

Risk Responses - Responses to risk can be divided into four response categories:

- Transfer:** For some risks the best response may be to transfer them. This might be done by conventional insurance, or it might be done by paying a third party to take the risk in another way. This option is particularly good for mitigating financial risks of risks to assets.
- Tolerate:** The exposure may be tolerable without any further action being taken. Even if it is not tolerable, ability to do anything about some risks may be limited, or the cost of taking any action may be disproportionate to the potential benefit gained. In these cases the response may be toleration. This option may be supplemented by contingency planning for handling the impacts that will arise if the risk is realised.
- Treat:** By far the greater number of risks will belong to this category. The purpose of treatment is not necessarily to obviate the risk, but more likely to take control action to contain the risk to an acceptable level. Such controls can be **corrective, detective, directive or preventive** (see glossary)
- Terminate:** Some risks will only be treatable, or containable to acceptable levels, by terminating the activity. It should be noted that the option of termination of activities may be severely limited in the public sector when compared to the private sector; a number of activities are conducted in the public sector because the associated risks are so great that there is no other way in which the output or outcome, which is required for the public benefit, can be achieved.
- Take the Opportunity:** This option is not an alternative to those above; rather it is an option which should be considered whenever tolerating, transferring or treating a risk. There are two aspects to this. The first is whether or not at the same time as mitigating threats, an opportunity arises to exploit a positive impact. The second is whether or not circumstances arise which, whilst not generating threats, offer positive opportunities – for example a drop in the cost of goods or services might free up resources for redeployment.

These risks need to be assessed for Probability and Impact using the following scale: Green: low risk, Amber: medium risk and Red: High Risk.

Probability

Level	Description	Detailed Description
5	Almost Certain	Expected to occur in most circumstances. Greater than 95% probability of occurring.
4	Probable	Will probably occur in most circumstances. 60% - 95% probability of occurring.
3	Possible	Might occur at some time. 20% - 60% probability of occurring.
2	Unlikely	Unlikely to occur. Between 10% and 20% probability of occurring.
1	Rare	May occur in exceptional circumstances. Less than 10% probability of occurring.

Colour Key Code
Low Risk (1 & 2)
Medium Risk (3 & 4)
High Risk (5)

Impact

Level	Description	Financial	Time	Reputational
5	Highly Significant	Huge financial loss, >10% of project cost.	Major disruption to the school and/or services or major failure to deliver vital services.	Serious major reputational damage inflicted, external intervention certain.
4	Major	Major financial loss, 5-10% of project cost.	Major disruption to the school and/or services or medium failure to deliver vital services.	Major reputational damage inflicted, external intervention likely.
3	Moderate	Medium financial loss, 2-5% of project cost.	Disruption to the school and/or services or short failure to deliver vital services.	Reputational damage inflicted, external intervention possible.
2	Minor	Minor financial loss, 1-2% of project cost.	Little disruption to the school and/or services.	Could affect reputation.
1	Insignificant	Little or no financial loss, >1% of project cost.	Inconvenience to the school and/or services.	Potential reputation issue.

ACADEMY TRUST BOARD RISKS

Last reviewed by Full Trust Board: March 2024)

Risk No.	Category	Sub-category	Specific	Probability of occurring (5=high, 1=low)	Impact if occurs (5=high, 1=low)	Response	Control procedures to address risk	Person(s) responsible for action
AB1	Operational – 2 Human resources risk	Trustee risk	Insufficient experience of charity/education sector	1	2	Treat	Trustee recruitment procedures/training. Consult specialists / Auditors	Trustees / Headteacher
AB2	Operational – 2 Human resources risk	Trustee risk	Trustees without required skills or expertise	1	3	Treat	Trustee recruitment procedures/training	Trustees / Headteacher
AB3	Operational – 2 Human resources risk	Trustee risk	Lack of availability/poor attendance at meetings	3	3	Treat	Trustee recruitment procedures. Chair of Trustees counselling. Trustee may be dismissed if fails to attend a Board of Academy Trustees General Meeting in 6 continuous months without sending an apology or if the apology is not accepted by the Trust Board.	Trustees / Headteacher
AB4	Operational – 2 Human resources risk	Trustee risk	Entrepreneurial risk - risk that Trustees are too entrepreneurial. Risk that activities of the charity could be outside its objects.	1	3	Treat	Trustee recruitment procedures/training	Trustees / Headteacher
AB5	Operational – 2 Human resources risk	Trustee risk	Trustees become too involved with management of the charity and are not independent from management	2	3	Treat	Trustee recruitment procedures/training	Trustees / Headteacher
AB6	Operational – 2 Human resources risk	Trustee risk	Trustees do not act solely in the interests of the charity but for their business/other interests etc.	1	4	Treat	Trustee recruitment procedures/training Audit process.	Trustees / Headteacher
AB7	Operational – 2 Human resources risk	Trustee risk	Passive Trustees	1	1	Treat	Trustee recruitment procedures/training. Management Committee responsibility to act on issues of passive trustees plus Academy Board review of trustee activity.	Trustees / Headteacher
AB8	Financial – 3 Income risk	Sponsorship funding risk	Sponsorship targets not met	N/A	N/A	N/A	Currently not applicable, the Academy does not have any sponsors	N/A
AB9	Financial – 3 Income risk	Sponsorship funding risk	Sponsorship promised by individual partners is not delivered	N/A	N/A	N/A	Currently not applicable, the Academy does not have any sponsors	N/A