



ATLAS Multi Academy Trust

RISK MANAGEMENT POLICY

Trust sub-committee: Resources Committee

Co-ordinator: ATLAS Executive Team

Last Reviewed: Summer 2018

Next Review: Summer 2020

St Albans Girls' School : Beech Hyde Primary School and Nursery : Adeyfield School

Signed by:
Margaret Chapman
Executive Head Teacher

Signed by:
Rachael Kenningham
Chair of ATLAS Board of Directors

1. INTRODUCTION

1.1 Risk is an event or cause leading to uncertainty in the outcome of the Trust's operations; the possibility that an action or event will adversely (or beneficially) affect the Trust's ability to achieve a planned objective. The identification, assessment, monitoring, management and reporting of risks are the responsibility of every member of staff and as a consequence of managing identified risks the following will occur:

- The planned objectives are more likely to be achieved;
- Adverse risks are less likely to happen;
- The impact of adverse risks which are realised is reduced.

Risks represent opportunities as well as threats. Daily we manage risk without describing this as "risk management". We consider what might go wrong and take steps to reduce the impact if things do go wrong. However, the Trust cannot rely on informal processes alone.

Risk management is an essential component of our corporate management. Also, as a public body, we must provide assurance to the DfE that we are managing risk correctly. We do need to formally identify corporate risks and mitigating actions.

This policy explains ATLAS's underlying approach to risk management, documents, the roles and responsibilities of the Board of Directors, the risk management group and other key parties. It also outlines key aspects of the risk management process, and identifies the main reporting procedures. In addition, it describes the process the Board of Directors will use to evaluate the effectiveness of the ATLAS internal control procedures. The policy is supported by a hierarchy of other policies and procedures, which give guidance for staff and outline further sources of guidance or information.

2	AIMS
2.1	<p>ATLAS will adopt, wherever possible, recommended best practice in the identification, evaluation and cost effective control of business risks to ensure, as far as possible, that they are eliminated or reduced to a level that is acceptable to the Board of ATLAS.</p> <p>Furthermore, the Trust recognises and accepts its responsibilities for the welfare of all staff, students within the Trust and for visitors and contractors working on or visiting its premises or activities and the impact its activities may have on third parties.</p> <p>Other key policies, which should be read in conjunction with this risk policy are:</p> <ul style="list-style-type: none"> • Safeguarding and Child Protection Policy • Code of Conduct Policy • Health and Safety • GDPR related policies <p>This policy document also lays out ATLAS’s specific policy in a number of risk related areas.</p> <p>This policy and related procedures applies to ATLAS and all of its Academies.</p>
3	OBJECTIVES
3.1	<ul style="list-style-type: none"> • To integrate risk management into the culture of the Trust • To continually raise awareness amongst all employees of the need for the management of business risk • To manage risk in accordance with recommended best practice • To ensure compliance with legal requirements as a minimum standard • To provide a framework for risk management • To ensure responsibilities for risk management are clearly understood • To continue to respond to changing social, environmental and legislative requirements • To comply with risk management best practice • To ensure risks facing ATLAS are identified and appropriately documented • To provide assurance to the Trustees that risks are being adequately controlled, or identify areas for improvement • To ensure action is taken appropriately in relation to accepting, mitigating, avoiding and transferring risks • To prevent injury and damage wherever possible and so reduce the cost of risk.
4	ROLES AND RESPONSIBILITIES
4.1	<p>The Trust Board have overall responsibility for managing risk.</p> <p>BM - Financial Risk.</p> <p>EHT - Risk to Educational Outcomes.</p> <p>Chair of Trust Board - Reputational risk.</p> <p>Vice Chair of Trust Board- Compliance Risk.</p> <p>EHT – Health & Safety Risks.</p> <p>The Risk Register must be formally reviewed each term by the Directors, Executive and Non-Executive who have responsibility for an area of risk. The Risk Register is a standing item on the Trust Board’s agenda and they will monitor the identification and mitigation of risk within ATLAS.</p>

