Extreme/ Catastrophic					

Key:

Green – Category: Minor - Action Plan Status: Monitor
Amber – Category: Moderate – Action Plan Status: Requires Action
Red – Category: Extreme – Action Plan Status: Requires Action Plan

Each Risk Explicitly Identifies:

- Control procedures
- Monitoring Process
- Responsibility for Action
- Further action required
- Date of last review

Risk Review Responsibilities

- Governance – Chair and Board of Directors
- Compliance – Audit and Risk Committee
- External – CEO, Board of Directors
- Operational – Local Governing Bodies
- Financial – Sub- Committee with Finance responsibilities

Risk Register

Summary of Risk Register					
No	Area	No. of risks identified	Minor	Moderate	Extreme
1	Governance – Board	11	0	9	2
2	Governance – LGB's	4	0	4	0
3	Operational	9	0	7	2
4	Financial	5	1	4	0
5	Compliance	1	0	1	0
6	External	3	0	2	1
7	World Pandemic	2	0	0	2
Total		35	1	27	7
Percentage of total		100%	3%	77%	20%

1 – 3 = Minor

4 – 9 = Moderate

10 – 16 = Extreme

Risk Action Plan 2021/2022

Governance Risks – Board Level

1. Governance Risks – Board Level									
No	Risk Description	Impact	Likelihood	Score	Category	Control Procedures	Retained (Net) Risk	Monitoring Process	Responsibility for Action
1.1	Inadequate Safeguarding and Child Protection	8	2	16	Extreme	Monitor individual schools procedures to ensure the proper levels of safeguarding are in place	Low	DSL reports to Governors. Safeguarding audits undertaken in each school.	CEO/LGB's
1.2	Inadequate Legal Compliance	7	1	7	Moderate	Policy statements and Policies in place to cover H&S and Data Protection	Low	Regular H&S reports to Governors. Annual H&S report to Trustees. Advice from H&S Consultant	CEO/CFO
1.3	Financial unsustainability	7	1	7	Moderate	Maintain NOR at PAN Approved balanced budget. Maintain reserves 3-4 % of trust public generated income	Low	Regular Finance reports to finance committees and governors. Scheme of delegation in place for approval of variances.	CEO/CFO
1.4	Trust academies going into category and impact on trust reputation	8	2	16	Extreme	Regular review of Quality of Education, Safeguarding, behaviour and personal development	Low	School at a glance reports to curriculum committee and governors. Robust Q&A processes in Trust schools	Head Teachers CEO
1.5	Souring of relationships between schools in the trust	6	1	6	Moderate	Monitor relationships between head teachers and individual academy key personnel	Low	Regular meetings between head teachers and other key personnel. Directors	CEO Chair

No	Risk Description	Impact	Likelihood	Score	Category	Control Procedures	Retained (Net) Risk	Monitoring Process	Responsibility for Action
1.7	MAT growth – rate or expansion is too great or too slow to ensure sustainability	4	2	8	Moderate	Continuous review of next schools to join. Liaison with Diocese to jointly manage priority for schools joining	Low	Board, CEO, CFO ensuring that stringent due diligence of proposed new schools	Board, CEO, CFO
1.8	MAT policies are not adequate, compliant, monitored or reviewed	5	1	5	Moderate	Strategic list of Statutory Polices complied and reviewed by Governance Clerk and added to Agenda's for review at correct intervals	Low	Chair/CEO/Board	Chair
1.9	Legal Action against the Trust	5	1	5	Moderate	Legislative compliance, Train employees on legislation e.g H&S; Insure against the risk of legal action	Low	Chair/CEO/Board	Chair
1.10	Dilution of Catholicity	5	1	5	Moderate	Recruitment of Catholic Leaders, maintain foundation directors. Use SEC48 criteria to review distinctive nature of schools	Low	Chair/CEO/Board	Chair
1.11	Significant changes arising from Central Government Legislation.	6	1	5	Moderate	Monitor impact of legislative /political change	LOW	Chair/CEO/Board	Chair

