

| Charles Darwin Multi Academy Trust - Risk Register | | | | | | |
|--|--|--|--|-------------------|----|----------------|
| Reference Number | Strategic Risk | | | Controlled scores | | |
| | Nature of Risk | Impact | Control Methods | Impact Likelihood | | Remaining Risk |
| | Over provision of secondary schools and increase in selective school numbers | Reduction in number of high ability pupils in school leads to drop performance | Close analysis of pupil numbers and applications. Analysis of reasons for pupils leaving the school. Close co-operation with feeder schools and ensuring good publicity. | H | M | |
| | Charity does not operate within its objects | Sanction from EFA | Members properly exercise their function to monitor MAT operating within terms of the funding agreement. Internal audit scrutiny | H | L | |
| | An individual school cannot recover from loss due to fire/natural disaster | School cannot continue | Trustees ensure adequate insurance cover and regularly review the level of cover. Adequate fire safety and security in place | VH | VL | |
| | EFA funding is not sufficient to maintain school | School forced to make immediate cuts that cause concern for exiting and future parents | Finance committee produces 2/3 year budget forecasts to give early warning of the need for changes. Increased risk from low funding | H | M | |
| | Serious data loss | School cannot properly function | Back up procedure and IT disaster recovery plan | H | L | |
| | Data protection breached and protected data published | Legal action by police or persons whose personal information has been compromised | Protection of data training for all staff. Use of encryption for sensitive data. Internal Audit checks | M | M | |
| | Litigation action taken by parent, staff or member of the public | Adverse publicity and financial loss | Ensure that all policies meet legal requirements and monitor to ensure they are being properly applied by LGB's Internal Audit Checks. | M | L | |

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|------------------|---|--|--|-------------------|------------|----------------|
| | Nature of Risk | Impact | Control Methods | Impact | Likelihood | Remaining Risk |
| | Long term absence of Executive Headteacher/CEO | Reduction in the effectiveness of monitoring allows standards to drop and/or lack of adherence to policies | Plan to use an interim appointment either internal or external | M | L | Green |
| | Risk of failure due to IT out of date and no longer supported | School administration and management cannot operate or curriculum cannot be delivered | Establish plan to provide upgrades in priority order. Constantly review situation. | H | L | Yellow |
| | Risk that future EFA grant income does not increase to cover staff salaries and inflation | School overcommitted with lease payments necessary to keep IT up to date and functional | Expenditure in school 3 year plan but EFA does not give any income projection figures | M | M | Red |
| | Delegation risk | Risk that trustees delegate too much and therefore become too detached. | Annual review of scheme of delegation by trustees | M | L | Green |
| | Management Information risk | Inaccurate or late production of information impacts adversely on critical decisions | Regular Trust and LGB meetings review and question data given to them. Data compared to actual outcomes. | M | L | Green |
| | Staff risks | Risk that schools cannot recruit sufficient high quality staff causing a reduction in performance and parent dissatisfaction | Effective dissemination of information maintains reputation of school and encourages applicants. | M | M | Yellow |
| | Governance | Risk that the trust cannot recruit a sufficient number of trustees and Governors with the experience required | Training of new trustees and governors. Active recruiting ensuring balance of capabilities and experience. | M | L | Green |
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| | Nature of Risk | Impact | Control Methods | Impact | Likelihood | Remaining Risk |
| | Financial Risk | | | | | |
| | Risk that legislative accounting and reporting requirements are not known or complied with | EFA could issue financial notice to improve | Audit regime and regular internal audit by accountants and /Audit committee keeps MAT up to date with changes | M | L | |
| | Risk of non compliance with Charities legislation. | EFA could take action because MAT not working within its funding agreement | Duty of Members to ensure compliance. Checked by Internal Audit | L | L | |
| | Risk of errors in VAT/PAYE/NI records/payments | Enforcement action by HMRC | Internal audit checks include these items | M | L | |
| | Risk that budget cannot be set by EFA deadline | EFA action | Use of forward planning allows for preparation of budget in advance of EFA indicative funding | M | L | |
| | Risk that it is only possible to prepare a budget that is in deficit | EFA consider issuing a Financial Notice to Improve. This attracts negative publicity | Forecasting budget for future years allows for action to be taken in advance but does not totally eliminate risk | M | M | |
| | Risk that bank reconciliations are not completed | Potential errors in accounting reports | Current software produces monthly reports that include a trail balance. Checks by Internal Audit | L | L | |
| | Risk of unauthorised access to financial systems | Potential for fraud or inaccuracies caused by the access | Passwords to be changed at regular intervals. IT security installed and kept updated. Computers not to be used for personal matters. Any portable devices to be virus checked before use. | M | M | |

