

Number	The Risk identified	Impact on the school	Likelihood	Seriousness	Likelihood and seriousness	mitigating actions	responsibility for the actions	cost
1	The Executive Headteacher leaves the school	The EHT is the lead professional and has lead significant improvements to the school. If she were to leave the EAT would need to have interim arrangements and secure a successor of sufficient experience to lead the Academy.	2	5	10	The Academy Trust needs to ensure that the EHT is well remunerated, supported and challenged in the fulfilment of her duties. The Trustees should ensure that they have a process in place so that should the EHT need to be replaced they are able to do so without delay. The EHT absence policy enables the Trust to respond to the temporary absence of the EHT. The Trustees should decide who would be in charge should the EHT be absent.	Chair of Academy Trust	
2	Senior managers leave the school	The operational efficiency and strategic development of the school would be compromised. In February a deputy will also be acting head of primary. The loss of any of the deputies would stress a pressured system.	3	4	12	The Academy Trust needs to ensure that the senior staff are well remunerated, supported and challenged in the fulfilment of their duties. It is a good thing for staff to aspire to senior leadership and this is an accepted part of the working of a school. The nature of senior staff recruitment is that staff have to give notice of at least half a term. The EHT should ensure that there is a process in place so that should senior staff need to be replaced they are able to do so without delay.	EHT in consultation with Trustees	
3	The SBM leaves the school	During 2017-18 the school will be in its second year as an academy. The SBM has been heavily involved in the conversion. The school has been sponsoring him to attain accountancy qualifications. The loss of the SBM in terms of operational efficiency would be considerable especially as his conditions of service are one month's notice	2	4	8	The Academy Trust needs to ensure that the SBM is well remunerated, supported and challenged in the fulfilment of his duties. It is a good thing for staff to aspire to senior leadership and this is an accepted part of the working of a school. However, the SBM has to give only one month's notice and so there has to be a management plan to ensure that this can be accommodated. The EHT should ensure that there is a process in place so that should senior staff need to be replaced they are able to do so without delay.	EHT in consultation with Trustees	
4	There is a student tragedy associated with the school or there is a serious safeguarding issue	the school would have an immediate critical issue to deal with. The safeguarding procedures need regular review and attention. We would need to review our security and the loss of management time would affect student progress.	2	4	8	There is a plan to ensure that the fabric of the school is safe and there is effective management of the student body around the school. Levels of supervision are adequate. The PSHE programme is designed to ensure that children are educated about personal safety. however, in an area where gangs are active and knife crime is evident this is a significant risk. the school has a policy to manage a time of tragedy	EHT in consultation with Governors	
5	There is a major fire or calamity that makes part or all of one site unusable	Although unlikely to occur, the loss of one site would mean considerable disruption whilst we organised the students to protect exam classes. We would apply to the ESFA for emergency aid but this would compromise operational efficiency.	1	4	4	The school has a disaster plan and this would mean that the other site would be used for the whole school and part-time timetables would be in operation.	SBM	
6	School data is lost or stolen	The impact of data loss could be considerable in terms of reputation and large fines levied by Information Commissioner. If the data was pupil progress data or coursework marks etc. then this could impact on student results.	1	2	2	The school has a back-up and data security system. The system is part of the LgFL and is robust. There have been no reported breaches of data. School policy means that staff should not send pupil data electronically but use secure systems. There have been no breaches to date.	SBM	
7	The Trust fails to grow leading to pressure to join another Trust	This would have an effect on the Trust's autonomy and mean that there would be major changes to the school and the Trust would be dissolved	1	3	3	It is important that we look for opportunities to grow, ensure that we are efficient and effective as a Trust and school.	SBM	
8	The school does not meet the pupil progress targets	The school might be subject to Ofsted and be placed in a category. The reputational damage that this could bring is considerable.	3	4	12	The school collects student progress data regularly and reports these to Governors. The school has systems to intervene at the individual and group levels to ensure that targets are met. However, changes to the curriculum and assessment systems mean that at GCSE and A level the results are potentially volatile. The recent Ofsted inspection reduces the risk marginally	EHT	
