



Risk Management Policy

THE
COMPASS
PARTNERSHIP OF SCHOOLS

Purpose and Scope

Risk is an event or cause leading to uncertainty in the outcome of the Trust's operations; the possibility that an action or event will adversely (or beneficially) affect the Trust's ability to achieve a planned objective. The identification, assessment, monitoring, management and reporting of risks are the responsibility of every member of staff and as a consequence of managing identified risks the following will occur:

- The planned objectives are more likely to be achieved
- Adverse risks are less likely to happen
- The impact of adverse risks which are realised is reduced

Risks represent opportunities as well as threats. 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 alone. Risk management is an essential component of our corporate management. Also, as a public body, we must provide assurance to the Department for Education (DfE) that we are managing risk correctly. We do need to formally identify corporate risks and mitigating actions.

This policy explains the Compass Partnership's underlying approach to risk management, documents the roles and responsibilities of the Board of Trustees, the Audit and Risk Committee and other key parties. It also outlines key aspects of the risk management process and identifies the main reporting procedures. In addition, it describes the process the Board of Trustees will use to evaluate the effectiveness of the Trust's internal control procedures.

The Policy is supported by a hierarchy of other policies and procedures which give guidance for staff and outline further sources of guidance or information. This policy and related procedures apply to the Compass Partnership and all of its academies. This policy lays out the general approach to risk. Policies and procedures relating to the following risk areas can be found in other relevant Trust policies.

Objectives of the Risk Policy

The Compass Partnership of Schools will adopt, wherever possible, recommended best practice in the identification, evaluation and cost effective control of business risks, to ensure, as far as possible, that they are eliminated or reduced to a level that is acceptable to the Board of the Compass Partnership. Furthermore, the Trust recognises and accepts its responsibilities for the welfare of all staff, pupils within the Trust and for visitors and contractors working on or visiting its premises or activities and the impact its activities may have on third parties.

The objectives of this Policy are:

- To integrate risk management into the culture of the Trust
- To continually raise awareness amongst all employees of the need for the management of business risks
- To manage risk in accordance with recommended best practice
- To ensure compliance with legal requirements as a minimum standard
- To provide a framework for risk management
- To ensure responsibilities for risk management are clearly understood
- To continue to respond to changing social, environmental and legislative requirements

- To prevent injury and damage wherever possible and so reduce the cost of risk

Identifying Risks

Risk will be identified at two levels.

- School operational level
- Trust strategic level

Both levels will enter and evaluate risk within areas defined in the Trust's Risk Register. These will include:

Sustainability

Growth
Pupil numbers
Financial Forecasts
Reputation

Compliance

Health & Safety
Finance
IT security
Safeguarding

Educational Impact

Ofsted Impact
Pupil Outcomes
Personnel related impacts
Attendance
Curriculum

The Process

Schools will review their risks at school level on a termly basis using a template set by the Trust, (Appendix 1) grading risks according to the risk evaluation cube to set an inherent risk

Evaluating risk

Likelihood

Severity		1 Remote	2 Unlikely	3 Possible	4 Likely	5 Certain
	1 Trivial	1	2	3	4	5
	2 Minor	2	4	6	8	10
	3 Lost time	3	6	9	12	15
	4 Major	4	8	12	16	20
	5 Fatal	5	10	15	20	25

They will then look at what they have in place to mitigate the risks and re-evaluate to give a residual risk, which may or may not need additional follow up.

Risks that remain red following this second review should be highlighted at the strategic level.

The Trust will use the same template to highlight overall risks to the Trust and all school residual risks that remain high, along with any further actions to be taken.

Responsibility

Trust Board

The Compass Partnership's Board of Trustees delegates responsibility for the ongoing review of risk, to the Audit and Risk Committee. The Board also ensures that a risk management culture is embedded throughout the Trust. The Board determines the level of risk that the Trust should be taking generally and on specific issues brought to them to review.

The Trustees, Local Committees, Executive team and staff support, advise on and implement policies approved by the Board of Trustees in order to mitigate the risks presented.

Chief Executive Officer (CEO)

- Acts as the key decision maker for risk and health and safety responsibilities on behalf of the Trust and the Board
- Ensures that the health and safety procedures are up to date and implemented across the Trust
- Determines which types of risk are acceptable and which are not, and setting the standards and expectations of staff with respect to conduct and probity
- Approves major decisions affecting the Trust's risk exposure

Audit and Risk Committee

- Approves and reviews this policy
- Identifies and evaluates the significant risks faced by the Trust for consideration by the Board of Trustees in the "Key Risks" as a whole as part of annual planning
- Monitors the "Key Risks" Register and ensure that appropriate procedures are in place
- Ensures that the CEO, COO and CFO take overall responsibility for the administration and implementation of the risk management process
- Monitors the management of significant risks to reduce the likelihood of unwelcome surprises or impact
- Satisfies themselves that the less significant risks are being actively managed, with the appropriate controls in place, and that they are working effectively
- Annually reviews the Trust's approach to risk management and approves changes or improvements to key elements of its processes and procedures
- Monitors the work of the Internal and External audit, in respect of risk

School Executive Heads and Head Teachers

- Identify a senior leader with responsibility for risk management
- Identify and evaluate the significant risks faced by the school for consideration by the Audit and Risk Committee
- Ensure that school Specific Health and Safety Policies are in place for their School

- Monitor the school's "Key Risks" Register and ensures that appropriate procedures are in place at a school Level
- Take overall responsibility for the administration and implementation of the risk management process at a school level
- Monitor the management of significant risks to reduce the likelihood of unwelcome surprises or impact
- Satisfy themselves that the less significant risks are being actively managed, with the appropriate controls in place, and that they are working effectively at a school level
- Annually review the individual school's approach to risk management and approve changes or improvements to key elements of its processes and procedures, providing a high-level update to the Audit & Risk Committee

Chief Operating Officer (COO)

- Creates and maintains the Critical Incident and Business Continuity Plan
- Compiles the annual Risk Report to the Board

Chief Finance Officer (CFO)

- Supports the COO in the preparation of risk register
- Monitors and reports on financial compliance and internal control.

All Staff

- Identify risks through their line managers
- Follow all related procedures and policies to minimise risks and mitigate them should they occur

Monitoring Outcomes & Review

The Chief Executive Officer will present an annual report on Risk Management to the Board.

The Chief Operating Officer will provide an annual review of how this policy and procedures are operating.

Key indicators of the success of this policy are:

- Number and severity of incidents (accident rate – average number of accidents annually and number of RIDDOR reportable accidents)
- Existence and effectiveness of Trust procedures to handle incidents
- Actions taken to improve Trust operations to remove or mitigate future incidents

The policy and related procedures will be reviewed:

- At least every 2 years
- When there are significant changes in personnel, equipment and practices
- At the annual review of Compass Partnership risks to ensure appropriate procedures are in place for each risk identified

Monitoring, evaluation and review

The Audit and Risk Committee will assess the implementation and effectiveness of this policy. The policy will be promoted and implemented throughout all Trust schools.

Adherence to the policy will be monitored by the local school committee.

Policy adopted:	Autumn 2023
Other related policies:	Critical Incident Management and Business Continuity plan Education visits policy Health and Safety policy Induction policy
Next Review:	Autumn 2025