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Governance Risks – LGB’s

2. Governance Risks – LGB’s									
No	Risk Description	Impact	Likelihood	Score	Category	Control Procedures	Retained (Net) Risk	Monitoring Process	Responsibility for Action
2.1	Governors are not challenging or supportive enough	3	3	9	Moderate	Governor induction training. LGB Terms of Reference. Regular meetings with Academy Leaders. Governor links to departments in place. Visit reports shared with LGB.	Low	Chairs of LGB, CEO, CFO	Board
2.2	Committees not established with delegated authority	3	3	9	Moderate	LGB Terms of Reference, work programme and governor role descriptors are in place. Supplementary training provided as appropriate. Committee terms of ref to be reviewed and approved annually by LGB	Low	LGB	Chair
2.3	Governors without required experience	3	2	6	Moderate	Compulsory training for all governors, Governors with specific skills to be actively sort and recruited	Low	Annual Skills/training audit of Governors	Governor responsible for training/CEO/ Board
2.4	Failure to recognise and implement legislative change/not meeting statutory duties/deadlines	8	1	8	Moderate	Careful diligence and keeping abreast of news via CES, NAHT, IBSL, DFE	Low	Resources Committee or equivalent. SBM, CEO/CFO	LGB

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Operational

3. Operational Risks									
No	Risk Description	Impact	Likelihood	Score	Category	Control Procedures	Retained (Net) Risk	Monitoring Process	Responsibility for Action
3.1	Data loss through viruses, corruption or loss	8	2	16	Extreme	Common services platform for IT provision. Staff to be advised on risks. Data stored as per policy. Anti-virus software kept up to date. Regular password changes. Have a procedure which will be triggered in the event of loss or a suspected attack	Low	Policy reviews	Network Manager/SBM
3.2	Fatality/Injury	5	1	5	Moderate	Health & safety Policy, Outdoor Visit Policy, School Emergency Plan. CEO/Chair of Trust Board listed on all School Emergency Plans	Low	Report to committee. CEO/Chair of Trust Board	Health and Safety Officer, CEO/Chair of Trust Board
3.3	Impact of an uncontrollable event	5	1	5	Moderate	Risk Register to be a live document. School Emergency Plan to be kept up to date. CEO/Chair of Trust Board listed on all School Emergency Plans	Low	Review of Register and Plan by committee to CEO/Chair of Trust Board	CEO, Audit and Risk Committee

No	Risk Description	Impact	Likelihood	Score	Category	Control Procedures	Retained (Net) Risk	Monitoring Process	Responsibility for Action
3.4	Key Person loss / succession	4	3	12	Extreme	Robust team and good succession planning as well as ensuring staffing levels are adequate for additional work loads.	Low	Review of succession plan by CEO/Trust Board	CEO/Trust Board
3.5	Senior Management capability	3	3	9	Moderate	CEO to be involved in all recruitment of SLT members, reporting back to Trust Board	Low	CEO/Trust Board Performance Reviews	CEO, HT's, Trust Board
3.6	Safeguarding <ul style="list-style-type: none"> o Child abuse o Accusations against staff o Internet Grooming/ exposure to explicit materials o County Lines o Bullying (cyber and in person) o FGM o CHANNEL o PREVENT Operation Encompass	8	2	16	Extreme	At least one member of each interview panel MUST be Safer Recruitment trained. Recruitment process followed rigorously. HT are proactive and take informed risks in filling likely vacancies in the knowledge that over capacity can be absorbed by another school in the Trust – within reason. DSL's in each academy school responsible for information, issues arising and liaising with appropriate bodies	Low	DSL reports to committees. CEO to ensure safeguarding audit is carried out by all schools. Policy reviews	CEO/Committee

No	Risk Description	Impact	Likelihood	Score	Category	Control Procedures	Retained (Net) Risk	Monitoring Process	Responsibility for Action
3.7	Action not taken after the review of management information	8	1	8	Moderate	Minutes taken, action points reviewed at the next meeting for follow up. CEO to have oversight of previous risks	Low	Minutes of meetings	LGB and committees
3.8	Information produced (financial and non-financial) for governors and senior management is not accurate or not in a format suitable for monitoring the performance of the school	6	1	6	Moderate	Data cross reference and checked via internal audit process	Low	Internal audit checks. Resource Committee checks. Audit & Risk Committee checks	CFO/SBM
3.9	Recruitment / Succession Planning	3	2	6	Moderate	Rigorous selection and appointment procedure. CPD of all staff to ensure continuity of service	Low	CEO with Trust Board maintaining a consistent approach to HT and governor monitoring in schools	CEO, Trust Board, HTs