9	The school fails to recruit and retain high quality teaching staff	Having high quality teachers is fundamental and essential to the school's continuing success. Having recruitment difficulties will lead to more money being spent on recruitment and possibly higher starting salaries for shortage subjects, and pressure on the supply budget.	4	4	16	The school identifies its staffing need in December and actively recruits early in the season. The staffing budget is set with some flexibility to ensure that recruitment decisions are not framed entirely by the budget. The Trust has authorised the conversion of the site manager's house (Camb) to flats for new staff. This will be used as a recruitment incentive. There are particular concerns in geography & RS where it has proved very challenging to recruit suitably qualified staff.	EHT	
10	The school does not deliver the School Development Plan	The school would be failing to make progress and the lack of progress could ultimately lead to failure to meet Government targets. Also, this could lead to a drop in staff motivation and a loss of key staff.	2	4	8	The school reports to the Governors on the School Progress Plan. The reviews are RAG rated providing Governors with the opportunity to challenge the executive. A major change in staffing would affect the delivery of the plan	EHT	
11	The school fails to manage its finances and declares a deficit	The school would have to apply to the ESFA for a loan. The issue would affect the capacity of the Trust to develop and cause reputational damage to the Academy Trust and its leadership.	2	4	8	The school produces monthly finance reports that give the opportunity to refocus resources. However, money is 'tight' and a marginal change would require a recalculation of resource allocation.	EHT and Chair of FA&P	
12	Trustees do not fully understand their duties and responsibilities leading to a failure to fulfil.	The issue would affect the capacity of the Trust to develop and cause reputational damage to the Academy Trust and its leadership.	2	3	6	Training and development is planned out. The EAT actively recruits additional trustees and members to increase capacity	Chair of EAT	
13	There are procedural concerns raised by auditors that lead to the accounts being qualified	The issue would affect the capacity of the Trust to develop and cause reputational damage to the Academy Trust and its leadership.	2	3	6	We work closely with our auditors (MacIntyre Hudson) who are leading auditors in the public sector/academy field. We update the threshold for 3 quotations to over £10000 (this is the advice of auditors)	EHT	
14	There is a claim against the Trustees	This might inhibit people from becoming Trustees and cause reputational damage to the academy Trust	1	2	2	The Trust has insurance to indemnify the Trustees against claims	Board of Trustees	
15	The Academy Trust has insufficient expertise to discharge its duties	The issue would affect the capacity of the Trust to develop and cause reputational damage to the Academy Trust and its leadership.	2	3	6	The Academy Trust conducts an annual review of its skills and expertise to ensure that it has the necessary skills and expertise. However, as the academy trust grows then this will be more important	Members of Academy Trust	
16	The Governing Body of ECS fails to discharge its duties	The issue would affect the capacity of the Trust to develop and cause reputational damage to the Academy Trust and its leadership.	3	3	9	The Members and Trustees should review the work of the Governing Body to ensure that it is fulfilling its remit	Board of Trustees	
17	The school's payroll system results in staff being paid incorrectly or fraudulently	Loss of resources and possible Police investigation leading to reputational damage.	2	3	6	The SBM produces a monthly payroll report for the EHT to approve. Staff are put onto payroll by the EHT's Assistant. The Chair of FPH&S and the Governor responsible for safeguarding check to ensure that these systems are operational.	EHT and Chair of FA&P	

Likelihood (1-5)	
1	This is unlikely to happen
2	there is a small chance that this might happen
3	This may happen in the next 12 months
4	it is likely to happen
5	This will happen in the next 12 months

RED	12+
AMBER	7-11
GREEN	1-6

Seriousness (1-5)	
1	This would have a minimal effect on the progress of students and operational efficiency
2	it is likely that there would be some changes that would be in the short term only
3	This would have a noticeable effect on student progress and operational efficiency
4	Student progress, future planning and operational efficiency would be at serious risk
5	This is so serious that the EAT would need to make interim arrangements and the likelihood of impact on student progress and operational efficiency is great