SPARKEN HILL
ACADEMY

Risk Management Policy

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RISK MANAGEMENT POLICY – ACADEMIES

Additional temporary considerations for management of risk during the COVID-19 coronavirus pandemic are held as a separate live document as we transition through the Covid 19 updates.

Background

All academies face risks that have the potential to disrupt learning and business continuity. It is therefore essential that they have a risk management policy in place that complies with best practice. A risk management procedure assesses the likelihood of an event happening and assesses the impact of that event on the functioning of the academy if it were to happen.

Risk management best practice can be summarised as the:

- Continuous process of identifying, evaluating and managing all significant risks.
- Annual process of reviewing the effectiveness of the system of internal control.
- Implementation of a system to deal with internal control aspects of any significant issues disclosed in the annual report and accounts.

A good risk management policy will outline the roles and responsibilities for risk management, identify risk management processes and ensure appropriate levels of awareness throughout the academy.

Assessing the risks

Once a risk has been established, the academy should assess whether:

- The risk of both likelihood and impact of the event is high.
- The risk of likelihood or impact of the event is high.
- The risk of neither the likelihood nor the impact is high.

Academies can use a 3x3 matrix to assess impact and likelihood as high (3), medium (2) or low (1). For example, if the likelihood of an event happening is medium (2) and the impact of the event happening is low (1), the risk could be assessed as 2x1 = 2. Assessment of risk is then on a scale of 1 to 9.

An example of a 3x3 matrix is shown on the next page.

Impact		Likelihood 1	Likelihood 2	Likelihood 3
	3	3	6	9
	2	2	4	6
	1	1	2	3

Prioritising the risks

Risks that would have a high impact should be prioritised for action in the short term. Those which would have a medium impact should be monitored and acted upon in the medium term and those which would have a low impact should be kept under review in case priorities change in the medium or long term.

Once risk priorities have been established, procedures and policies can be put into place according to the priorities given to each risk. The procedures and policies should be strictly adhered to.

The risk management procedure itself should be reviewed periodically (ideally annually) to ensure that the priorities for action have not changed.

Addressing risks

When responding to risks, the academy should ensure that the risk is well-managed so that the potential threat does not materialise.

The academy will adopt one of the four risk responses outlined below:

- **Avoid** – Counter measures are put in place to either stop a problem or threat occurring, or prevent it having an impact on the organisation.

- **Transfer** – The risk is transferred to a third party, for example, through an insurance policy.

- **Mitigate** – The response actions either reduce the likelihood of a risk developing, or limit the impact on the academy to acceptable levels.

- **Accept** – The academy accepts the possibility that the event may occur. This may be because the cost of the counter measures is too great and will outweigh the possible downside, or because the academy believes there is only a remote possibility of the event occurring.

RISK MANAGEMENT POLICY

Introduction

At Sparken Hill Academy we are committed to providing a safe environment for all members of the academy community. In order to do this, we consider:

- The nature and extent of risks that the academy faces.
- The extent and categories of risk that are acceptable.
- The likelihood of the risks concerned materialising.
- Strategies for reducing the incidence and impact of risks that do materialise.

The risk management strategy aims to ensure that the academy trust (AT) manages the risks which may adversely affect its operations.

This strategy explains:

- The roles and responsibilities for risk management within the academy trust.
- The risk management processes which ensure that risks are appropriately identified, controlled and monitored.

Objectives and targets

In order to provide a safe environment for all pupils, staff, parents and visitors we take steps to ensure that we:

- Comply with risk management best practice.
- Ensure that any risks the academy may face are identified and appropriately documented.
- Provide assurance to the governing board (GB) that risks are being adequately controlled, or identify areas for improvement.
- Ensure that action is taken appropriately in relation to accepting, mitigating, avoiding and transferring risks.

Roles and responsibilities

The academy trust board has overall responsibility for risk management. Risk assessment is included in the remit of the audit committee that reports to the governing board.

The senior leadership team has day-to-day responsibility for risk management processes and the risk register. The school business manager has lead responsibility to the senior leadership team to ensure that risks are appropriately identified, controlled and monitored.

The risk register is formally reviewed each term by the school business manager who reports to the senior leadership team and then the audit committee.

The academy's risk strategy is approved by the governing board annually in September.

Risk is a standing item on the agenda for each meeting of the academy trust board.

Action plan

The academy has in place written procedures, based on detailed risk assessments, to deal with predictable situations that constitute risk, such as a fire, flood or a breach of security.

