



POLICY	Risk Management Policy
STATUS/DATE OF THIS VERSION	June 2026
APPROVED BY	Trust Board July 2026
RATIFIED BY	Trust Board July 2026
REVIEW	July 2029

Introduction

Identifying and managing the possible and probable risks is a key part of effective governance for Multi Academy Trusts as well as a statutory requirement of the ATH. By managing risk effectively, the Board of Trustees of Unity Education Trust can help ensure that:

- significant risks are known and monitored, enabling Trustees and senior staff to make informed decisions and take timely action,
- the Trust makes the most of opportunities and develops them with the confidence that any risks will be managed,
- forward planning is improved,
- the Trust's aims are achieved more successfully.

Reporting in its annual report on the steps a Trust has taken to manage risk helps to demonstrate accountability to all stakeholders.

The Academies Handbook and Governance Guide also have a requirement for academy trusts to exercise robust risk management.

The responsibility for the management and control of Unity Education Trust rests with the Board of Trustees and the Chief Executive Officer and therefore their involvement in the key aspects of the risk management process is essential, particularly in setting the parameters of the process and reviewing and considering the results.

Risk identification

UET identifies risks as likely to fall into the following categories which are those used in the Trust Development Plan:

1. Our schools as centres of excellence
2. School to School and Trust to Trust collaboration.
3. Financial Stability, Quality of Learning Environment & Resources
4. Enhancing leadership, Governance and Resources
5. MAT stability and future growth.

Risks are assigned to appropriate delegated Committees of the Trust Board and to the Trust Board itself.

Risk assessment

Once a risk has been identified, the Trustees will assess the risk of both likelihood **and** impact of the event using the following point scoring and RAG rating system.

Likelihood	Almost Certain	5	10	15	20	25
	Likely	4	8	12	16	20
	Possible	3	6	9	12	15
	Unlikely	2	4	6	8	10
	Remote	1	2	3	4	5
	Impact:	Trivial	Minor	Moderate	Major	Critical

Risk /Controls management

Following identification of the risks that the Trust might face; a decision will need to be made about how they can be most effectively managed. This should be based on the '4 Ts' approach in the DfE guide to risk management;

Tolerate	Treat	Transfer	Terminate
No action taken. You may choose this if the cost of the control is higher than the cost of the risk, or if the impact of the risk is so low that it's an acceptable risk to have happen.	Take steps to minimise the likelihood and/or impact of the risk.	Move the risk on, usually by way of insurance or other payment to a third party to take on the risk.	Take steps to avert the risk entirely by making significant changes to the process that could bring it about, or abandon that process entirely.

The Trustees may decide to **tolerate** a risk either because it falls into the green category or because it cannot be avoided if the activity is to continue.

Alternatively, the Trust may decide to **take action to reduce** the initial gross risk (red or yellow) to a more acceptable net risk (yellow or green) normally by:

transferring the financial consequences to third parties or sharing them, usually through insurance or outsourcing;

terminating the activity giving rise to the risk completely, for example, by not bringing another school into the Trust or stopping a particular activity or service;

treating or managing the risk, for example, by adoption of effective internal controls.

Risk control depends on 2 factors: how much risk the Trust is willing to accept to achieve objectives ('risk appetite'), and what the capacity and resources are for managing risks. The more appetite and capacity for risk there is, the more likelihood to tolerate or treat risks. If there is financial resource but not necessarily the internal expertise/people, the Trust may be more likely to transfer.

Risk register

UET's Risk Register will record risks at their gross value (i.e., the assessed impact before management of the risk) as well as their net value (the residual value after mitigation/management)

The implementation of actions set out in the Register is the responsibility of the Risk owner which could be a delegated Board committee, CEO or other staff identified.

Monitoring and Review

The Register will be reviewed and updated each year by the Board of Trustees and kept under review in year by the Board and its committees and/or the CEO and Trust Directorate. These review meetings will also be opportunities to discuss possible new risks and whether they should be promoted to the Risk Register. The movement of risk scores is identified by direction arrows to enable the Trustees to understand whether each risk is constant, decreasing or increasing over time.

In addition, it is important that:

- risk aspects of significant new projects are considered as part of project appraisals;
- any significant failures of control systems are properly reported and actioned;
- there is an adequate level of understanding of individual responsibilities for both implementation and monitoring of the control systems;
- any further actions required are identified;

The Board are provided with relevant and timely interim reports by committees/ individuals responsible for taking actions related to identified risks. Risks related to Board Committees will appear as a standing item on each agenda.
