



Risk Management Policy

Reviewed on	2024/25, Term 6	Review frequency	Annual
Next review due	2026/27, Term 2	Template Yes / No	N
Owner	DCEO	Approved by	Board of Trustees



History of Policy Changes

Date	Page	Change	Origin of Change
Jun 25	3	Added a bullet point referencing risk appetite under "Introduction"	Annual Review
	4	Removed reference to "Expert Trustees" and "Committees" under "Roles & Responsibilities" following change to committee structures	
	4	Clarified who is responsible where no Local Governing Committee is in place for a school under "Roles & Responsibilities"	
	6	Added a section for "Risk Appetite"	
	7	Updated to state that risks will be reported at each Board of Trustee meeting under "Reporting Risks"	
	7	Changed all references of "ESFA" to "DfE" following the subsumption of the ESFA's responsibilities to the DfE	

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1. Introduction

Hamwic Education Trust (HET) believe that all pupils should receive a high quality, enriching, learning experience in a safe and inclusive environment, which promotes excellence through a broad curriculum that prepares them for their future and opens doors to a diverse array of opportunities as well as that all pupils and adults within HET flourish as individuals and together. This policy defines HET will manage its risks and to ensure that it complies with risk management best practice.

HET accepts that risk is an inherent part of its operation and aims to minimise risks to an acceptable level.

This policy aims to:

- Outline the roles and responsibilities for risk management
- Establish the risk appetite of HET
- Identify risk management processes to ensure that all risks are appropriately identified, measured, managed, monitored and reported
- Ensure appropriate levels of awareness through the Trust
- Outline how risk management directs the Trust's approach to internal scrutiny

Objectives

The objectives for managing risk across the HET are to:

- Comply with risk management best practice

- Ensure risks facing HET are identified, measured, monitored, managed and reported
- Provide assurance to the Board of Trustees that risks are being well managed
- Ensure that action is taken appropriately where risks are identified
- Ensure that key risks are being addressed appropriately through internal scrutiny
- Ensure that risks are reviewed on a regular basis

2. Scope

This policy is for all employees working within a HET school or establishment (which for ease of reference are referred to throughout this document as 'schools') or the HET Managed Service (MS) Team.

It does not apply to agency workers, consultants, self-employed contractors, volunteers or work experience students.

3. Roles & Responsibilities

Board of Trustees (BoT)

The BoT are responsible for ensuring that there are effective risk management arrangements in place, which includes:

- Defining HET's risk management strategy and risk appetite
- Integrating the risk management process into the Trust's overall strategy
- Receiving regular updates on risk management and internal scrutiny
- Review key risks to ensure that they are managed effectively

The BoT will have full oversight of all key risks across HET to ensure that they are being appropriately managed.

Audit & Risk Committee

The role of the Audit & Risk Committee is to support the BoT in ensuring that the risk management arrangements are established and maintained across HET. The Audit & Risk Committee will:

- Oversee HET's Risk Register
- Provide regular updates to the BoT regarding risk management
- Review, agree & allocate all key risks to appropriate owners across HET
- Review all risks to ensure that they are managed effectively
- Direct the programme of internal scrutiny based on key risks identified
- Regularly review the risk management process

Deputy Chief Executive Officer (DCEO)

The DCEO has the lead responsibility for implementing the Risk Management Policy, to include reviewing and updating risks on a regular basis.

Risk Owners

Each risk will be allocated to a risk owner, whose responsibility it is to ensure that risks are monitored and updated regularly.



Local Governing Committee (LGC)

LGCs are responsible for reviewing key risks associated with their school to ensure that they are minimised to an acceptable level. Local LGCs are required to review their key risks on at least an annual basis. Where there is no LGC, this responsibility will be assumed by the interim body in place to oversee governance at the school.

School Leaders

School Leaders are responsible for identifying, evaluating and responding to key risks in their academy, in consultation with their LGC. School Leaders are responsible for ensuring that these risks are reviewed regularly and communicated with staff as appropriate. School Leaders will use the template in appendix 1.

4. Process

The Trust will maintain a Risk Register that will contain all strategically & operationally significant risks. These risks are categorised into the following sections:

- Key Strategic Risks
- Audit & Risk
- Education
- Finance
- Pay & Performance

Schools will complete the risk template (see Appendix 1) on an annual basis and report on this to their LGC.

Identification of Risks

The identification of risks will be undertaken with care as there will be an element of subjective judgement. No process is capable of identifying all possible risks that may arise. The process can only provide reasonable assurance that all relevant risks have been identified. Risks will be added to the Risk Register on an ongoing basis.

Measurement of Risks

Risks are evaluated based on assessing the impact and the probability of the risk occurring (after consideration of the counter measures that are in place). Once these have been assessed, the risk score will provide additional emphasis to each risk.