Monitoring and evaluation

The governors will monitor this policy and make changes in the light of any event that highlights any inadequacies.

Review

This policy will be reviewed annually.

Next academy review due: May 2027

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Strategic and reputational risks – overall strategy							
The GB is not operating within the objects stated in the AT's articles of association.	The AT is in breach of the law. The pupils suffer because money is spent on inappropriate activities. Potential taxation implications. The ESFA takes action regarding the AT.	The full GB are made aware of the objects at their meetings. The clerk advises the governors of any potential breaches of the objects when they are reaching decisions.	1	2	Controls are fully met. LOW	Members Principal & Accounting Officer Business Manager	**April 2026**
The AT lacks direction and forward planning.	The AT does not base decisions on clear, well thought out objectives. The AT does not adhere to value for money principles. The pupils' needs are not adequately addressed.	The AT adheres to a cycle of planning agreed by the GB. The strategic plan is fully costed and three-year financial planning is undertaken and reviewed throughout the period. Any changes or concerns are highlighted and discussed at GB meetings throughout the academic year.	1	2	Controls are fully met. LOW	Full Governing Body (FGB) Principal & Accounting Officer Senior Leadership Team (SLT) Business Manager	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
The AT receives an unfavourable Ofsted report.	The AT suffers loss of reputation and loses pupils with a consequent loss of revenue.	Changes in Ofsted requirements are monitored to ensure that the AT complies with best practice. The curriculum leads and Senior Leadership Team monitors targets and reports to the GB. Action is taken when standards fall below target. There is a strategic plan with regards to ongoing monitoring of standards and targets since the Covid 19 pandemic.	1	2	Controls are fully met. LOW	Full Governing Body (FGB) Principal & Accounting Officer Senior Leadership Team (SLT) Business Manager (BM)	**April 2026**
There is insufficient demand for the AT's services.	The AT's activities become unsustainable.	Demographic change and demand is monitored by the finance committee and action taken if required.	1	1	Controls are fully met. LOW	Finance Committee	**April 2026**
There is strong competition from other ATs and schools.	The AT loses pupils and therefore revenue.	The benefits of the AT are actively marketed to parents.	1	2	Controls are fully met. LOW	FGB Principal & Accounting Officer SLT	**April 2026**
Local ATs decide to increase their pupil numbers.	The AT loses pupils and therefore revenue.	The AT highlights its strengths in its marketing activity.	1	2	Controls are fully met. LOW	FGB Principal & Accounting Officer SLT	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Parents do not consider that the AT provides a valuable/high quality service.	The AT loses pupils and therefore revenue.	Local media is used to celebrate successes of the AT. The academy trust also uses Social media (TWITTER) to reach more stakeholders, celebrating success and evidencing what is available to the children and parents that attend.	1	2	Controls are fully met. LOW	Principal & Accounting Officer SLT Staff appointed to manager TWITTER accounts.	**April 2026**
The AT forms a partnership with an organisation with a poor reputation.	The reputation of the AT is diminished leading to a loss of pupils and therefore revenue.	The FGB is aware that it must engage with the Regional Schools Commissioner (RSC) when a senior executive leader is planning to leave the trust – this is to discuss the structure and options including plans for recruitment. All potential partners are carefully scrutinised before approval by the FGB.	2	2	Controls are fully met MED	FGB	**April 2026**
An economic event outside of the AT's control has an adverse impact on the AT.	The AT either suffers loss or closes.	The risk assessment is a 'live' document updated for changes in legislation and funding. The AT has a well thought out strategic plan so that if such a risk crystallises it is clear that the event was outside of its control.	2	2	Controls are fully met Med	FGB Principal & Accounting Officer SLT Business Manager	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
A natural disaster outside of the AT's control has an adverse impact on the AT.	The AT either suffers loss or closes.	The AT has a well thought out disaster recovery plan.	3	1	Controls are fully met Med	FGB Principal & Accounting Officer SLT Business Manager	**April 2026**
The AT does not have adequate insurance cover.	The AT suffers loss.	The academy is covered by the DFE Risk Protection scheme; the cover is reviewed annually to ensure sufficiency. The academy holds additional mini bus insurance.	1	2	Controls are fully met. LOW	FGB Principal & Accounting Officer SLT Business Manager	**April 2026**
Strategic and reputational risks – public profile							