5	IDENTIFICATION OF RISKS																																																								
5.1	<p>The Risk Management Standard states that risk identification should be approached in a methodical way, to ensure that all significant activities have been identified and all the risks flowing from these activities have been defined.</p> <p>Our approach to risk management is linked to six key aims:</p> <ul style="list-style-type: none"> • Exceptional outcomes for learners • Outstanding staff, leadership and management • Outstanding buildings fit for the future • Financial strength • Outstanding well-being of all in our community • Compliance <p>The structure and organisation of ATLAS’s risk register seeks to ensure that all significant objectives and activities have been identified and the risks associated with each area have been identified.</p> <p>Academy Specific Risks: Academy leadership teams will identify any additional Academy specific risks not covered by the Trust. These risks will either be added to the other registers or placed on an Academy Risk Register. Each of these risks registers will identify the mitigation or avoidance strategies to be used and the owner of each risk. The registers will be updated during the year if significant new risks are identified. The Head teacher of School will inform the EHT of these new risks.</p>																																																								
6	EVALUATION OF RISKS																																																								
6.1	<p>The Risk Management Standard states that risks should be evaluated against agreed criteria to make decisions about the significance of risks to the organisation.</p> <p>The Academy uses a 5x5 matrix to assess impact and probability as, high, medium or low, as illustrated in the diagram below:</p> <table border="1" data-bbox="252 1355 1492 2060"> <thead> <tr> <th></th> <th colspan="5">Likelihood</th> <th></th> </tr> <tr> <th>Severity score</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>Key</th> </tr> <tr> <th></th> <th>Rare</th> <th>Unlikely</th> <th>Possible</th> <th>Likely</th> <th>Almost certain</th> <th>High</th> </tr> </thead> <tbody> <tr> <th>5 Catastrophic</th> <td>5</td> <td>10</td> <td>15</td> <td>20</td> <td>25</td> <td>Medium</td> </tr> <tr> <th>4 Major</th> <td>4</td> <td>8</td> <td>12</td> <td>16</td> <td>20</td> <td>Low</td> </tr> <tr> <th>3 Moderate</th> <td>3</td> <td>6</td> <td>9</td> <td>12</td> <td>15</td> <td>Negligible</td> </tr> <tr> <th>2 Minor</th> <td>2</td> <td>4</td> <td>6</td> <td>8</td> <td>10</td> <td></td> </tr> <tr> <th>1 Negligible</th> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td></td> </tr> </tbody> </table>		Likelihood						Severity score	1	2	3	4	5	Key		Rare	Unlikely	Possible	Likely	Almost certain	High	5 Catastrophic	5	10	15	20	25	Medium	4 Major	4	8	12	16	20	Low	3 Moderate	3	6	9	12	15	Negligible	2 Minor	2	4	6	8	10		1 Negligible	1	2	3	4	5	
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8.2	<p><u>Risk appetite</u> The term risk appetite describes ATLAS’s readiness to accept risks and those risks it would seek to reduce. ATLAS’s risk threshold is the boundary delineated by the red shaded area (represented by scores of 16 and above) in the risk matrix. Above this threshold, ATLAS will actively seek to manage risks and will prioritise time and resources to reducing, avoiding or mitigating these risks.</p>														
8.3	<p><u>Addressing risks</u> When responding to risks, ATLAS will seek to ensure that it is managed and does not develop into an issue where the potential threat materialises.</p> <p>Any risk with a score of 16+ will have a separate action plan.</p>														