The below will support how risks are evaluated:

Impact of risk occurring

Impact Score	Financial Impact	Non-Financial Impact
5	Significant (in excess of £100,000)	Significant impact on the Trust's strategy or on teaching and learning with high stakeholder concern.
4	High (between £75,000 and £100,000)	High impact on strategy or on teaching and learning with moderate stakeholder concern.
3	Moderate (between £50,000 and £75,000)	Moderate impact on strategy or on teaching and learning with moderate stakeholder concern.



2	Low (between £25,000 and £50,000)	Low impact on strategy or on teaching and learning with moderate stakeholder concern.
1	Very Low (below £25,000)	Very low impact on strategy or on teaching and learning with low stakeholder concern.

Probability of risk occurring

Probability Score	Description	Indicator
5	Likely to occur each year, or more than 50% chance of occurrence within the next 12 months	Potential of it occurring several times within a 3 year period / Has occurred recently
4	Likely to occur within a 2 year time period or between 25% to 50% chance of occurring within the next 12 months	Could occur more than once within a 3 year period / Reasonable history of occurrence
3	Likely to occur within a 3 year time period or between 10% to 25% chance of occurring within the next 12 months	Could occur more than once within a 5 year period / Some history of occurrence
2	Likely to occur within a 5 year time period or between 5% to 10% chance of occurring within the next 12 months	Could occur more than once within a 5 year period / Low history of occurrence
1	Unlikely to occur within a 5 year time period or less than 5% chance of occurrence	Is not likely to occur

The risk score is arrived at by multiplying the impact score with the probability score. The risk score will identify the overall severity of the risk as follows:

Risk Score	Description	Dashboard
16 – 25	High level of impact and/or probability	Red
8 – 15	Medium level of impact and/or probability	Orange
1 – 7	Low level of impact and/or probability	Green

All risks with a risk score of 16 or more are subject to a higher level of scrutiny and will be reviewed no less than once per year.

Managing Risks

For each risk, a risk response will be applied taking into account the risk score. The possible responses to risks are as follows:

Response	Description
Avoid	Counter measures are put in place that will either stop a problem or threat occurring or prevent it from having an impact on the Trust
Transfer	The risk is transferred to a third party, e.g. through an insurance policy
Mitigate	The response actions either reduce the likelihood of a risk developing, or limit the impact on the Trust to acceptable levels
Accept	The Trust accept the possibility that the event might occur, e.g. because the cost of the counter measures will outweigh the possible downside, or the Trust believes there is a remote probability of the event occurring

Once a response to each risk has been allocated, descriptions as to the specific counter measures and contingency plans (if appropriate) will be provided in the Risk Register.

Risk Appetite

HET acknowledges that there will always be an element of risk in pursuit of its objectives. The risk appetite of HET is intended to highlight at which level risks will be accepted and where further mitigation will be required.



When assessing risk appetite, HET will apply the following definitions:

- Averse – avoidance of risk and uncertainty
- Minimal – preference for safe options that have a low degree of inherent risk
- Cautious - preference for safe options that have a low degree of residual risk
- Mindful – willing to consider all options and accept a degree of risk
- Open – eager to innovate and consider options that hold a higher level of risk

HET's risk threshold will be to apply further mitigations to risks with a risk score of 8 and above. Priority will be given to these risks in terms of time and resources applied.

Monitoring Risks

All key strategic & operational risks will be recorded in the Trust's Risk Register.

Risks will be monitored and updated continuously by the risk owner, with review frequencies provided in the Risk Register.

Reporting Risks

The Risk Register will be shared in full and key risks be reported on at each Audit & Risk Committee and **reported on at each Board meeting**.

Internal Scrutiny

HET operates a risk-based approach to internal scrutiny. Risks with a high-risk score are those where additional assurance will be sought. Assurance will be provided by means of appointing appropriately qualified external professionals.

The Audit & Risk Committee will define the annual programme of internal scrutiny and formulate the scope within which assurance is provided.

Internal scrutiny reports will be provided to the Audit & Risk Committee on a case-by-case basis and will also be provided to the BoT.

The Audit & Risk Committee will, each year, provide a summary assurance statement to be submitted to the Department for Education. This summary statement shall include:

- **An outline of the areas reviewed**
- **Key findings & recommendations from assurance visits**
- **Conclusions drawn**

5. Link to other HET policies (in alphabetical order)

n/a

6. Appendix 1 – School Risk Management Template

Academic Year _____

Key Risk	Rationale / Impact	Counter Measures / Actions	Review Frequency	Status
(Example) Poor Ofsted Outcome	School was RI prior to conversion with Ofsted inspection expected over the next academic year. A poor outcome would impact on future pupil numbers, recruitment & the reputation of the school	Robust SIP in place, effective staffing structures embedded, tracking systems in place, challenge provided by the Trust, monitoring by LGB	Termly	Inspection expected in summer term

Date Completed _____

Date Reviewed by Local Governing Committee _____

Review Summary

Reviewer	Date of Review	What has been Reviewed?	Specific Actions