



BASE Academy Trust

Risk Management Strategy

2026

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Chair of Trust Board: Craig Graham	Executive Headteacher: Lisa Whittaker



BASE ACADEMY RISK MANAGEMENT STRATEGY

2026-27

1.0 Introduction

- 1.1 Risk management is the process whereby the Trust methodically addresses the risks attaching to its objectives and associated activities with the goal of achieving sustained benefit within each activity and across the whole range of activities.
- 1.2 Risk management will be aimed at ensuring that the Trust achieves its objectives in the most effective way and those resources are directed at those objectives. It will not be seen as a separate exercise but as the means of best achieving the Trust's objectives.
- 1.3 This risk management strategy has been designed to provide a framework for managing the risks the Trust faces and ensuring its objectives are achieved in the most effective way.
- 1.4 It has been designed for use by all staff of the Trust and it serves to:
- *Communicate the strategies for managing risk in the Trust*
 - *Establish procedures which should be adopted in the risk management process*

2.0 The Aims and Objectives of Risk Management

- 2.1 The Trust's overall risk management plan is aimed at:
- *Protecting its pupils, staff and assets*
 - *Managing risk in accordance with best practice and reducing the cost of risk*
 - *Anticipating and responding to changing social, environmental and legislative requirements*
 - *Raising awareness of the need for risk management*
 - *Integrating risk management into the culture of the Trust*
 - *Adopting legal compliance as a minimum standard*
- 2.2 These aims and objectives will be achieved by:
- *Establishing and maintaining a risk management organisational structure to act in an advisory and guiding capacity which is accessible to all staff*
 - *Maintaining documented procedures for the control of risk*
 - *Providing suitable information, training and supervision*
 - *Maintaining effective communication and the active involvement of all staff*
 - *Maintaining an appropriate incident reporting and recording system, with investigation procedures to establish cause and prevent recurrence*
 - *Monitoring arrangements on an ongoing basis*

3.0 The Potential Benefits of Risk Management

- 3.1 Effective risk management protects and adds value to the Trust and its stakeholders through supporting the Trust's objectives by:
- *Improving decision making, business planning and prioritisation by comprehensive and structured understanding of the wider business environment*
 - *Supporting more efficient allocation and use of resources within the Trust*
 - *Enhancing communication between schools and services*
 - *Protecting and enhancing Trust assets and image*
 - *Developing and supporting staff and the Trust's knowledge base*
 - *Helping to focus the internal audit plan*

4.0 The Structure and Administration of Risk Management

- 4.1 The Trust has a fundamental role to:
- *Set the tone and influence the culture of risk management within the Trust*
 - *Determine the appropriate risk appetite or level of exposure for the Trust*
 - *Approve major decisions affecting the Trust's risk profile or exposure*
 - *Set policy and strategy for risk management*
 - *Frequently monitor the management of significant risks to reduce the likelihood of unwelcome surprises or impact*
 - *Satisfy itself that the less significant risks are being actively managed, with the appropriate controls in place and working effectively*
 - *Annually review the Trust's approach to risk management and approve changes or improvements to key elements of its processes and procedures*
- 4.2 The Senior Leadership Team (SLT) will:
- *Support and implement policies approved by the Trust*
 - *Establish internal risk policy and structures for individual school / services*
 - *Develop risk response processes, including contingency and business continuity programmes*
 - *Provide adequate information in a timely manner to the Trust and its committees on the status of risks and controls*
 - *Focus and co-ordinate risk management activities throughout the Trust*
 - *Raise the level of management awareness and accountability for the business risks experienced by the Trust*
 - *Develop risk management as part of the culture of the Trust*
 - *Provide a mechanism for risk management issues to be discussed and disseminated to all areas of the Trust*
- 4.3 The Trust Management Team / Heads of Schools will:
- *Have primary responsibility for managing risk on a day-to-day basis*
 - *Have responsibility for promoting risk awareness within their operations; introduce risk management objectives into their businesses*
 - *Identify and evaluate the significant risks faced by their operations for consideration by the Senior Leadership Team, the Audit Committee, the Trust and the other sub-Committees*
 - *Ensure that risk management is incorporated at the conceptual stage of projects as well as throughout a project*