The public perception is that the AT is not meeting its objects.	The AT suffers loss of reputation which leads to a reduction in pupil intake and therefore a loss of revenue.	The AT ensures that it meets its legal objects. Its marketing activity includes the 'management' of public perception.	1	2	Controls are fully met. LOW	FGB All Employees	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
The governors have high public profiles and may cause the AT to attract adverse publicity.	The AT suffers loss of reputation which leads to a reduction in pupil intake and therefore revenue loss.	The AT selects its governors with care. Governors are required to comply with a strict code of conduct and undergo an induction process. DFE requirements re appointing of governors are adhered. A working party would consider any changes to its constitution and legal advice is sought in advance of any changes.	1	2	Controls are fully met. LOW	Members & FGB	**April 2026**
The governors receive remuneration for their role as governors or are perceived to be paid a high amount for expenses.	The AT is in breach of the law.	The AT abides by its articles of association and funding agreement.	1	2	Controls are fully met. LOW	Members & FGB Principal & accounting Officer Business Manager	**April 2026**
The governors are not at arm's length from the AT.	The governors derive personal benefit from their position. The AT is in breach of the law.	Business and other interests of governors are declared annually and at each meeting where a buying decision is made. No governor with an interest in a particular contract is allowed to influence a buying decision. Related parties would not be present at any part of meetings or discussions that would relate to the interest.	1	2	Controls are fully met. LOW	Members & FGB Principal & accounting Officer Business Manager All related parties personnel	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
The AT's staff are perceived by the public to be paid high salaries.	The AT suffers loss of reputation.	Salary costs are benchmarked against similar ATs and schools. Teacher pay & conditions (Burgundy Book) and NJC pay scales/bands are adopted by the AT. All pay reviews/progression are considered by the GB.	1	2	Controls are fully met. LOW	FGB Finance & Audit Committees Principal & accounting Officer Business Manager	**April 2026**
The AT is perceived to be holding excessive reserves and not spending enough on its current pupils.	Criticism by the AT's regulatory bodies and the press.	The AT has a clear and justifiable reserves policy. Reserves are reviewed by the GB and considered based on advice from its Accountants and auditors. The Academy attempts to hold reserves as a contingency of 2 times the cost of its total salaries, and contingency for running costs however this is reviewed against needs of resources for teaching and learning. This is currently pending review following advice from auditors, however has been delayed due decisions/outcomes of ongoing matters.	1	2	Controls are fully met. LOW	FGB Finance & Audit Committee Principal & accounting Officer Business Manager	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Failure to comply with health and safety legislation results in an employee, volunteer or pupil of the AT being injured at the AT.	The AT may be sued.	The AT keeps its health and safety policy under continual review. All staff are aware of H & S policies and responsibilities. Specialists are involved as appropriate. The academy buys in to the Local Authority (LA) Health & Safety advice & support. A member of the GB is responsible for undertaking H & S monitoring visits around the academy, the results are presented to the GB at its meetings. Site manager & Senior Cleaner undertake regular checks (as per daily/weekly & annual schedule) and adhere to legislation regarding site maintenance and inspection. Systems are in place for reporting hazards. Evidence of inspections are held by the Site Manager. The AT holds electronic records through its accident/incident software data – Medical Tracker.	2	2	Controls are fully met. MED	FGB Principal & accounting Officer Business Manager Site Manager All employees.	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Failure to comply with employment law.	The academy may be faced with litigation and financial loss, for example, tribunal costs.	The AT takes personnel advice. The AT buys in to a professional & competent HR & legal advice service. The AT employs a qualified HR Manager.	1	2	Controls are fully met. LOW	FGB Principal & accounting Officer SLT Business Manager HR Manager	**April 2026**
Failure to comply with relevant legislation.	The AT may suffer financial loss.	The AT subscribes to an updating service and relevant staff attend seminars/training to ensure that they are up-to-date with all legislation affecting the AT. The HR Manager keeps abreast of legislation changes and is a member of CIPD.	1	2	Controls are fully met. LOW	Principal & accounting Officer SLT Business Manager HR Manager	**April 2026**