	<p>ATLAS will adopt one of the 4 risk responses outlined below:</p> <p>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 business.</p> <p>Transfer The risk is transferred to a third party, for example through an insurance policy.</p> <p>Mitigate The response actions either reduce the likelihood of a risk developing, or limit the impact on ATLAS to acceptable levels.</p> <p>Accept We accept the possibility that the event might occur, for example because the cost of the counter measures will outweigh the possible downside, or we believe there is only a remote probability of the event occurring.</p>
9	RISK REPORTING AND COMMUNICATION
9.1	<p>Business Continuity Planning - Where a risk might impact on the continuing operation of ATLAS or its Academies, the actions to be put in place should the risk occur will be recorded in the Business Continuity Plan. The maintenance of the Business Continuity Plan across all Academies will be the responsibility of the Executive Head teacher.</p> <p>Planning for Emergencies - A number of risks might result in the planning for emergency procedure being implemented. For example, a school minibus crash or a fire at a premises. A procedure for handling emergencies will be maintained and will include, for each Academy, key responsibilities and contact details.</p>
9.2	<p>Specific Risk Policies - Health & Safety Policy. It is the policy of the Trust that all reasonable and practicable measures will be taken to safeguard the health, safety and welfare of all employees, students and all other persons from hazards to health and safety arising out of work activities. This is in accordance with the requirements of the Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1999. This will include provision of all necessary finances, time and any other resources to meet our legal obligations.</p> <p>Within the Policy on Health and Safety, it is the function of management to provide the right circumstances under which work may be carried out safely. In order to facilitate this ATLAS will:</p> <ul style="list-style-type: none"> • Appoint sufficient competent persons to ensure health and safety at work. • Provide and maintain places of work that are safe and free from risks to health. • Provide and maintain plant, equipment and procedures that are safe and without risks to health. • Ensure safety and absence of risk in connection with the handling, operation, storage, transport and use of articles, equipment, machines or substances. • Provide information, instruction, training and supervision as is necessary, to ensure the competence of its staff in respect of their health and safety at work. All staff and students have a duty to comply with the relevant legislation and to co-operate in efforts made to create safe working conditions. In particular they must: <ul style="list-style-type: none"> • Use properly the means and facilities provided to ensure health and safety at work. • Not misuse or interfere with anything provided in the interests of health, safety and welfare. • Not take any action that could endanger themselves or others. • Use equipment, chemicals and machinery in accordance with training and instructions given. • Inform the appropriate Health and Safety Officer immediately of any situation or matter that represents a serious and immediate danger or a shortcoming in safety precautions.

9.3 Health and Safety Risks will be monitored by an external consultants - Herts County Council, Health and safety. They use the following risk ratings:

“**High Risk**” relates to the highly probable occurrence of a fatal or major injury or irreversible health effect (Red).

“**Medium Risk**” relates to the possibility of a serious injury or serious health effect (Amber).

“**Low Risk**” relates to the occurrence of a minor injury or reversible minor health effect (Green).

<p>HIGH RISK</p> <p>Immediate Action</p> <p>Required</p>	<p>MEDIUM RISK</p> <p>Short Term Action</p> <p>Required</p>	<p>LOWER RISK</p> <p>Longer Term Action</p> <p>Required</p>
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Required Actions Identified

16+

Required Actions Identified

9-15

Required Actions Identified

1-8

The Policy on Health and Safety also contains details of the chain of responsibility and these are contained in the organisation section. Responsibilities for all levels of employees and students are to be explained in their induction training. Information on the instructions or compliance with applicable regulations and codes of practice or specific hazards are contained in the arrangements section of the Health and Safety Policy. Training will be given to specific employees on how to meet the responsibilities placed on them. The co-operation of every employee and student is necessary to enable excellent standards wherever possible. The Health and Safety Policy will be reviewed and procedures will be audited as and when required and at regular intervals not exceeding 24 months. An audit will be completed by a competent person and aims to provide an objective view of the state of health and safety arrangements. A written summary of the annual audit findings will be submitted and copies given to respective officers and Trustees with responsibility. An annual report containing a summary of main findings will be submitted to the Board in a health and safety report by the EHT.

The aim of reporting risk is to provide assurance to the Trustees, Executives and Auditors that academies are effectively managing its risks and has a robust system of internal controls.