- *Ensure that risk management is a regular management meeting item to allow consideration of exposure and to prioritise work in the light of effective risk analysis*
 - *Report early warning indicators to SLT*
- 4.4 The Executive Head teacher as the Risk Management Champion is responsible for:
- *Developing specific programmes and procedures for establishing and maintaining risk management activities within the Trust*
 - *Ensuring the dispersal of vital information*
 - *Providing guidance, interpretation and understanding of the risk management systems*

5.0 **Risk Identification**

- 5.1 Risk is not only about adverse events; it is also about missed opportunities. All areas of activity within the Trust and partnerships with third party organisations should be considered together with what would stop them being as successful as they should. The key risks that the Trust faces will be those that would stop it achieving its objectives in these areas.
- 5.2 As the first step in the risk identification process all staff with responsibility for delivering operations aims or targets need to understand the Trust's corporate objectives and the legal and regulatory environment in which it operates.
- 5.3 The second step is the translation of these objectives into operating aims in the form of detailed business plans and performance indicators for each area of activity. This should be an ongoing annual exercise with regular updating of the aims.
- 5.4 The next step is to identify what would stop each area being as successful as it should. Risks can readily be identified through either brainstorming or a more structured approach.
- 5.5 There are many methods for grouping risks, starting from either categorising risk or analysing it using a functional approach. Consideration by category, for example, would include:
- **Strategic risks** – concern the long-term strategic objectives of the Trust. They can be affected by such areas as capital availability, legal and regulatory changes, reputation and changes in the physical environment. For example, failure to recognise sector message.
 - **Operation risks** – concern the day-to-day issues that the organisation is confronted with as it strives to deliver its strategic objectives. For example, failure to maintain timely and accurate learner data.
 - **Financial risks** – concern the effective management and control of the finances of the Trust and the effects of external factors such as interest rate movement and other market exposures. For example, failure to balance budget.

- **Compliance risks** – concern such issues as health and safety, environmental, trade descriptions, consumer protection, data protection, employment practices and regulatory issues. For example, breach of employment laws.

5.6 The risks that have been identified should be recorded on the risk template and updated to the register for each school and incorporated, as necessary, into the corporate risk register.

6.0 **Risk Estimation (Assessing Likelihood and Impact) – Trust and School / Service Guidelines**

6.1 Having identified the risks that the Trust is facing, they need to be prioritised into a manageable order so that action can be focused on the significant risks. At this stage in the risk management process you should only be concerned about the risks that threaten the achievement of your operating aims and objectives. Risk prioritisation will enable necessary action to be taken at the relevant level of management in the Trust.

6.2 Each risk should be assessed in terms of the **likelihood** of its occurrence, and its **impact** on the Trust, should it occur.

6.3 Not all risks will affect the Trust with the same impact, and some are far more likely to occur within the Trust than others. There is perhaps a low likelihood of fire at Red Lane or Masefield but there would be a significant disruption if the buildings were burnt down. There may be a greater likelihood of petty thefts and the Trust suffers from this regularly.

6.4 The impact of a risk and the likelihood of it occurring should be scored as follows:

- **Likelihood**

For each of the risk you have listed assess the likelihood of their occurrence on the following scale:

1. Remote; Extremely unlikely
2. Possible: Even chance of happening
3. Likely: Expected-more than even chance of happening

- **Impact (financial/reputational)**

Also assess their impact on the following scale:

1. Manageable: Impact deemed to be manageable
2. Major: Will make a difference
3. Critical: Will make a material difference

6.5 Multiply the scores for likelihood and impact and then rank the risk by numerical value, e.g.

Major fire	impact 3	likelihood 2	total = 6
Small scale theft	impact 1	likelihood 2	total = 2

Risk Prioritisation

7.1 Risks should be prioritised as follows:

	Remote	Possible	Likely
Critical	M (3)	H (6)	H (9)
Major	L (2)	M (4)	H (9)
Manageable	L (1)	L (2)	M (3)

