Risk management policy.

Where education is more than what you know, it's who you can become…

Approved By	**Hujjat School Trust Board**
Date	**November 2025**
Owner	**HPS SLT**
Review	**Annually**

VISION

To be an outstanding, happy and inclusive school that cultivates our relationship with God through the conduct and teachings of Prophet Muhammad (Peace be upon him). A place where children can indulge their intellectual curiosity, develop a love for learning, and build the foundations to become ethical, responsible and inspirational members of society.

MISSION

- We will facilitate the well-being and growth of every child's mind, body and character through:
- Nurturing children within a safe and caring learning environment to realise their full potential;
- Providing a broad, balanced, vibrant and inclusive core curriculum that fosters curiosity and outstanding academic achievement;
- Facilitating experiential teaching, enrichment activities that are a feast for the senses, and focused time on health, hygiene and nutrition;
- Fostering learners who are able to think, question and reflect independently;
- Developing confident, respectful and effective communicators who can express themselves and make informed choices;
- Encouraging positive relationships;
- Listening deeply and accepting every child as a gift from God.

This is accomplished through a values curriculum in accordance with the Islamic philosophy of education. Individuals are encouraged to reflect on the qualities of God and develop the virtues of good character as embodied by Prophet Muhammad (Peace be upon him), thus enabling our pupils to apply their knowledge and turn it into action for the benefit of our school and the wider community.

VALUES

- Integrity
- Respect
- Compassion
- Excellence
- Service
- Gratitude

Contents

1. Policy Statement

Effective risk management is a crucial tool in achieving the vision of the Trust.

It is fundamental to every aspect of running our school and it is central to keeping children safe, improving attainment and all outcomes, working effectively with colleagues, ensuring financial sustainability, and managing the physical environment.

Risk management takes place at all levels of the organisation and is inherent in all decision-making and in the day-to-day operation and the strategic management of our Trust.

The Trust Board are accountable for risk management and for ensuring that there is a sound system of internal control that supports the achievement of policies aims and objectives, whilst safeguarding public funds and assets for which it is responsible.

2. Legislation

This policy is based on the following statutory and non-statutory guidance from the Department for Education (DfE):

> Academy Trust Handbook

> Academy trust risk management

This plan also complies with our funding agreement and articles of association.

3. Role and responsibilities

3.1 Trust board

The trust board will:

> Take overall responsibility for risk management, including contingency and continuity planning

> Have oversight of the risk register

> Appoint an audit and risk committee in accordance with the Academy Trust Handbook (FRAC)

3.2 Finance, Risk and Audit committee (FRAC)

The Finance, Risk and Audit committee (FRAC) will:

> Understand the Trust's business strategy, mission and operating environment and associated risks and opportunities.

> Understand the framework for managing risk and critically challenge and review this framework

> Direct the trust's programme of internal scrutiny

> Ensure that risks are being addressed appropriately through internal scrutiny

> Report to the trust board on the adequacy of the trust's internal control framework, including financial and non-financial controls and management of risks

> Review risk register three times a year and recommend to the Board

3.4 Headteacher

The Headteacher will:

> Carry out day-to-day risk management

> Assess operational risks and lead the reviews of the risk register

> Identify and report risks to the audit and risk committee

3.5 School Business Manager

> Supports the Headteacher in review of the risk register
> Supports risk owners in monitoring and reducing risk
> Oversees the internal scrutiny cycle
> Works with the Premises Manager to oversee the Health and Safety function across the school

4. Risk identification

Risks are all potential events that are a threat to the safety of individuals and/or the achievement of the school's objectives. Risk management is informally considered with every decision. The risk register is reviewed, at least once a half-termly by the Headteacher and FRAC committee.
All risks are categorised using the below table.

At the risk identification stage, all potential events that are a threat to the achievement of business objectives (including not capitalising on opportunities) are identified, defined and categorised.

Risks will be considered under the following categories:

Category	Definition
Governance	Risks related to the direction and control of the Trust
Educational	Risks related to the educational outcomes
Safeguarding	Risks related to the safety of pupils
Financial	Risks to the financial stability and sustainability of the Trust
Operational	Risks to the day to day running of the Trust
External	Risks external to the Trust that pose a threat – pandemic, extreme weather
Compliance with law and regulation	Risks created by compliance issues
Strategic	Risks to the achievement of the trust's core objectives. For example, the risk of high staff turnover.
Reputational	Risk to the reputation of the Trust
Internal	Risks can by managed through internal controls
Project risks	Risks associated with any critical projects the school may be involved in. Timescale of building works

5. Risk measurement

Risk measurement consists of assessment, evaluation and ranking. This ensures all identified risks are compared according to a consistent standard.