The AT provides poor quality education.	Criticism by Ofsted.	The curriculum leads and Senior Leadership Team monitors targets and reports to the GB. There is a strategic plan with regards to ongoing monitoring of standards and targets since the Covid 19 pandemic.	1	2	Controls are fully met. LOW	FGB Principal & accounting Officer SLT Curriculum Leads	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Fraud is discovered at the AT.	The AT suffers financial and loss of reputation.	The ethos of the AT is to manage all of its affairs with integrity. The AT has a clear and open anti-fraud and whistle blowing policy. The AT appoints internal and external auditors, visits are 5 times per year. Systems are in place to ensure separation of duties to further reduce risks.	1	2	Controls are fully met. LOW	FGB Finance & Audit Committee Principal & Accounting Officer Business Manager	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Strategic and reputational risks – governors and staff							
The governors lack necessary skills or commitment.	The AT decision making process is flawed. The AT fails to achieve its purpose. Decisions are made which bypass the trustees. Members of staff act outside of their powers.	The AT selects its governors with care. The AT has clear recruitment criteria for governors, assesses governor competencies and provides relevant training. Governors are required to comply with a strict code of conduct and undergo an induction process. DFE requirements re appointing of governors are adhered. A working party would consider any changes to its constitution and legal advice is sought in advance of any changes.	1	2	Controls are fully met. LOW	Members & FGB Principal & Accounting Officer Business Manager Appointed working parties' personnel.	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
The GB is dominated by one or two individuals, or by connected individuals.	The GB cannot operate effectively. Corporate responsibility and consequent legal protections are lost. Conflicts of interest. Pursuit of personal agendas. Lack of effective control mechanisms.	There is a clear procedural framework for decision making and recording by both the GB and its committees. All decisions are minuted. Business and other interests of governors are declared annually and at each meeting where a buying decision is made. No governor with an interest in a particular contract is allowed to influence a buying decision. Related parties would not be present at any part of meetings or discussions that would relate to the interest. The AT has an effective Finance Policy, this is reviewed annually. The GB have a working knowledge and understanding of the Academies handbook.	1	2	Controls are fully met. LOW	Members FGB Clerk Principal & Accounting Officer Business Manager	**April 2026**
The governors derive personal benefit from the AT, for example, through personal contracts or by way of remuneration.	Possibility of regulatory action. Loss of reputation.	The governors are not remunerated for their role as governors. Any contracts where governors may have an interest are on a 'cost' basis in compliance with the academies handbook.	1	2	Controls are fully met. LOW	FGB Clerk Principal & Accounting Officer Business Manager	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Conflicts of interest.	The AT is unable to follow its stated objects in a cost-efficient way. Loss of reputation.	There is a clear protocol for the disclosure of potential conflicts of interest. No governor with an interest in a particular contract is allowed to influence a buying decision. Related parties would not be present at any part of meetings or discussions that would relate to the interest. Staff members of the GB do not vote on staffing or staff pay related matters.	1	2	Controls are fully met. LOW	FGB Clerk Principal & Accounting Officer Business Manager All related parties.	**April 2026**
Ineffective scheme of delegation.	Inappropriate decision making procedures. Decisions made at an inappropriate level or excessive bureaucracy. Decisions based on poor information.	The AT's organisation chart, policies and job descriptions document roles and duties. The scheme of delegation is reviewed and approved by the GB annually.	1	2	Controls are fully met. LOW	FGB Clerk Principal & Accounting Officer Business Manager	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Information provided to the GB is not complete, accurate or timely.	Poor quality decision making based on incorrect or inadequate information. Failure of governors to fulfil their control functions.	A strategic plan is in place from which the budget is derived. Financial reports compare income and expenditure with that in the strategic plan. Financial reports are subject to a strict timetable for submission. GB and committee meeting dates are agreed annually in advance. Management information is required at least a week in advance of the meetings.	1	2	Controls are fully met. LOW	FGB Clerk Principal & Accounting Officer Business Manager	**April 2026**
