

Enhance Academy Trust

Risk Management for Governors

Welcome & Objectives

- ▶ • *Understand your role in risk oversight*
- ▶ • *Learn how to use the risk register*
- ▶ • *Know when and how to escalate risks*



What is a Risk?

- ▶ *A risk is an event that could affect your school's ability to achieve its objectives. Or....*

"A risk is that invisible banana peel the universe leaves in your path just as you're feeling confident— it's anything that might trip you up, slow you down, or ruin your perfectly planned dance routine... even if you swear you checked the floor twice. In governance terms? It's the stuff we really wish we'd seen coming—before it went viral in a board report

Examples:

- ▶ *- Staff shortages*
- ▶ *- Budget overspends*
- ▶ *- Safeguarding incidents*



Why Risk Management Matters

- ▶ *Supports safeguarding and pupil outcomes*
- ▶ *Protects school reputation*
- ▶ *Ensures compliance with statutory duties*
- ▶ *Enables effective governance*

- ▶ *Example: Safeguarding*
- ▶ *A safeguarding policy breach could lead to harm, legal action, and reputational damage.*
- ▶ *Risk management ensures that training, policies, and incident responses are in place and monitored.*
- ▶ *Governors can ask: 'Are all staff trained and confident in what to do?'*

The Enhance Risk Framework

- ▶ *Identify*
- ▶ *Measure*
- ▶ *Manage*
- ▶ *Monitor*
- ▶ *Report*

Standardised approach across all schools and Trust

- ▶ *Supported by the Trust's Risk Lead (Governance & Compliance Professional)*
- ▶ *Ensures alignment across all schools and escalation to Trust Board*

Risk Categories & Appetite

- ▶ *Risk themes: Education, Compliance, Workforce, Finance, etc.*
- ▶ *Risk Appetite = How much risk the Trust is willing to accept in pursuit of its objectives.*
- ▶ *Examples:*
 - ▶ *• Safeguarding: Low appetite → strict controls, zero tolerance for breaches*
 - ▶ *• Education: Moderate appetite → room for innovation if outcomes justify it*
- ▶ *Appetite guides when to monitor vs escalate*

From Trust to School

- ▶ *Trust: Strategic/systemic risks*
- ▶ *Schools: Operational/local risks*

- ▶ *Escalate when:*
 - ▶ • *Risk exceeds appetite*
 - ▶ • *Capacity to respond is limited*
 - ▶ • *The Trust Risk Lead monitors trends across schools and supports mitigation*
 - ▶ • *LABs feed into termly Trust-wide risk reviews via the Risk Lead*

Governors' Oversight Duties

- ▶ *Monitor key risks*
- ▶ *Seek assurance from leaders*
- ▶ *Ask strategic questions*
- ▶ *Support appropriate escalation*

How to carry out oversight:

- ▶ *Review termly risk report from Head*
- ▶ *Use agenda prompts to ask strategic questions*
- ▶ *Check top risks align with the AIP*
- ▶ *Use visit findings to triangulate risks*

What You're Not Expected to Do

- ▶ *Score risks*
- ▶ *Solve operational issues*
- ▶ *Step into leadership roles*

Your job = Strategic scrutiny, not operational delivery



Understanding the Risk Register

Components:

- ▶ *Risk description*
- ▶ *Likelihood x Impact = Score*
- ▶ *Mitigations and status*
- ▶ *RAG rating*

Look at Net Risk and movement over time

Using the LAB Risk Report

Includes:

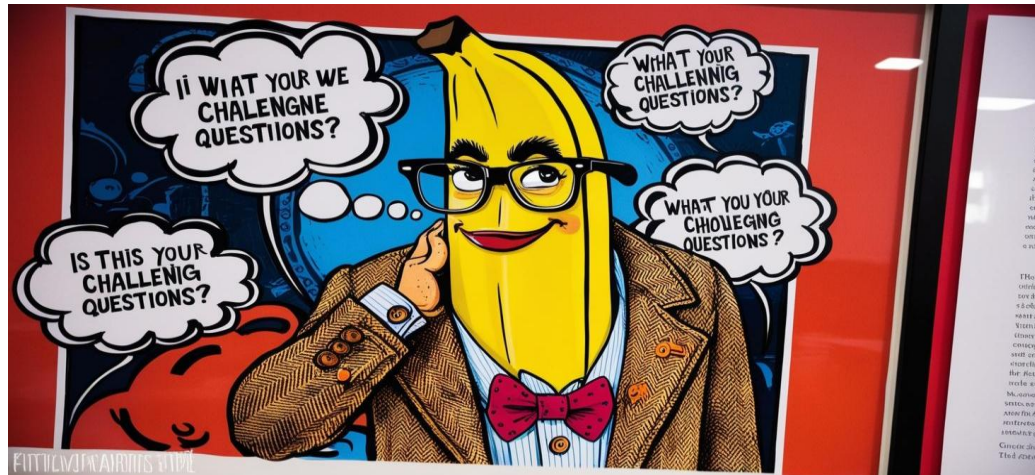
- ▶ *Top 5 risks*
- ▶ *Emerging risks*
- ▶ *Incident reporting*
- ▶ *Escalations*

Review termly in LAB meetings

Strategic Questions to Ask

- ▶ *Are mitigations working?*
- ▶ *What's changed?*
- ▶ *Should this be escalated?*