To understand each specific risk and allow for prioritisation, each one is assessed according to its likelihood and the impact if it did occur. The descriptors of impact and likelihood are detailed in Appendix 1. Once impact and likelihood are determined, the risk is then given an overall risk score by calculating Impact x Likelihood. The score then determines how actively the risk is reviewed according to the below table:

LIKELIHOOD	IMPACT				
	Very low	Low	Medium	High	Very high
Very high					

LIKELIHOOD	IMPACT				
High	Green	Yellow	Yellow	Red	Red
Medium	Green	Yellow	Yellow	Red	Red
Low	Green	Green	Yellow	Yellow	Red
Very low	Green	Green	Green	Green	Yellow

6. Risk tolerance and control

Once the risk is identified and understood, action is determined. The action will consider:

Risk appetite – the amount of risk the Trust is willing to accept in the pursuit of strategic objectives

Risk capacity – the resources (financial, human, etc) which the Trust can put in place to manage the risk

The trust board will consider the below actions when deciding the appropriate risk treatment option(s), balancing the potential benefits from the achievement of objectives against the costs, efforts, or disadvantages of proposed actions.

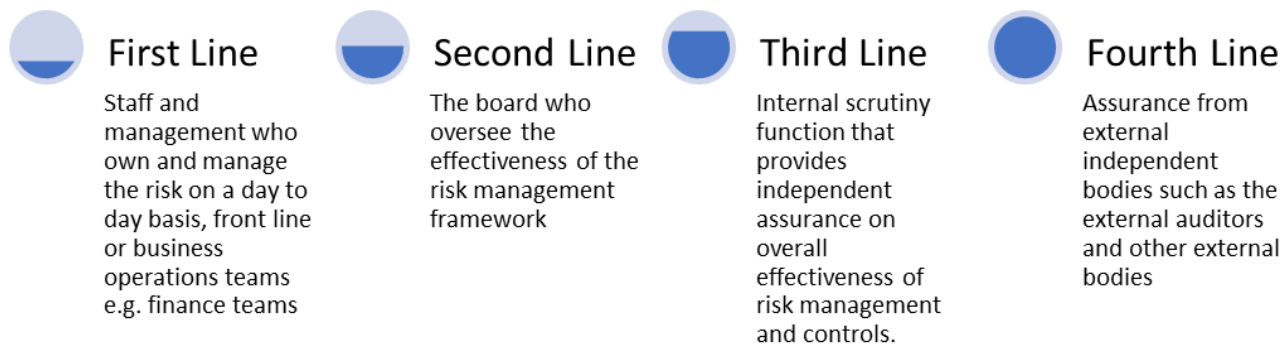| Action	Explanation
Tolerate	No action taken Controls not deemed cost effective Risk impact so low it is considered acceptable
Treat	Control measures put in place to minimise likelihood of occurrence or of impact Potential identification of contingency measures in case of occurrence Demonstrable assurance identified in controlling the risk Risk re-assessed for residual risk score and rating
Transfer	Risk transferred to third party Usually via insurance or payment Risk re-assessed for residual risk score and rating
Terminate	Remove the risk Effective where there is no material effect on operations Considered when risk is highly ranked and other actions are impractical or too expensive Risk re-assessed for residual risk score and rating
Take Advantage	Considered when potential benefits of intelligent risk taking outweigh the potential negatives Intelligent risk taking may strategically advantage the Trust

7. Monitoring of risk

Monitoring is ongoing and continuous, as this supports the trust's understanding of whether and how the risk profile is changing. Monitoring also provides assurance on the extent to which the mitigating actions and controls are operating as intended and whether risks are being managed to an acceptable level.

The risk register is central to risk monitoring. As risks are identified, they will be logged on the register and the associated control measures documented.

Assurance may be provided in diverse ways depending on the level of the risk, the higher the risk the more likely it is that a higher level of assurance is needed.

The Headteacher and SLT are responsible for monitoring the risks and presenting to the FRAC committee termly.

First Line
Staff and management who own and manage the risk on a day to day basis, front line or business operations teams e.g. finance teams

Second Line
The board who oversee the effectiveness of the risk management framework

Third Line
Internal scrutiny function that provides independent assurance on overall effectiveness of risk management and controls.

Fourth Line
Assurance from external independent bodies such as the external auditors and other external bodies

8. Reporting and scrutiny

The risk register is reviewed by FRAC three times a year and is recommended for approval to the Trust Board as set out in the Scheme of Delegation. The review process is flexible and, in all cases, allows for targeted focus on the highest priority risks.

The board will keep the trust's risk appetite under review and consider the ongoing appropriateness of the risk management policy. In the event of unforeseen circumstances, the board will consider the extent to which the risk was identified and measured and whether the selected control measure was appropriate.

9. Monitoring and review

The board will review this policy annually.

10. Links to other policies and documents

> Risk register
> Business continuity plans
> Emergency/critical incident plans