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Finance

4. Finance Risks									
No	Risk Description	Impact	Likelihood	Score	Category	Control Procedures	Retained (Net) Risk	Monitoring Process	Responsibility for Action
4.1	Audit negative comments / outcomes	6	1	6	Moderate	Common services platform for finance services. All schools to follow finance policies and procedures as directed by the Trust Board	Low	Month end reviews. Internal verification procedures	Audit and Risk Committee
4.2	Pension scheme deficit grows	3	3	9	Moderate	Working knowledge of HCC LGPS pension reviews. Employers contributions raised as required and factored in to budget	Medium	FRS17 reports from independent actuaries	Audit and Risk Committee
4.3	False accounting including but not limited Credit / Debit misuse, Cash mismanagement	3	1	3	Minor	Robust authorised signatory/approval procedure in place via Bank safeguards, credit card policy and segregation of duties in place Cash management processes in place which require all cash to be paid in. Bank accounts monitored daily.	Low	Annual review of policies and procedures, sampled by Internal verification. Audit & Risk Committee to check	CFO/Finance Manager

No	Risk Description	Impact	Likelihood	Score	Category	Control Procedures	Retained (Net) Risk	Monitoring Process	Responsibility for Action
4.4	Poor cash flow management	8	1	8	Moderate	Monthly monitoring of Trust finance, profiling of payments across fiscal cycle		Regular reporting to Trustees	CFO/SBM
4.5	Budget expenditure exceeds income	9	1	9	Moderate	Continual monitoring and communication of any concerning situations. Stringent controls properly applied and adhered to. Strong governance.	Low	continually sought	CEO/CFO Headteachers
4.6	Corpus Christi has insufficient resources to improve Teaching and Learning standards in 3-year budget forecast period	8	2	16	High	Continue to make savings where possible. Be prepared for the trust to redirect funds to the trusts highest priority which is to ensure Corpus Christi achieves a Good Ofsted	Low	Regular monitoring of outturn and forecast budget. Plan to redirect resources to where it is needed most	CEO, CFO, CC Headteacher
4.7	Moving Casual Staff from rolled up rate contracts to contracts that meet current legislation, where holiday pay is calculated separately, results in claims	3	3	9	Moderate	Seek advice from employment law specialists Calculate potential worst financial case scenario Consult with those staff affected Draw up 'non-disclosure' agreements in line with improved remuneration package	Low	Regular updates to trustees on legal advice	CEO, CFO

	for back pay for holidays					Set aside funds for potential claims			
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Compliance

5. Compliance Risks									
No	Risk Description	Impact	Likelihood	Score	Category	Control Procedures	Retained (Net) Risk	Monitoring Process	Responsibility for Action
5.1	Buildings Compliance: Health and Safety, Asbestos Management, Legionella Management, and Fire Risk assessment	9	1	9	Moderate	Fire Risk Assessments undertaken and reviewed by the SBMs on an annual basis. Long Term Maintenance plans in place. Action points arising from the LTMs are included on the premises development plans. Roles to be clearly identified and training undertaken and refreshed where required.	Low	Audit and Finance Committee to receive update reports and monitor progress	CEO/CFO Headteachers

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External

6. External Risks									
No	Risk Description	Impact	Likelihood	Score	Category	Control Procedures	Retained (Net) Risk	Monitoring Process	Responsibility for Action

6.1	Complaints / Ombudsman investigations	6	1	6	Moderate	Make sure we publicise events well in advance and give due consideration to all when the details are being considered, including timing, additional traffic etc	Low	SBM's/ Headteacher	Headteacher/ SBM's
6.2	Poor Ofsted Grading	8	2	16	Extreme	Ensure schools are working within the framework and are up to date on the latest requirements. Workshops to inform staff of what to expect. Interventions/support from outstanding practitioners to raise standards	Low	CEO/HTs/Trust Board half termly reviews	CEO
6.3	Bad public and media relations	5	1	5	Moderate	Diligence, vigilance and resource dedicated to marketing and community relations	Low	Leadership Team/ CEO	Trust Board

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World Pandemic

7. World Pandemic Risks									
No	Risk Description	Impact	Likelihood	Score	Category	Control Procedures	Retained (Net) Risk	Monitoring Process	Responsibility for Action

7.1	World Pandemic causing the nation to go into lockdown – school unable to open for a prolonged period. Fear and uncertainty for Parents, students and staff.	10	1	10	Extreme	Online teaching platforms developed to enable lessons to continue remotely. All meetings to be undertaken virtually. Staff to contact students weekly by telephone to ensure connection to the school and to ascertain any issues including safeguarding. Regular communication via emails to reassure all about the school’s approach to keeping everyone safe.	Moderate	Leadership team / CEO	Leadership Team / CEO
7.2	All examinations cancelled because of Pandemic. Students education severely disrupted/affected by situation	10	1	10	Extreme	Staff working as above to continue to educate the students, motivate them and keep morale high – use of staff videos, challenges and wellbeing sessions when possible.	Moderate	Leadership team / CEO	Leadership Team / CEO