



Consilium
Academies

Consilium Academies Trust Risk Management Policy 2018

Purpose

This risk management policy (the policy) forms part of the Trust's internal control and governance arrangements. The policy explains the Trust's underlying approach to risk management. It gives key aspects of the risk management process, and identifies the main reporting procedures. It describes the process the Trust uses to evaluate the effectiveness of the Trust's internal control procedures.

1. Why we need to manage risk?

Daily we manage risk without describing this as “risk management”. We consider what might go wrong and take steps to reduce the impact if things do go wrong. However, the Trust cannot rely on informal processes, as a public body, we must provide assurance to the Department of Education, the Charity Commission, Ofsted, auditors, the Resources Committee and Members that we are managing risk correctly. We do need to formally identify corporate risks and mitigating actions.

2. Risk Appetite

“Risk appetite” is an expression of how much risk an organisation is prepared to take. It can vary over time and from work area to work area. If the Trust’s risk appetite is clearly articulated staff can consider this when making their decisions. The Executive Team and academy SLT should therefore, when considering risk, discuss and express the risk appetite as they see it.

The **risk register** steers risk owners into considering risk appetite when updating a risk entry. They need to consider not only the risk status before and after existing mitigating action but also the final tolerable risk status; i.e. what they are aiming for in terms of status for that particular risk

3. Approach to Risk Management

The following key principles outline the Trust's approach to risk management:

- As the principal executive and policy-making body of the Trust, the Trust Board is responsible for risk management and is accountable to the members for this function.
- The Trust is responsible for maintaining a sound system of internal control that supports the achievement of policies, aims and objectives.
- There should be an open and receptive approach to mitigating risk.
- The Resources Committee advises the Trust Board on risk management.
- The Trust makes conservative and prudent recognition and disclosure of the financial and non-financial implications of risks.
- Local Governing Bodies are responsible for encouraging and implementing good risk management practice within the Trust and its Academies.
- Headteachers and SLT of each school within the Trust are responsible for encouraging and implementing good risk management practice within their areas of responsibility.
- Early warning mechanisms will be put in place and monitored to alert the Trust so that remedial action can be taken to manage any potential hazards.
- The CEO has a moderation role and should discuss key risks at each school with the Principal / Headteacher and reports outcomes of these discussions to the Trust Board
- Identified risks must be controlled and monitored by risk assessments

5. Completing the Register

The Charity Commission says that the process of risk identification should be undertaken with care, the analysis will contain some subjective judgements - no process is capable of identifying all possible risks that may arise. The process can only provide reasonable assurance to trustees that all relevant risks have been identified.

Identified risks need to be put into perspective in terms of the potential severity of their impact and likelihood of their occurrence. Assessing and categorising risks helps in prioritising and filtering them, and in establishing whether any further action is required.

This approach attempts to map risk as a product of the likelihood of an undesirable outcome and the impact that an undesirable outcome will have on the charity's ability to achieve its operational objectives. It enables the trustees to identify those risks that fall into the major risk category identified by the risk management statement.

The process begins with listing each of item of risk that trustees believe are appropriate for the Trust. Once identified each risk is looked at and decision taken as to how likely it is to occur and how severe its impact would be on the Trust if it did occur.

This policy has drawn the descriptors for 'impact' and 'likelihood' from the Charity Commission (CC26) publication as follows:-

Impact	
Descriptor Score Impact on service and reputation	
Insignificant 1	<ul style="list-style-type: none"> • No impact on service
	<ul style="list-style-type: none"> • No impact on reputation
	<ul style="list-style-type: none"> • Complaint unlikely
	<ul style="list-style-type: none"> • Litigation risk remote
Minor 2	<ul style="list-style-type: none"> • Slight impact on service
	<ul style="list-style-type: none"> • Slight impact on reputation
	<ul style="list-style-type: none"> • Complaint possible
	<ul style="list-style-type: none"> • Litigation possible
Moderate 3	<ul style="list-style-type: none"> • Some service disruption
	<ul style="list-style-type: none"> • Potential for adverse publicity - avoidable with careful handling
	<ul style="list-style-type: none"> • Complaint probable
	<ul style="list-style-type: none"> • Litigation probable

