

# OAKWORTH PRIMARY SCHOOL

*“committed to the safety and welfare of its pupils”*

## Risk Management Strategy Policy

### 1. Background

The Risk Management Strategy aims to ensure that Oakworth Primary School actively manages its risks and complies with risk management best practice and sets out the current processes and responsibilities for risk management in the school.

1.1. The requirements can be summarised as:

- The Governors acknowledge responsibility for the system of internal controls and other strategic risks
- An ongoing process is in place for identifying, evaluating and managing all significant risks
- An annual process is in place for reviewing the effectiveness of all significant risks
- There is a system in place to deal with aspects of any significant issues disclosed in the annual report and accounts

1.2. In assessing what constitutes a sound system of controls, consideration should be given to:

- The nature and extent of the risks facing the organisation
- The extent and categories of risk which it regards as acceptable
- The likelihood of the risks concerned materialising
- The organisation’s ability to reduce the incidence and impact of the risks that do materialise

1.3. Risk Management best practice is encapsulated in the Risk Management Standard published jointly by the major risk management organisations in the UK – The Institute of Risk Management (IRM); The Association of Insurance and Risk Managers (AIRMIC); and ALARM, The National Forum for Risk Management in the Public Sector.

### 2. Risk Management objectives

The objectives for managing risk across Oakworth Primary School are:

- To comply with risk management best practice;
- To ensure significant risks facing Oakworth Primary School are identified and appropriately documented;
- To provide assurance to the Governors 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.

### 3. Risk Management strategy

This strategy aims to:

- Outline the roles and responsibilities for risk management.
- Identify risk management processes to ensure that all risks are appropriately identified, controlled and monitored
- Ensure appropriate levels of awareness throughout Oakworth Primary School.

### 3.1. Roles and responsibilities

The Senior Leadership Team (SLT) has overall responsibility for managing risk. The Business Manager has lead responsibility for risk management processes and the school-wide Risk Register. This responsibility includes:

- Monitoring the performance of risk management processes
- Ensuring that appropriate controls are in place to manage identified risks
- Preparation of periodic reports to the Finance, Audit & Premises Committee

The Risk Register is formally reviewed each term by the Business Manager. The Risk Register is a standing item on the Finance & General Purposes Committee agenda and they will monitor the identification and mitigation of risk within Oakworth Primary School. The Finance & General Purposes Committee review of the Risk Register forms part of that Committee’s report to the Governing Body.

### 3.2. Identification of risks

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.

Our approach to risk management is linked to six key aims:

- Aspire, Accomplish, Achieve
- Outstanding staff, leadership and management
- Outstanding infrastructure
- Financial strength
- Inspiring and supportive culture
- Strong community and partnerships

The structure and organisation of Oakworth Primary School’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.

### 3.3. Evaluation of risks

The Risk Management Standard states that risks should be evaluated against agreed criteria to make decisions about the significance of risks to the organisation.

Oakworth Primary School uses a 3 x 3 matrix to assess impact and probability as high, medium or low, as illustrated in the diagram below:

Impact	3	3	6	9
	2	2	4	6
	1	1	2	3
		1	2	3
		Probability		

The **descriptors** for high, medium and low impact and probability can be expanded as follows:

**Impact of risk occurring**

Impact	Description
High	The financial impact will be significant [in excess of £100,000] Has a significant impact on Oakworth Primary School's strategy or on teaching and learning Has significant stakeholder concern Dropping of grade at Ofsted inspection Negative national press coverage Negative impact at EFA level
Medium	The financial impact will be moderate [between £25,000 and £100,000] Has no more than a moderate impact on strategy or on teaching and learning Moderate stakeholder concern Parents/carers choosing to remove pupils from Oakworth Primary School Negative regional or local press coverage
Low	The financial impact is likely to be low [below £25,000] Has a low impact on strategy or on teaching and learning No longer being oversubscribed Low stakeholder concern

**Probability of risk occurring**

Probability	Description	Indicator
High	Likely to occur each year, or more than 25% chance of occurrence within the next 12 months	Potential of it occurring several times within a 4 year period. Has occurred recently
Medium	Likely to occur within a 4 year time period or less than 25% chance of occurring within the next 12 months	Could occur more than once within a 4 year period. Some history of occurrence
Low	Not likely to occur within a 4 year time period or less than 5% chance of occurrence	Has not occurred Is not likely to occur

**3.4. Risk appetite**

The term risk appetite describes Oakworth Primary School's readiness to accept risks and those risks it would seek to reduce. The school's risk threshold is the boundary delineated by the pink shaded area (represented by scores of 6 and above) in the risk matrix in paragraph 3.3. Above this threshold, Oakworth Primary School will actively seek to manage risks and will prioritise time and resources to reducing, avoiding or mitigating these risks. Anything which is scored 3 or 4, will be monitored twice per year and try to reduce the likelihood of the risk materialising. Anything scored 1 or 2 will be monitored each year.

**3.5. Addressing risks**

When responding to risks, Oakworth Primary School will seek to ensure that it is managed and does not develop into an issue where the potential threat materialises.

The school will adopt one of the 4 risk responses outlined below:

- 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.
- 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 school to acceptable levels.

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.

#### **4. Risk Reporting and Communication**

The aim of reporting risk is to provide assurance to the Governors, Senior Management and Auditors that Oakworth Primary School is effectively managing its risks and has a robust system of controls.

##### **4.1. Risk register**

The reporting mechanism will be the school's Risk Register. This will highlight the key risks facing Oakworth Primary School, as well as a breakdown for each key strategic aim. The Risk Register will be monitored by the Finance & General Purposes Committee on a termly basis.

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 SLT, Governors or raised by a member of staff will be evaluated and, if appropriate, recorded in the Risk Register.

##### **4.2 Communicating Risks**

The Finance & General Purposes Committee monitors the risk register each term. The Business Manager will ensure that any perceived new or increased risks or significant failure of risk management control measures are considered and reported to the Finance & General Purposes Committee, along with a summary of actions taken.

The Business Manager will endeavour to raise awareness that risk management is a part of the school's culture and seek to ensure that:

- 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.

##### **4.3 Strategic and Operational Risks**

Whilst all significant risks will be reviewed and recorded in the risk register the Governing Body will focus on strategic risks as follows:

- School pupil achievement and attainment
- Safeguarding
- Overall financial health of the school
- Leadership and Management
- Governance
- Internal financial control
- Health & Safety
- Premises which provide an outstanding learning environment
- Staff capacity
- Reputational Risk
- Learning and development of staff and governors
- Policies
- Community Involvement
- Partnership Links with other schools

#### 4.4 Annual risk review and assessment

The Responsible Officer review provides a termly assessment of the effectiveness of Oakworth Primary School's management of risk.

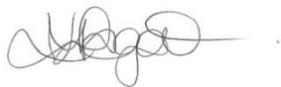
The Business Manager will prepare an annual review of risk for the Finance & General Purposes Committee annually in the autumn term. This will enable the Finance & General Purposes Committee to report to the Governing Body on:

- The significant risks facing the school.
- The effectiveness of the risk management processes.
- That the school has published a risk management strategy covering risk management philosophy and responsibilities

#### 5. Areas for improvement

Any areas identified as being in need of improvement following external/internal audit or other will be discussed and actions agreed.

This policy will be reviewed termly or earlier, if necessary.



Signed .....  
Chair of Governors

Date 13 November 2016

