

Reviewing Committee:

Finance & Staffing

Key Risks

<u>Risk</u>	<u>P</u>	<u>I</u>	<u>Score</u>	<u>Rating</u>	<u>Existing Controls</u>	<u>Further Controls</u>	<u>Lead for Controls</u>
1. Strategic							
16 Loss of key person / succession risk • Associated risk of one person having too much control	3	4	12	Medium	• Succession planning in place • Subscription to Governor Development Services (LCC) • Arrangements in place for access to CEO and CFO passwords	• Regular reviews • Performance management of staff to prepare for an "acting up" need • Knowledge sharing by key staff (including crib sheet within business continuity plan) • At least 2 Clerks/governance professionals used within Trust, and SBMs can be asked to step in if needed	CEO, Trustees

Risk Reviews in last 12 months:

Archived ☐

6 Management and administration costs are perceived by the public to be high	2	4	8	Medium	• Effective performance management systems • Competitive recruitment processes • Effective communications to stakeholders • Pay policies (teachers, support staff) • Appraisal policy	• Annual review of policies • Benchmarking our management and administration costs against other Trusts • Annual review of VFMI details by Trust Finance Committee during spring term	CEO, Trustees
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Risk Reviews in last 12 months:

Archived ☐

<u>Date</u>	<u>Comments</u>
19/03/2026	No change - all evidence indicates that our costs are extremely low when benchmarked across the sector

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4. Financial															
18	Risk that budget will be in deficit (either cumulative or a clear trend of in-year deficits)	5	4	20	High	- Actual performance measured against budget on a regular basis - Key costs (e.g. staffing) forecast over a longer term period to enable effective management - Bank and other key reconciliations a completed and reviewed regularly	Monitoring and review by business managers	CEO, CFO, Business managers, Head Teachers, Accountants							
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15	Expenditure risk - expenditure does not match income - unexpected / unplanned expenditure arises	4	4	16	High	- Monitor income and expenditure on a monthly basis - Report to finance committee on a half-termly basis - Reserves in place to allow for unexpected costs	- Embargoes put in place if expenditure begins to exceed income - Information to be gathered regarding renewable options (solar panels, ground source heat pumps, etc) to build preparedness to install when boilers need replacing / affordable.	Trustees, CEO, CFO							
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14 Income risk: • National funding is cut • Number of pupils on roll falls • Additional funding is not secured for a school	4	3	12	Medium	• Monitoring the national funding formula and ensuring that the 5-year plan takes account of potential cuts and expenditure • Appropriate marketing to help schools ensure the number of pupils is kept high • Support schools to obtain/retain outstanding status • Key staff constantly on the alert and look out for additional funding streams	• Continue to monitor the impact of the national funding formula for individual schools • Oversubscribed schools have prospectus of other trust schools nearby and suggest these schools to parents as an alternative or a second choice.	CFO, Trustees

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09/10/2025	Discussed the need for short-term monitoring in light of imminent new curriculum and SEND reforms. Schools where pupil numbers were lower than forecast on October census to start reviewing budget for 2026-27 early.
13/11/2025	Further review in light of October Census numbers. Ravenhurst - numbers are down, but hoping for Ofsted imminently as a good outcome will reverse the trend. Newlands - indications are that local reputation is improving which should help attract new pupils. Langmoor - there are sufficient reserves to ride it out for a year, but actively working on driving up numbers during this year and contingency planning with HT so action can be taken in spring if indications point to numbers remaining low.
14/05/2026	No change following a discussion about new intake numbers for September 2026
11/06/2026	Further review due to ending of PE grant. Uncertainty regarding SEN (IM Funding). Continue to monitor pupil numbers, particularly at Ravenhurst, Newlands, Fernvale and Langmoor.
29/06/2026	Full Trustees increased likelihood rating to 4, because although pupil numbers are increasing across the Trust as a whole, there are some schools where numbers are declining

22 Risk that pension scheme is in significant deficit / contribution rate increase	3	2	6	Medium	• Annual updates and regular bulletins from LGPS Pensions manager (LCC) • Incorporate annual contribution rate updates into budget forecasting	• Monitoring and review by management	CEO, CFO
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05/02/2026	Reviewed following announcement about the fund being in surplus, resulting in a reduction in employer pension contributions. However, decision taken that current risk level is appropriate

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