Major 4	<ul style="list-style-type: none"> • Service disrupted
	<ul style="list-style-type: none"> • Adverse publicity not avoidable (local media)
	<ul style="list-style-type: none"> • Complaint probable
	<ul style="list-style-type: none"> • Litigation probable
Extreme/Catastrophic 5	• service interrupted for significant time
	<ul style="list-style-type: none"> • Major adverse publicity not avoidable (national media)
	<ul style="list-style-type: none"> • Major litigation expected
	<ul style="list-style-type: none"> • Resignation of senior management and or Trust Board
	<ul style="list-style-type: none"> • Loss of beneficiary confidence
Likelihood	
Descriptor Score Example	
Remote 1	may only occur in exceptional circumstances
Unlikely 2	expected to occur in a few circumstances
Possible 3	expected to occur in some circumstances
Probable 4	expected to occur in many circumstances
Highly probable 5	expected to occur frequently and in most circumstances

The risk score is achieved by multiplying the score in the 'x' column by the score in the 'y' column and then adding the 'y' score to the answer (gross risk). The effect is to give extra emphasis to impact when assessing risk. This policy reminds those directly involved in assessing risk that risk scoring often involves a degree of judgement or subjectivity. Where data or information on past events or patterns is available, it will be helpful in enabling more evidencebased judgements. In interpreting the risk heat map below, likelihood is x and impact is y and is described as the 'Net Risk'.

The colour codes are

Red - major or extreme/catastrophic risks that score 15 or more

Yellow - moderate or major risks that score between 8 and 14

Green - minor or insignificant risks scoring 7 or less.

6. Heat map

Once an action has been taken to mitigate each risk a residual or net risk score is applied and colour coded as above. This does not mean the risk has necessarily diminished in any way but it does mean the significance of the risk should be less.

Those risks identified as 'red' in the net risk score should be reviewed by trustees on a half-yearly basis and all other risk areas at least annually. The Resources Committee is tasked to review the whole register half-yearly and all the red coloured risks at each meeting

Risk Ref No	Potential Risk	Potential Impact	Likelihood of occurring (score1-5)(x)	Severity of impact (score1-5) (y)	Gross Risk (x*y+y)	Mitigation to risk	Existing Controls Adequate: Fully or Partially met	Details of Actions Required to Improve Controls (to be completed if Existing Controls are <u>NOT</u> Fully Adequate)	Person Responsible	Target Date
Risk 1 Governance Risks										
1.1	The Trust lacks direction strategy and forward planning	<ul style="list-style-type: none"> Poor decision making No strategic reference Poor Financial management Damage to reputation 	1	5	10	<ul style="list-style-type: none"> Establish Scheme of Delegation Create Committees with clear accountability. Recognised budget and budget management procedures Financial forecasting and modelling procedures Checks and balances on operating procedures 	Fully		Clerk to the Trust	Annual Review

l	Extreme/Catastrophic	5	10	15	20	25	30
m	Major	4	8	12	16	20	24
p	Moderate	3	6	9	12	15	18
a	Minor	2	4	6	8	10	12

c	Insignificant	1	2	3	4	5	6
t			1	2	3	4	5
			Remote	Unlikely	Possible	Probable	Highly Probable
					Likelihood		

7 Trust's Annual Review of Effectiveness

The top three risks for each school and for the Trust overall, as identified by the school and agreed by the Resources Committee will be reported to the Trustees and the Members on an annual basis.

In addition, the Trust, as advised by the Resources Committee, will undertake an annual review to consider:

- Whether risk management continues to be linked to the achievement of the Trust's objectives.
- Each local governing body risk register to ensure the appropriate risk appetite or level of exposure for the Trust as a whole.
- Whether risk review procedures cover fundamental reputational, governance, staff, teaching, operational, compliance, student experience, estates, financial and other risks to achieving the Trust's objectives.
- Whether risk assessment and risk-based internal control have been embedded in ongoing operations and form part of its culture.
- Changes in the nature and extent of fundamental risks and the Trust's ability to respond to changes in its internal and external environment since the last assessment.
- The scope and quality of management's on-going process of monitoring the system of internal control including such elements as the effectiveness of internal audit and other assurance functions.
- The extent and frequency of reports on internal control to the Resources Committee and if this is sufficient for the Trustees to build up a cumulative assessment of the state of control and effectiveness of risk management.
- The incidence of any fundamental control failings or weaknesses identified at any point within the year and the impact that they have had or could have on financial results.
- The overall effectiveness of the Trust public reporting processes.

- The overall effectiveness of the approach to risk management and whether changes or improvements to processes and procedures are required.

Martin Shevill
Chief Executive
September 2018