Loss of experience, skills and knowledge.	Operational impact on key projects and priorities.	Succession planning is in place. Systems are documented. Handover periods are agreed wherever possible. A working party would consider any changes to its constitution and legal advice is sought in advance of any changes if this is necessary.	1	2	Controls are fully met. LOW	FGB Clerk Principal & Accounting Officer Business Manager Working party personnel	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Governors do not ensure rigorous monitoring when the Principal and/or School Business Manager is absent.	Decisions are based on poor information.	Additional checks are carried out by the responsible officer/internal auditor during periods of absence. Should either of these personnel be absent a report would be provided in advance detailing any specifics that should be considered and up to date accurate information would be provided to aid any decision making in their absence.	1	2	Controls are fully met. LOW	FGB Clerk Principal & Accounting Officer Business Manager Internal auditor	**April 2026**
Operational risks – human resources							
Governors have insufficient experience of the education sector.	The senior leadership team lacks critical challenge.	The AT has clear recruitment criteria for staff and governors and training is provided for them as part of their induction. The AT employs a qualified HR Manager. The AT uses SAM recruit software which is built with keeping children safe in education legislation and employment laws. A skills audit is undertaken to identify any gaps within the GB skill set, these are considered when recruiting.	1	2	Controls are fully met. LOW	Members FGB Clerk Principal & Accounting Officer Business Manager HR Manager	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Governors have a poor attendance record at meetings.	Meetings may not be quorate. There may be an imbalance in the decision making process because the same governors always make the decisions.	Meeting dates are agreed annually in advance. An up to date attendance register is maintained, Governors with poor attendance records are required to meet with the chair to discuss the way forward and the impact to the Academy and its GB.	1	2	Controls are fully met. LOW	Members FGB Chair of governors Clerk	**April 2026**
Governors or the senior leadership team are too entrepreneurial.	The AT is in breach of the law. The AT suffers loss of reputation. Potential tax implications.	The full GB are made aware of the objects at their meetings. The clerk advises the governors of any potential breaches of the objects when they are reaching decisions.	1	2	Controls are fully met. LOW	FGB Chair of governors Clerk	**April 2026**
Governors become too involved with the management of the AT.	The governors lose their independence. The role of the senior leadership team becomes ineffective.	Training is provided so that governors understand their role and remit.	1	2	Controls are fully met. LOW	FGB Chair of governors Governor training lead	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
No governor has sufficient financial knowledge.	Financial decision making is solely in the hands of the senior leadership team.	The GB will appoint an external adviser, if required.	1	2	Controls are Members FGB Clerk Principal & Accounting Officer Business Manager fully met. LOW	Members FGB Chair of governors	**April 2026**
Passive governors.	The senior leadership team lacks critical challenge.	The AT provides training for governors and encourages governor participation at meetings. The senior leadership team and curriculum leads are invited to governors meetings to meet with governors when agenda items relevant to them are listed, this enables direct discussion, consideration, challenge or approval.	1	2	Controls are fully met. LOW	Members FGB Clerk Chair of governors Governor training lead Principal & Accounting Officer	**April 2026**
The senior leadership team does not have sufficient experience.	The AT's decision-making process is flawed.	The AT has rigorous recruitment and promotion procedures. Performance appraisal leads to training as required.	1	2	Controls are fully met. LOW		**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
The senior leadership team lacks integrity.	The AT suffers loss of reputation, loses revenue and/or does not adhere to value for money principles.	The AT has a clear and open anti-fraud and whistle blowing policy of which the staff are aware.	1	2	Controls are fully met. LOW	FGB Principal & Accounting Officer Business Manager	**April 2026**
Loss of a key member of staff.	The AT loses key skills.	Staff are cross-trained to cover any skills shortfall and ensure continuity to the business of the academy.	1	2	Controls are fully met. LOW	FGB Principal & Accounting officer CPD coordinator	**April 2026**
The staff have low morale.	Low standards or poor retention.	Absence monitoring. Annual reviews of staff morale. Monitoring of staff retention levels. Staff wellbeing sessions designated staff wellbeing personnel.	1	2	Controls are fully met. LOW	FGB Principal & Accounting officer SLT Business manager HR Assistant Designated staff wellbeing lead	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Recruitment of inappropriate staff.	Standards fall.	The AT has rigorous selection and appointment procedures. The recruitment panel will consist of at least one member of staff who has undertaken safer recruitment training. The AT employs a qualified HR Manager.	1	2	Controls are fully met. LOW	FGB Principal & Accounting officer Business manager HR Assistant Appointed HR advisors	**April 2026**