10 RISK REGISTER

10.1 The reporting mechanism will be ATLAS’s Risk Register. This will highlight the key risks facing ATLAS, as well as a breakdown for each key strategic aim. The Risk Register will be monitored by the Trustees on a termly basis.

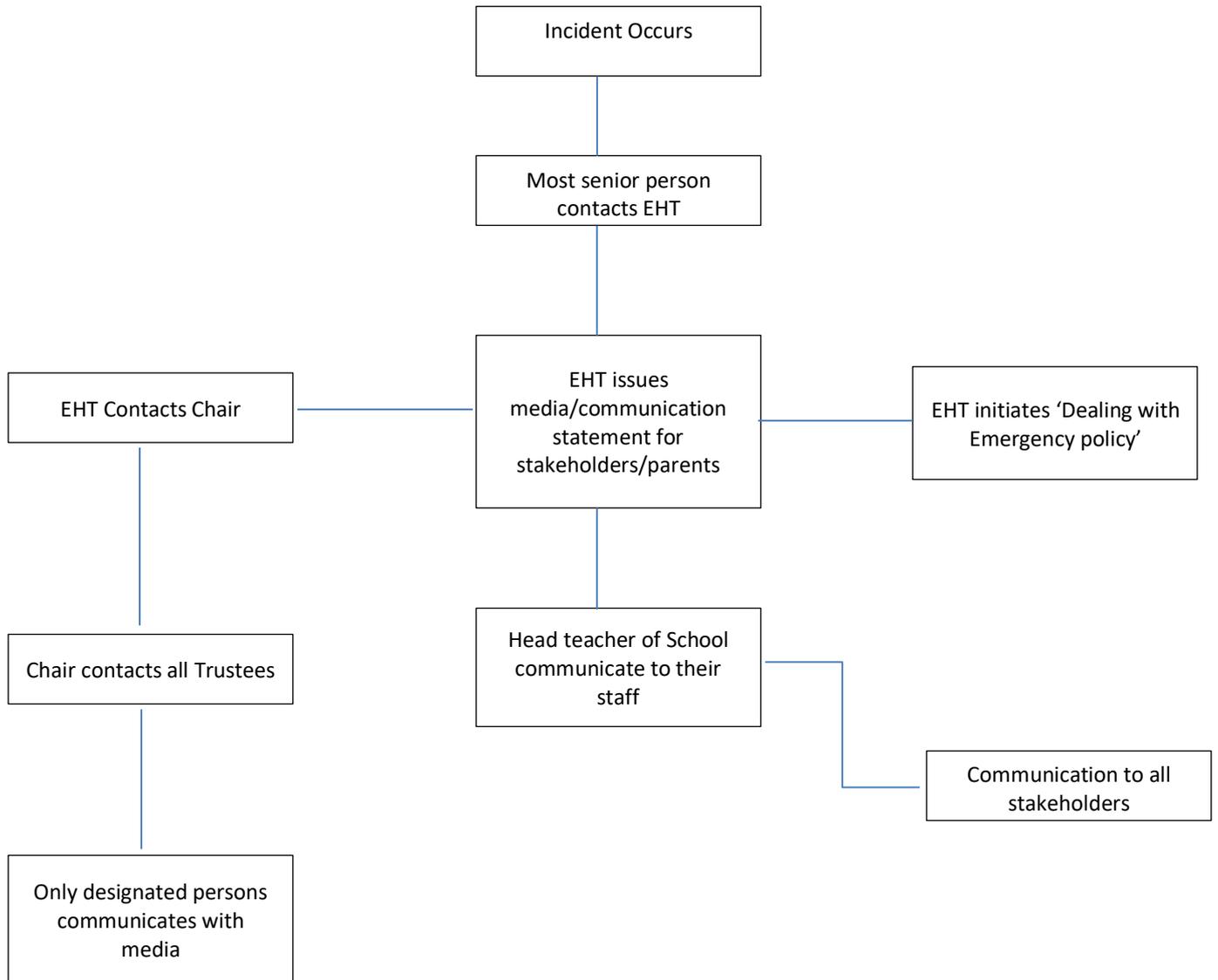
	<p>Any significant changes in risk impact or probability, or the occurrence of an event which raises the profile of a risk will be recorded on the risk register as it occurs. Any new or increased risks identified by Executive Team, Trustees or raised by a member of staff will be evaluated and, if appropriate, recorded in the Risk Register. <i>See Appendix 2.</i></p>
10.2	<p>Communicating Risks</p> <p>The Trustees monitor the risk register each term. The EHT will ensure that any perceived new or increased risks or significant failure of risk management control measures are considered and reported to the Trust Board, along with a summary of actions taken.</p> <p>All Directors Executive/Non-Executive will endeavour to raise awareness that risk management is a part of ATLAS's culture and seek to ensure that:</p> <ul style="list-style-type: none"> • individual members of staff are aware of their accountability for individual risks; • individuals report promptly to senior management any perceived new risks or failure of existing control measures.
10.3	<p>Annual Risk Review and Assessment</p> <p>The Internal Auditor review provides an annual assessment of the effectiveness of the trust's management of risk as part of the Governance and Risk audit.</p> <p>The EHT will prepare an annual review of risk for the Trustees in the autumn term. This will enable the EHT to report to the Trustees on:</p> <ul style="list-style-type: none"> • The significant risks facing the Trust; • The effectiveness of the risk management processes; • That the Academy has published a risk management strategy covering risk management philosophy and responsibilities.