8.0 Risk Mitigation

- 8.1 Once risks have been identified and prioritised, you need to decide how the Trust is going to address them.
- 8.2 As the first step, you should assess the 'cost' of accepting the risk. This may be a financial cost or a lost opportunity. You may decide that accepting a particular risk is appropriate and not take any further action.
- Treat
 - Transfer
 - Tolerate
 - Terminate
- 8.3 In the majority of cases, the next step will be to put in place systems to mitigate either the likelihood or the impact of the risk. These will include systems addressing the whole operation of the Trust as well as the areas where risks have been identified. Any system of risk mitigation should provide as a minimum:
- *Effective and efficient operation of the Trust*
 - *Effective internal controls*
 - *Compliance with law and legislation*

9.0 Risk Monitoring

- 9.1 The likelihood or impact of an identified risk can change for a number of reasons including:
- *Nature of the risk has changed or is changing*
 - *Existing controls are inadequate or not functioning*
 - *New controls are introduced*
- 9.2 Early warning indicators should be designed for each risk to alert management to the situation effectively. These should have triggers, be described in the register and be highlighted in monthly reports to management and the Trust. Key characteristics of monitoring mechanisms are:
- *Information must reach the level of management where decisions can be made*
 - *Mechanisms must pick up the problem before it happens, or at least before it gets too serious.*

- 9.3 Individual schools should:
- *Review termly the risks which fall into their area of responsibility, the possible impacts these have on other areas and the consequences other areas may have on them*
 - *Use performance indicators to monitor the key business and financial activities, progress towards objectives and identify developments which require intervention*
 - *Have systems which communicate monthly variances in budgets and forecasts to allow action to be taken*
 - *Report systematically and promptly to the Finance Manager any perceived new risk or failures of existing mitigating or control measures*
- 9.4 The Executive Headteacher should:
- *Ensure that the Corporate Risk Register is updated in the light of developments within the Trust and the wider business environment*
- 9.5 The Senior Leadership Team should:
- *Review the Corporate Risk Register monthly*
 - *Review key performance indicators and progress towards objectives*
 - *Take necessary action to address adverse departures for objectives*
 - *Provide adequate information to the relevant Trust's Committee on the most significant risks*
- 9.6 The Audit & Risk Committee should:
- *Review the Corporate Risk Register, Risk Reduction Plan and the Internal Audit monitoring document at its meetings*
 - *Provide ongoing advice on the effectiveness of the risk management process*

10.0 Risk Reporting

- 10.1 Different levels within the Trust need different information from the risk management process.
- 10.2 Early warning indicators should be reported systematically and promptly to senior leadership to allow action to be taken. The frequency of reporting should be related to how quickly a risk can materialise and its likely impact.
- 10.3 Staff should:
- *Understand their accountability for individual risks*
 - *Understand that risk management and risk awareness are a key part of the Trust's culture*
 - *Understand how they can enable continuous improvement of risk management response*
 - *Report systematically and promptly to senior management any perceived new risks or failures of existing control measures*
- 10.4 Trust Management Team / Heads of Schools should:
- *Report to the Risk Champion the outcome of their monthly review of business and financial activities and progress towards objectives*
 - *Report systematically and promptly to the Head of Finance any perceived new risks or failures of existing control measures.*

10.5 Executive Head teacher should:

- *Review the findings of the Head of School*
- *Ensure accurate reporting of risk in terms of issue and risk values*
- *Assess each risk and its reporting to the Audit Committee and the Trust.*
- *Report termly to the SLT the progress towards objectives in Individual schools / services and update the corporate risk register*
- *Report systematically and promptly to SLT any perceived new risks or failures of existing control measures*
- *Report to each Audit Committee meeting the most significant risks facing the Trust*
- *Ensure appropriate levels of awareness throughout the Trust*

10.6 The Trust should:

- *Report annually on the effectiveness of the risk management process in the Trust*
- *Report to the Trust's stakeholders on a regular basis its risk management policies and the effectiveness in achieving its objective*