Appraisals are not properly carried out.	Problems are not identified and resolved.	Appraisers have appropriate training.	1	2	Controls are fully met. LOW	FGB Principal & Accounting officer SLT Line Management personnel CPD Lead	**April 2026**
Staff matters are not dealt with by people with personnel expertise.	The AT becomes involved with staff complaints and, possibly, tribunal action.	Staff issues are initially dealt with by relevant SLT and a qualified HR Manager, employed by the AT and is a member of CIPD. Staff issues are referred to the AT's personnel advisers as required for further advise/support as necessary.	1	2	Controls are fully met. LOW	FGB Principal & Accounting officer Business manager HR Manager Appointed external HR advisors	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Lack of staff training.	Standards fall.	Relevant training is provided for all staff members. Training records are maintained and monitored. A member of the SLT are appointed as CPD coordinator.	1	2	Controls are fully met. LOW	FGB Principal & Accounting officer CPD Lead	**April 2026**
Lack of staff technical capability.	Standards fall.	A rigorous recruitment and appointment procedure is in place. Training is provided.	1	2	Controls are fully met. LOW	FGB Principal & Accounting officer CPD Lead ICT Coordinator	**April 2026**
Governors or the senior leadership team do not act solely in the interests of the AT but for their business/other interests.	The AT suffers loss of reputation. The AT does not obtain value for money.	Business and other interests of governors are declared annually and at each meeting where a buying decision is made. No governor with an interest is allowed to influence a buying decision.	1	2	Controls are fully met. LOW	FGB Principal & Accounting officer Business manager	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Excessive reliance on volunteers.	Standards fall.	Volunteers are limited to specific areas agreed by the principal. A volunteer policy is in place to support appointment of volunteers. The Vice Principal oversees the volunteer process prior to volunteers being granted access. The Vice Principal has undertaken Safer Recruitment training. All staff are aware of the volunteer policy.	1	2	Controls are fully met. LOW	FGB Principal & Accounting officer Vice Principal	**April 2026**
Lack of control over volunteers.	The AT loses control over the work carried out.	When used, volunteers have clear reporting channels and are supervised by an appointed member of staff. Volunteers are overseen by the Vice Principal and the volunteer policy and safer recruitment guidance is adhered.	1	2	Controls are fully met. LOW	FGB Principal & Accounting officer Vice Principal	**April 2026**
Lack of training of volunteers.	Standards fall.	Relevant training is provided for volunteers and an induction is undertaken upon arrival.	1	2	Controls are fully met. LOW	FGB Principal & Accounting officer Vice Principal	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Risk that volunteers are not of appropriate quality, are not vetted or are not subject to DBS checks.	Standards fall.	The AT has rigorous selection and appointment procedures. The policy dictates that volunteers must undergo the same safeguarding checks as paid staff and they must hold suitable right to work documentation.	1	2	Controls are fully met. LOW	FGB Principal & Accounting officer Vice Principal SLT	**April 2026**
Operational risks – income							
Other ATs or schools are competing for the same pupils.	Loss of pupils and therefore revenue.	A marketing strategy is in place as necessary.	1	2	Controls are fully met. LOW	Principal & Accounting officer Business Manager Nominated social media (TWITTER) personnel SLT	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Operational risks – expenditure							
Supplier financial viability.	The AT may pay a supplier for goods or services which are not delivered.	The AT has a list of suppliers approved by the GB. References are obtained from other ATs or schools before using a new supplier. Companies House checks are carried out. Any self-employed status services are required to complete a self-employed status form prior to being appointed to undertake works, this ensures they have appropriate insurance and tax (unique tax ref no)	1	2	Controls are fully met. LOW	FGB Principal & Accounting officer SLT Finance & admin staff	**April 2026**
Use of an inappropriate supplier.	The supplier may not deliver to the required standard.	References are obtained from other ATs or schools before using a new supplier. Works are inspected upon completion and any defects raised with the supplier for resolution prior to payment being made.	1	2	Controls are fully met. LOW	FGB/Finance & Personnel committee Principal & Accounting officer SLT Finance & admin staff Site Manager	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