Appendix 1

Critical Incident Procedure

General Incident Response

Communication to Stakeholders



Appendix 2

Risk Register

Risk Assessment Ref No:	Risk Assessment	Owner	Risk Rating	Strategy	Controls and actions	Review date
	Reputational Risk					
0001	<p>Failure in achieving the objectives of ATLAS:</p> <ul style="list-style-type: none"> • Risk that the academies fail to operate within the strategic objectives agreed by the Trustees. • Risk that the academies' strategic objectives become out of date or are no longer appropriate • Risk that the objectives of Schools are seen as controversial. 	EHT	9	Avoid	<ul style="list-style-type: none"> • Define and agree strategic objectives • Annual review of objectives 	
0002	<p>Failure to achieve academic standards:</p> <ul style="list-style-type: none"> • Academic standards drop/OFSTED Ratings or Risk that one or more of the academies receives an unfavourable OFSTED inspection. 	EHT	9	Avoid	<ul style="list-style-type: none"> • LGB's review monitoring of academic performance • It is an agenda item all LGB meetings for items to be reported to the meeting of Directors • The Trust Secretary will monitor the LGB meeting minutes and add any drop in academic standards actions to the board agenda for monitoring 	
0003	<p>Physical health and safety compromised:</p> <ul style="list-style-type: none"> • Children or staff are harmed in any way due to failure of health and safety procedures within the School. Personal accident, injury or harm to staff, pupils or guests from delay in exiting the buildings in case of an emergency, etc. 	EHT	12	Avoid	<ul style="list-style-type: none"> • Ongoing physical improvements, fire drills, H&S checks • Annual H&S Audit and action plan 	
0004	<p>Vacuum in senior leadership:</p> <ul style="list-style-type: none"> • Lack of recruitment/retention of EHT and senior leadership team. • The Trust Board and the governors they appoint, their reputations, expertise, following the Nolan Principles. 	EHT	9	Mitigate	<ul style="list-style-type: none"> • Succession planning (linked to appraisal process) • Workforce profile • Culture of growth • Definition of leadership qualities are required • Identified talent pool 	
0005	<p>Failure of each academy to recruit sufficient learners to make it viable:</p> <ul style="list-style-type: none"> • Significant financial risk that the confidence of beneficiaries and stakeholders is diminished. 	EHT	8	Avoid	<ul style="list-style-type: none"> • High waiting list at STAGS • Future pupil numbers increasing with an impact on primary places in Herts by September 2019 and 	

