



RISK MANAGEMENT POLICY

Reviewed by:	Full Trust Board
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Date Approved:	2 April 2025
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Review Frequency:	Every 2 Years
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Next Review Date:	April 2027
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Risk Management Policy

1. Introduction

This Risk Management Policy establishes a framework for identifying, assessing, managing, and monitoring risks within Campfire Education Trust (the "Trust"). The Trust is committed to ensuring that risks are effectively managed to safeguard the Trust's assets, reputation, staff, pupils, and stakeholders. This policy outlines the principles and processes for managing risk in a proactive and systematic manner.

2. Purpose

The purpose of this policy is to:

- Provide clear guidance on the identification, assessment, and management of risks within the Trust.
- Ensure a consistent approach to risk management across all academies in the Trust.
- Protect the Trust from potential harm and ensure continuity of operations.
- Promote a culture of risk awareness and accountability at all levels of the Trust.

3. Risk Management Objectives

The Trust aims to:

- Identify risks that may impact the Trust's strategic objectives, operations, reputation, or compliance with relevant laws and regulations.
- Assess the likelihood and impact of these risks to determine their significance.
- Implement appropriate strategies to manage and mitigate identified risks.
- Monitor and review risks regularly to ensure the effectiveness of risk management strategies.
- Ensure that risk management is embedded in decision-making processes across the Trust.

4. Scope of the Policy

This policy applies to all aspects of the Trust's operations, including but not limited to:

- **Strategic risks** - affect long-term goals and reputation of the Trust.
- **Educational risks** - impact the quality of education, curriculum delivery, student outcomes, and academic standards.
- **Financial risks** - threaten financial sustainability, budget control, and financial integrity, including funding cuts, mismanagement, or unforeseen financial demands
- **Workforce risks** - include challenges related to staffing, such as recruitment and retention, training, staff welfare, and managing employee relations.
- **Operational risks** - impact daily operations, such as facilities management, procurement, compliance with regulations, and the smooth functioning of the Trust's activities.
- **Safeguarding risks** - relate to the protection of pupils and staff from harm, including child protection, safety protocols, and ensuring compliance with safeguarding legislation and best practices.

5. Risk Management Process

The Trust follows a systematic risk management process, as outlined below:

a. Risk Identification

- Risks will be identified through various methods, including regular risk assessments, discussions with senior leaders, staff, and governors, internal scrutiny, Ofsted outcomes and external audits.
- Risks can be internal (e.g., staffing issues, financial mismanagement) or external (e.g., changes in government policy, environmental factors, inspection).

b. Risk Assessment

- Each identified risk will be assessed based on its likelihood and potential impact.
- Risks will be categorised as highest, high, medium, moderate or low according to their severity.
- A response to a risk whether to tolerate, treat, transfer or terminate is established.
- A risk matrix is used to determine the level of priority and the appropriate response.

		Rare	Unlikely	Possible	Likely	Almost Certain
		1	2	3	4	5
Severe	5	5	10	15	20	25
Major	4	4	8	12	16	20
Medium	3	3	6	9	12	15
Low	2	2	4	6	8	10
Insignificant	1	1	2	3	4	5

c. Risk Mitigation and Control

- For each identified risk, the Trust will establish mitigation strategies to reduce the likelihood or impact of the risk. This may include:
 - Implementing policies and procedures to control risks
 - Allocating resources to manage risks effectively
 - Establishing contingency plans to respond to emergencies
- Where necessary, the Trust will appoint risk owners to monitor and manage specific risks.

d. Risk Monitoring and Review

- The Trust will regularly monitor risks to ensure that the mitigation strategies are effective.
- Risk reviews will be carried out termly by the School Senior Leadership Teams (SLT), Central Executive Team, and the Audit and Risk Committee to ensure that the risk register is up to date.
- Any significant changes in risk will be promptly reported to the Board of Trustees.

6. Roles and Responsibilities

Effective risk management requires clear roles and responsibilities across the Trust:

a. Board of Trustees

- Ensure that a risk management framework is in place.
- Approve the risk management policy and any updates.
- Oversee the management of high-level strategic risks.

b. Audit and Risk Committee

- Provide oversight of the Trust's risk management processes.
- Review and approve the risk register.
- Monitor the effectiveness of risk mitigation strategies.

c. Chief Executive Officer (CEO), and Central Executive Team

- Identify and assess risks across the Trust.
- Implement risk management strategies and ensure compliance.
- Report on risk status to the Board of Trustees and Audit and Risk Committee.

d. School Headteachers and Risk Owners

- Identify and manage risks specific to their school.
- Report risks and mitigation efforts to Central Executive Team.
- Act to implement risk mitigation strategies at the local level.

e. All Staff

- Be aware of the risks relevant to their roles and responsibilities.
- Report potential risks or hazards to their line manager.
- Contribute to a risk-aware culture within the Trust.

7. Risk Appetite

The risk appetite defines the level of risk the Trust is willing to accept in pursuit of its objectives, ensuring a balance between opportunity and caution:

- **Strategic Risks:** Moderate to Low appetite for risks that support long-term goals, with careful consideration and planning for any major changes to strategy or direction.
- **Educational Risks:** Very Low appetite for risks that could negatively impact student outcomes, learning quality, or academic standards. The Trust strives for high educational achievement and will minimise any risks that could harm this.
- **Financial Risks:** Low appetite for financial risks, ensuring financial stability is maintained with a focus on managing budgets, funding fluctuations, and ensuring the effective allocation of resources.
- **Workforce Risks:** Moderate appetite for risks related to workforce management, understanding that occasional challenges in recruitment, retention, or staff performance may arise but should be managed proactively to avoid negative impacts on the Trust's operations.
- **Operational Risks:** Low to Moderate appetite for operational risks, aiming to maintain smooth day-to-day operations while mitigating risks related to infrastructure, IT systems, and facilities management.
- **Safeguarding Risks:** Zero tolerance for any risks that threaten the safety and well-being of students or staff. The Trust will prioritise safeguarding and take immediate action to manage and mitigate any identified risks.

The Trust regularly reviews its risk appetite to ensure it aligns with strategic goals, external conditions, and its capacity to manage risk. If risks exceed the established appetite, they are reassessed for mitigation or reconsideration.

8. Training and Awareness

The Trust commits to ensuring that all stakeholders are equipped to manage risks effectively through:

- **Training:** Providing regular risk management training for staff, governors, and trustees to understand the Trust's risk appetite and roles in managing risks.
- **Awareness:** Fostering a culture of risk awareness, encouraging staff to identify, report, and mitigate risks.
- **Ongoing Education:** Offering continuous professional development on risk management and safeguarding to keep staff updated on evolving risks and practices.

This ensures risk management is integrated into the Trust's operations and decision-making processes.