A supplier is connected with either governors or staff.	The AT places a contract with the supplier without recognising the potential conflict of interest.	All governors and members of staff who can influence a buying decision are required to declare their interests. The register of interests is checked before contracts are placed with new suppliers. The register is reviewed and updated throughout the accounting period.	1	2	Controls are fully met. LOW	FGB Principal & Accounting officer Clerk Business manager	**April 2026**
Dependency on few suppliers.	Non-competitive pricing.	The AT: Benchmarks prices with other educational establishments. Uses competitive tendering for larger purchases. Obtains competitive quotations for smaller purchases.	1	2	Controls are fully met. LOW	FGB Principal & accounting officer Business manger	**April 2026**
Risk of payments being made to suppliers and the goods or services not being delivered.	The AT loses funds.	Payment is only made where there is certainty of delivery. It is not usual practice for the academy to pay for goods or services in advance of supply. This would only be considered in exceptional circumstances and would be a controlled risk.	1	2	Controls are fully met. LOW	FGB Principal & Accounting officer Business manager Finance & admin staff	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Poor quality of delivery.	The AT receives sub-standard goods or services.	Quality of delivery is actively monitored.	1	2	Controls are fully met. LOW	Administration staff Premises staff Catering staff Any other staff receiving deliveries Business manager	**April 2026**
Purchase price risk.	The AT pays too high a cost for the service.	Costs are benchmarked against those incurred by other ATs and schools. Joint purchases are made where possible. Discounts are sought for high value purchases. Quotations are obtained from more than one supplier in line with the academy finance policy and academy handbook.	1	2	Controls are fully met. LOW	FGB Principal & accounting officer Business manager Premises & catering leads	**April 2026**
Onerous contract terms and conditions.	The AT suffers from poor service or financial loss.	The AT: Obtains professional advice on contract terms and conditions. Has performance monitoring arrangements in place. Considers insurable risks cover.	1	2	Controls are fully met. LOW	FGB Principal & accounting officer Business manager	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Operational risks – resources and assets							
Lack of monitoring capacity and the use of resources including tangible fixed assets.	Spare capacity is not used. Plant and equipment obsolescence impacting on operational performance.	The AT has: Continues to review building and asset use, calling on professional support where needed. Has a rolling programme of capital investment. Follows the DfE guidance re Good Estate Management for schools, reviewing the Estate Vision and Strategy. Has had a DFE condition survey – August 2024 and planned findings re works in to its GEMS programme (Good Estates Management for Schools) The academy also has access to the new DfE Education Estate Strategy which launched in March 2026.	1	2	Controls are fully met. LOW	FGB Principal & accounting officer Business manager Site manager	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Security of assets.	Loss of assets.	The AT has: Reviewed its assets security arrangements. Logged its assets in a fixed asset register. The IT coordinator liaises with class teachers regarding IT assets in the classroom and monitors where they are. Ensured it has adequate insurance cover. The IT engineer ensures asset tags are added to new devices, these are held by the BM. Devices provided to staff are recorded on a ICT loan agreement.	2	2	Controls are fully met. MED	FGB Principal & accounting officer Business manager IT Coordinator ICT Engineers Class Teachers	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Information technology.	Systems fail to meet operational need. Loss or corruption of data. Breach of data protection law.	The AT has: Evaluated its information technology needs. Appointed an IT coordinator. Buys back a professional IT service, IT engineers visit the site at least three times per week and can also securely remote on to the network if necessary. Staff are informed of any potential known live risks to protect the academy from corruption of data. Data protection policies (inc GDPR) are active.	2	2	Controls are fully met. MED	FGB Principal & accounting officer Business manager ICT Coordinator ICT Engineers Class Teachers	**April 2026**
Procedural and systems documentation.	Lack of awareness of procedures and policies. Actions are taken without proper authority.	The AT has documented its authorised policies and procedures and an annual review of these is carried out. Relevant training is provided for staff.	1	2	Controls are fully met. LOW	FGB Principal & accounting officer Business manager ICT Coordinator ICT Engineers Class Teachers CPD Lead	**April 2026**