					secondary places in Hemel in 2020	
0006	<p>Failure of the trust to monitor and react accordingly to the requirements of its academies:</p> <ul style="list-style-type: none"> • Risk that the academies do not consider the MAT service to be valuable and of high quality. 	HT	9	Avoid	<ul style="list-style-type: none"> • Ongoing data reviews • Regular meetings of the executive team consisting of; <ul style="list-style-type: none"> ○ EHT ○ BM ○ Head teachers ○ Data Leads ○ Safeguarding lead 	
0007	<p>Failure to ensure that the IT in the academies is maintained to a high standard:</p> <ul style="list-style-type: none"> • IT security risk. • Risk to the corruption or loss of data. • Risk that IT equipment and services are outdated and no longer fit for purpose. • Finance risk. • Risk of litigation. 	EHT	12	Avoid	<ul style="list-style-type: none"> • IT survey to be completed at each site as it joins the trust - a 3-year IT plan to indicate priorities and cost - to be built into ATLAS budget 	
0008	<p>Failure to ensure that each academy and the Board of Trustees have adequate insurance cover:</p> <ul style="list-style-type: none"> • Financial risk. • Risk of litigation. • Reputational risk. 	EHT	12	Avoid	<ul style="list-style-type: none"> • RPA ensure renewal notices are adhered to, to include individual schools and the Board of Trustees and school governors 	
0009	<p>Failure to monitor the effect of risks over which the Trust has no or little control, such as economic and natural disaster:</p> <ul style="list-style-type: none"> • Financial risk. • Risk of litigation. • Reputational risk. 	EHT	12	Avoid	<ul style="list-style-type: none"> • Dealing with a school emergency (plan) to include Business Continuity Plan, implemented and reviewed annually 	
0010	<p>Failure of to recruit Trustees/Directors who have the correct profile:</p> <ul style="list-style-type: none"> • Risk that a Trustee/Director could attract negative publicity. • Risk that the staff at each of the academies lose confidence in the Trustees/Directors. 	EHT	12	Avoid	<ul style="list-style-type: none"> • High quality recruitment and training of Trustees in place • Access to the Academy Ambassadors programme if required 	
0011	<p>Failure of the Trust to have financial systems in place that prevent fraud:</p> <ul style="list-style-type: none"> • Financial risk. • Risk of litigation. • Reputational risk • Risk to the future of the Trust. 	BM	12	Avoid	<ul style="list-style-type: none"> • Finance Regulations and Operations in place • Internal Audit 	
0012	<p>Failure of the Trust to comply with legislative requirements:</p> <ul style="list-style-type: none"> • Financial risk. • Risk of litigation. 	EHT	12	Avoid	<ul style="list-style-type: none"> • Policies, regulation and risk assessments • Internal Audit 	

	<ul style="list-style-type: none"> • Reputational risk. • Risk to the future of the Trust. 				<ul style="list-style-type: none"> • The key, compliance tracker 	
0013	<p>Failure of the Trust to ensure that they have a robust organisational approach in place to deliver governance of the Trust and its academies:</p> <ul style="list-style-type: none"> • Risk that SGB fail to operate. • Risk that committee delegation is poor. • Risk that the Trustees do not delegate or delegate too much to the EHT and Senior Management Team. 	EHT	12	Avoid	<ul style="list-style-type: none"> • Reviews of SGB and Board Governance by Internal Audit • Independent Legal advice taken on schemes of delegation • Purchase of additional support 	
0014	<p>Failure of the Trustees to have procedures in place to cover the absence of the EHT or other Senior Management Team members:</p> <ul style="list-style-type: none"> • Financial risk. • Reputational risk. • Risk of poor morale affecting staff and students. • Risk to the day-to-day operation of the Trust or its academies. 	BM	12	Avoid	<ul style="list-style-type: none"> • Investigate the need to restructure to ensure greater leader capacity • Succession planning • Staff audit 	