Avoid 'how' questions – focus on 'what' and 'why'



Escalation Pathways

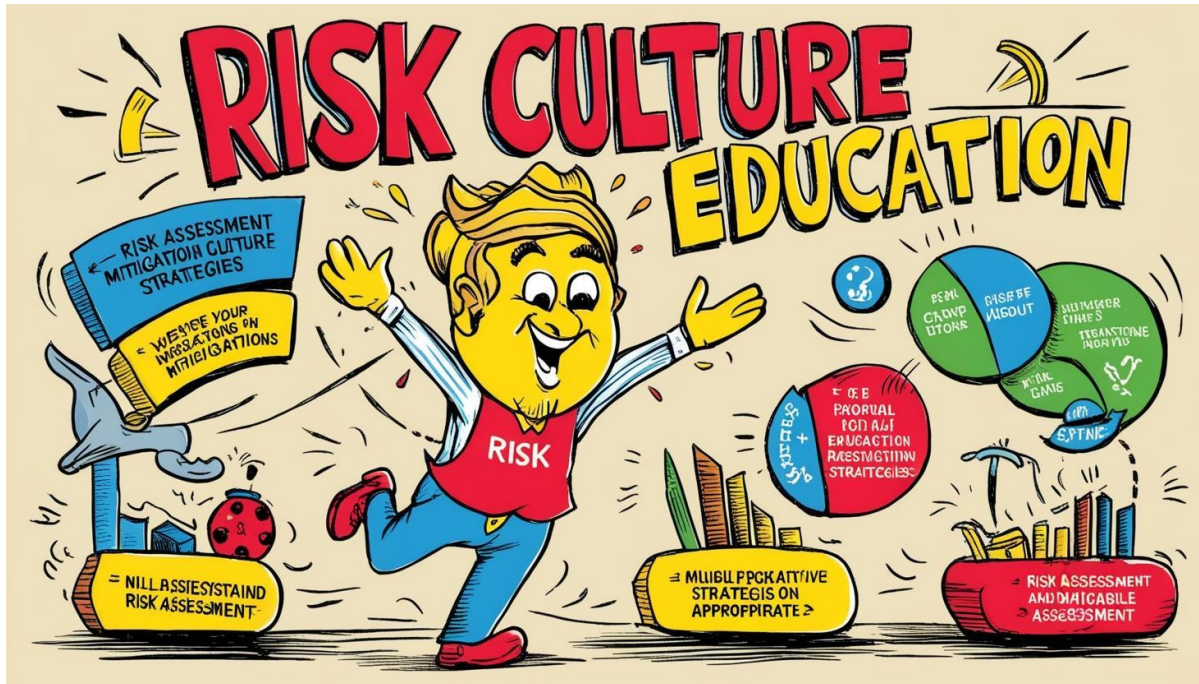
School → LAB → Trust

Escalate:

- ▶ *Risk above appetite*
- ▶ *Risk affecting multiple schools*
- ▶ *Risk where mitigation fails*
- ▶ *Use the Local Risk Report to flag issues to the Trust Risk Lead*
- ▶ *Risk Lead provides professional advice and links to internal audit if needed*

Risk Culture at Enhance

- ▶ *Open and non-blame approach*
- ▶ *Supportive of transparent reporting*
- ▶ *Encourages early action, not late reaction*



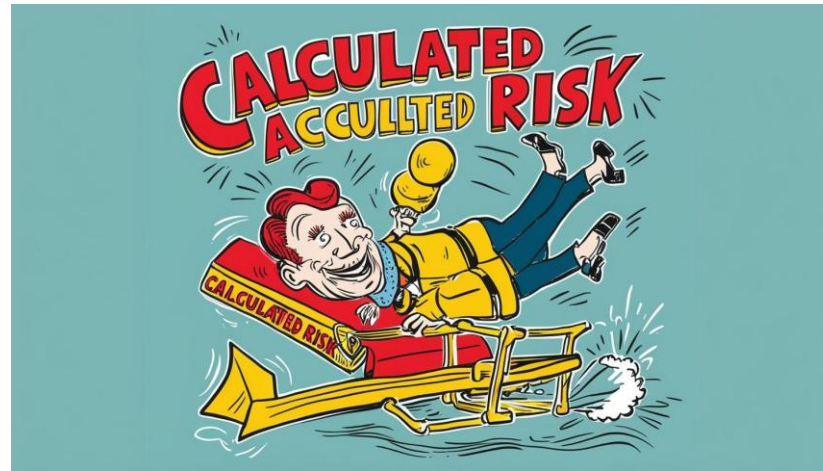
Governors as Risk Ambassadors

- ▶ *Support school improvement*
- ▶ *Champion proactive management*
- ▶ *Use visits and reports to probe risks*
- ▶ *Work in partnership with the Trust Risk Lead to build local capacity*
- ▶ *Your insights help shape Trust-wide understanding of systemic issues*

Key Takeaways

- ▶ *Risk management is part of your strategic role*
- ▶ *Use the tools and ask the right questions*
- ▶ *Escalate when needed*

You are not alone!



Discussion & Questions

- ▶ *Prompt: What kinds of risks do you think are most important in your school this year?*
- ▶ *Open Q&A*

Risk Management: Because Common Sense Isn't Always Common



What could possibly go wrong?

Remember, effective risk management helps prevent us from becoming cautionary tales.