Disaster recovery planning.	Destruction of property, equipment or records through fire, flood or similar damage. The academy is affected by a national emergency such as a pandemic.	The AT has a disaster recovery plan and insurance in place. Security systems operated by the academy. Risk assessment policies and procedures operated by the academy. Back up storage and systems in place to recover information and data, supported by IT buy back service. The ICT coordinator will liaise with the IT service regarding support and ongoing plans. The academy has two way licensed radios, telephones in all classrooms and offices and a Tannoy system which can be used in an emergency. In addition, the academy has invested in a silent communication system that is linked to all screens (VIVI Software) this will be used in the event of a lockdown. Enhanced CCTV is also in operation across the academy site. The academy closely monitors and adheres to government guidance in the case of a national emergency.	2	2	Controls fully met. MED	FGB Principal & accounting officer SLT Business manager ICT Coordinator ICT Engineers	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Compliance risks – law and regulation							
Lack of compliance with legislation or regulations.	Criticism by the DFE or ESFA. Penalties or fines. Legal action. Loss of reputation. Loss of academy status.	The AT has: Identified key legal and regulatory requirements. Allocated responsibility for key compliance procedures. Put in place compliance monitoring and reporting procedures. Obtained compliance reports from regulators where appropriate. Implemented required action points raised by regulators, auditors and the ESFA.	1	2	Controls fully met. MED	FGB Principal & accounting officer SLT Business manager	**April 2026**
Failure to follow financial reporting requirements.	Regulatory action. Impact on funding. Loss of reputation.	The AT follows the requirements of the DFE, ESFA and HMRC. An experienced member of staff heads up the finance function. In addition, the academy trust buys in a Finance Consultant to support the Business manager where necessary.	1	2	Controls fully met. LOW	FGB Principal & accounting officer Business manager Administration personnel Bought in audit and financial services personnel	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Failure to follow HMRC guidance regarding taxation.	Penalties and interest charges. Loss of income, for example, regarding gift aid. Excessive tax charges.	The AT has: Reviewed its procedures over PAYE, NIC, VAT and corporation tax. Taken tax advice as required.	1	2	Controls are fully met. LOW	FGB Principal & accounting officer Business manager Administration personnel Bought in audit and financial services personnel	**April 2026**
Failure to take professional advice.	Legislative action or other loss of funds.	The AT has: Identified areas where professional advice is required. Taken advice as appropriate.	1	2	Controls are fully met. LOW	FGB Principal & accounting officer Business manager Administration personnel Bought in audit and financial services personnel	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Financial risks – overall financial control							
Budgetary control and financial reporting.	The budget does not derive from the strategic plan. Decisions are based on inaccurate financial reports and projections. Poor cash flow and treasury management. Inability to pay for liabilities as they are incurred. Inability to function as a going concern.	Financial reports are: Linked to the AT's strategic plan and include materially accurate projections. Produced on a timely basis. Produced by staff with the required skills and competencies. Acted upon as required. Regular budget reviews are undertaken by the Business manager and Finance consultant, and reported to SLT and governors. Monthly management accounts are shared with all governors via governor hub and are a standing agenda item at meetings.	1	2	Controls are fully met. LOW	FGB Principal & accounting officer Business manager Administration personnel Bought in audit and financial services personnel	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Lack of cash flow monitoring.	Potential inability to meet commitments. Adverse impact on operational activities.	The AT: Acts on any predicted cash deficiency. The business manager regularly checks cash flow and reviews income & expenditure. This is reported to governors at every meeting. Limits are in place re spending thresholds at the bank and against the corporate business cards, these are reviewed and can be adjusted as necessary should the need arise.	1	2	Controls are fully met. LOW	FGB Principal & accounting officer Business manager Bought in audit and financial services personnel	**April 2026**
Lack of sufficient reserves.	Lack of funds or liquidity to respond to new needs or requirements. Inability to meet commitments or planned objectives.	The AT has linked its reserves policy to its strategic plan. The reserves policy is reviewed as changes to government policy or funding levels are announced. The governors when setting annual budgets review levels of reserves and where possible works to 1,5 months of salaries as a monthly reserve – as advised by its accountants/auditors.	1	2	Controls are fully met. LOW	FGB Principal & accounting officer Business manager Bought in audit and financial services personnel	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Lack of an investment policy.	Financial loss through lack of investment or inappropriate investment. Cash flow difficulties.	The AT has: Agreed an investment policy. Has a commitment to obtain investment advice if required.	1	2	Controls are fully met. LOW	FGB Principal & accounting officer Business manager Bought in audit and financial services personnel	**April 2026**
Non-compliance with ESFA and donor-imposed restrictions.	Income received is not applied for the purpose for which it was given. Misapplied funds may need to be repaid to the ESFA or donors. Damage to the relationship with the ESFA or donors. Regulatory action.	The AT has: Implemented systems to identify restricted receipts. Established a reporting system which shows the receipt of restricted funds and expenditure incurred against these funds.	1	2	Controls are fully met. LOW	FGB Principal & accounting officer Business manager Bought in audit and financial services personnel	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Fraud or error.	Financial loss. Reputational risk. Loss of staff morale. Regulatory action. Impact on funding.	The AT has: Reviewed its financial control procedures. This includes separation of duties. The academy appoints external auditors and undergoes frequent audits of not less than three internal and two external visits per year. Documented its financial procedures. Issued a whistle blowing and anti-fraud policy. Identified insurable risks.	1	2	Controls are fully met. LOW	FGB Principal & accounting officer Business manager Administration personnel Bought in audit and financial services personnel	**April 2026**
Inappropriate or loss-making non-charitable trading activities.	Loss of funds. Regulatory action. Loss of reputation. Tax implications.	The AT has reviewed its activities and takes professional advice regarding this issue as necessary.	1	2	Controls are fully met. LOW	FGB Principal & accounting officer Business manager Bought in audit and financial services personnel	**April 2026**

Potential risk	Potential impact	Steps to mitigate the risk	Likeli-hood	Impact	Response	Person(s) responsible	Review date
Pension commitments.	Need to repay liabilities incurred on LGPS funds.	Actuarial valuations. Governors consider pension commitments annually and discuss this as part of the account's presentation delivered by the accountants/auditors.	1	2	Controls are fully met. LOW	FGB Principal & accounting officer Business manager Bought in audit and financial services personnel	**April 2026**

Additional COVID-19 risks

A full Covid 19 Risk Assessment is available and held separately, this is a live document and reviewed as necessary based on guidance at the time.