	Educational Outcomes					
0015	Recruitment of exceptional Teachers	EHT	6	Avoid	<ul style="list-style-type: none"> • Using own recruitment team • Recruiting from overseas in shortage subjects • Training programmes are rigorous and ensure a steady flow of highly qualified secondary and primary NQTs 	
0016	Retention of expertise and experience	EHT	6	Avoid	<ul style="list-style-type: none"> • Professional Development • Secondments across phase • High quality CPD • Career progression/planned • Leadership programme 	
0017	Lack of funds for interventions	EHT	9	Avoid	<ul style="list-style-type: none"> • Cost saving exercise for 2018-19 will ensure staffing for interventions is affordable 	
0018	Retention of exceptional leaders	EHT	6	Avoid	<ul style="list-style-type: none"> • Secondments across phase. • High quality CPD • Career progression/planned Leadership programme 	
0019	Employment Law	EHT	3	Avoid	<ul style="list-style-type: none"> • Ensure all recruitment follows equal opportunities best practice • All policies and contracts checked for compliance • Training of HR team to ensure they have the knowledge and skill to 	

					ensure all academies follow employment law	
0020	Health and Safety Law	EHT	6	Avoid	<ul style="list-style-type: none"> • BM to make annual checks of health and safety • To ensure that all staff receive high quality training on health and safety regulations in all the academies • All health and safety risks within individual academies have an action plan to ensure mitigation of the risk • BM conducts termly checks of the action plans and the implementation 	
	Financial Risk					
0021	Government funding cuts which may cause standards to decrease or cause buildings to become not fit for purpose.	BM	6	Avoid	<ul style="list-style-type: none"> • Budget forecasting for the next 3 years based on worst case scenario • Restructure of all associate staff across the Trust to reduce expenditure from September 2019 to allow for continued quality teaching appointments • CIF bids to address buildings in most need 	
0022	Failure to ensure that the financial systems of the MAT are fit for purpose and secure.	BM	6	Avoid	<ul style="list-style-type: none"> • Finance Manager to track in more detail both income and expenditure ensuring reconciliation to SAGE • Ensure that all reports taken directly from SAGE accurately reflect the current position • Finance Manager to discuss with SAGE any updates to the reporting module and how these need to be addressed 	
0023	Failure to ensure that the MAT has a robust set of treasury procedures in place.	BM	6	Avoid	<ul style="list-style-type: none"> • Review of the financial operations and regulations to be done in view of growth of the Trust and changes in procedures 	
0024	Failure to ensure that expenditure in the MAT is controlled.	BM	6	Avoid	<ul style="list-style-type: none"> • Monthly monitoring and reporting to budget holders to ensure overspends are avoided • Regular reporting to the EHT and the Finance Committee in an agreed Management Accounts format 	

0025	Finance Regulations	EHT	3	Avoid	<ul style="list-style-type: none"> • One Trustee as well as EHT and BM are fully aware of the financial regulations. Reading annually the Academies Financial Handbook from the EFA • External auditing of finances by an approved accountant will take place annually • BM will ensure that all finance staff across the Trust understand finance regulations and follow them when making financial transaction • BM will conduct monthly checks of individual academies to check compliance
0026	Tax and Pensions Legislation	EHT	3	Avoid	<ul style="list-style-type: none"> • External auditing of tax and pension scheme for the Trust will take place by an approved accountant annually
0027	Educational Law	EHT	3	Avoid	<ul style="list-style-type: none"> • All leaders of academies will be trained to understand current educational law • Changes to educational law will be communicated by the EHT to all leaders of individual academies • SGB have delegated authority to ensure compliance with all statutory requirements
0028	Safeguarding Procedures	EHT	3	Avoid	<ul style="list-style-type: none"> • Trustee appointed with safeguarding responsibility • High level safeguarding training for all local governors and senior leaders in schools • Annual Academy safeguarding audits checked by the Trustee for Safeguarding and EHT and annual review of policy • All staff trained in safeguarding procedures annually • Centre point for each school responsible for holding training register confirming staff received relevant safeguarding training