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| | Risk that data cannot be recovered after a disaster or that recovered data is out of date | Severe disruption and potential to be unable to make payments or account for receipts | Back up routine and regular checks to ensure that back ups are complete | M | L | |
| | Risk that some transactions are not properly recorded | Inaccurate financial reporting causes bad management decisions | Regular checks by Internal audit and monthly reconciliations | L | L | |
| | Risk that expenditure is not properly authorised | budget not adhered to and potential for fraud | Procedures review internally and by Internal audit | L | L | |
| | Risk that cash flow requirements are not properly forecast | MAT unable to make payments on due date. Potential loss on confidence by suppliers and interest charges | Current software calculates cash flow which is reported to Finance committee meetings | L | L | |
| | Fixed assets risk | Assets cannot be controlled leading to loss or theft | High value items entered on register and regularly checked. Attractive items of lower value listed and checked. Physical security for attractive items and items marked | M | L | |
| | Fixed assets risk | assets not capitalised properly or depreciated at an appropriate rate | Policy and financial handbook procedures followed. Audit checks at year end. | L | L | |
| | Risk that debts are not recovered | Loss of income | Regular checks highlight long standing debtors and finance committee agrees on appropriate action. Credit facility withdrawn as soon as debts exceed time limits. | L | M | |
| | Risk that changes to regulations or legislation are not recognised | Potential for adverse comments on Audit | Advice from internal and external audit. Using weekly information from EFA to identify changes | L | L | |

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| | Insurance risk | Risk that MAT suffers financial loss or is unable to replace items because of inadequate insurance cover. | Insurance through RPA and other losses properly covered | M | L | Green |
| | Risk of abnormal income/expenditure profile | potential to impact on ability to deliver high quality balanced education | EFA software used to benchmark. Internal audit scrutiny | L | M | Yellow |
| | Governance | | | | | |
| | Failure to comply with employment law attracts adverse publicity | Drop in applications for advertised posts and lower morale among exiting staff | Pay and other staff policies regularly updated. Advice from external HR provide. Checks by Internal audit | L | L | Green |
| | Failure to adhere to Health and Safety legislation results in injury or death. Inadequate Covid control cause major school closure | Severe financial loss and adverse publicity causing pupils to be withdrawn from the school. | H&S policy revised and updated. Particular H&S guidance during Covid crisis. Results of testing regularly monitored. Parents kept constantly up to date with current policies and procedures. | M | M | Yellow |
| | Risk that LGB's or committees take action without delegated responsibility. | Actions may be challenged by those effected resulting in financial loss and bad publicity. | Scheme of delegation revised annually and checked by Internal audit. Trustees see LGB minutes and Headteachers reports to Governors | L | L | Green |
| | Risk of non-compliance with Data Protection Act | Legal action and bad publicity | All governors and trustees briefed on data protection controls and legislation | M | M | Yellow |
| | Risk that legislative requirements regarding need for licenses is not complied with. | Legal action and disruption if planned activities cannot go ahead | Staff made aware of limits to licences permitting material to be used in lessons | L | L | Green |

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| | Nature of Risk | Impact | Control Methods | Impact | Likelihood | Remaining Risk |
| | Risk that related party transactions are not identified and authorised | Breach of financial regulations and potential adverse publicity | Trust policy. Checked by Internal audit. Business interest changes checked at start of all trust and LGB meetings. | M | L | |
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| | Management Information risk | Risk that information not accurate or not produced quickly enough adversely effects decision making | Set programme of reports to trust and LGB's and regular pupil data collection in place | M | L | |
| | Academic Risks | | | | | |
| | Risk that a school's reputation is damaged by lower results | Potential for fall in pupil numbers resulting in income reduction. | HT reports to LGB and Trust board include monitoring of pupil progress. Also monitored by Link Governors | M | L | |
| | Risk that school policies are out of date or do not conform to legislation or latest practice. | Reputational damage or legal action by parents/students | All policies reviewed annually by LGB's and Trust. Link governors/committees check effectiveness of policies during monitoring visits/meetings | M | L | |