					<ul style="list-style-type: none"> • Safer recruitment procedures in place • Safeguarding on every Trust Board and LGB Board agenda • Annual Report on all safeguarding issues presented to Trust Board and SGB 	
	Estate Strategy					
0029	Rate of maintenance enhancement and investment in the estate limits the MATS ability to support growth aspirations, provide a satisfactory student experience and provide staff with satisfactory working environment	BM	9	Mitigate	Draft estate strategy to be produced taking into consideration estate building condition surveys. Condition works to be highlighted for next five years, to be reviewed annually	
0030	Comprehensive knowledge of buildings and their condition to enable ATLAS to plan and prioritise maintenance and construction work	BM	6	Avoid	ATLAS do not meet the threshold to receive school allocated funding grant from the DfE Condition improvement funding applications are to be made for each school until the threshold is met	
	ATLAS Growth					
0031	ATLAS is clear how risk management will need to be developed and evolve as to the trusts growth / size	EHT	6	Avoid	Any restructure undertaken must take into consideration the growth of ATLAS and appoint appropriate staff to the trust	
0032	Effective Due Diligence to take place before ATLAS agrees to a school joining the trust	EHT	6	Avoid	ATLAS will fully understand all the risks, assets and liabilities it will take on and develop appropriate plans or decide that it is not appropriate for the school to join the trust	
0033	ATLAS will not achieve the economies of scale predicted	BM	9	Avoid	ATLAS will continually review the economies of scale that are being achieved by the head office function	



Equality Impact Analysis

When reviewing all Trust policies, the following Equality Impact Analysis (EIA) should be undertaken to ensure fairness of the new proposals/policy and to identify any action needed to redress any potential discrimination, positively promoting equal opportunities, improved access and participation for all.

Title of Policy:	Risk Management Policy
Date:	Summer 2018
EIA carried out by:	P O'Neill
EIA reviewed by:	Resources Committee

1. Identify the aims and objectives of the policy, what will be the proposed change and how will it be implemented	
<ul style="list-style-type: none"> Policy contains information about: Overall aims and objectives? What is the proposed change? Who is intended to benefit from the proposal and in what way? Outcomes of the policy? How will it be put into practice and who is responsible for this? 	The management of risk in all areas of the business and how this will be addressed

2. Assessment of Impact? To include impact of policy, any plans needed to mitigate any negative impact, equality issues to be addressed		
Characteristic	Group	Effect/Impact
<ul style="list-style-type: none"> Age Disability Gender reassignment Marriage/civil partnership Pregnancy/Maternity Race Religion or Belief Sex Sexual orientation 		N/A

3. Consultation	
<ul style="list-style-type: none"> New policy contains information about: Policy audience, expected actions and outcomes Consultation and communication process Accessibility for all Fair access to the consultation process 	Responsibility is with the Board of Directors and shared with the schools

Lessons learnt from previous consultation, if appropriate	
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4. Decision	
<ul style="list-style-type: none"> Should the new proposal/policy be agreed and any impacts identified following consultations? What reasonable adjustments are required? 	No issues or adjustments required

5. Action Planning	
<ul style="list-style-type: none"> Any actions identified to address inequality for different groups? Any actions identified to promote equality and diversity? Where are these actions recorded and who is responsible for them? 	None

6. Monitoring and Review	
<ul style="list-style-type: none"> When will the impact assessment be reviewed? Who is responsible? 	Annually and throughout the year

7. Publication of the results of the impact assessment	
<ul style="list-style-type: none"> Results of EIA are published – where and when? The results are kept as a public record of the EIA – where and when? 	With the policy