



## **St Thérèse of Lisieux Catholic Multi Academy Trust**

### **RISK MANAGEMENT POLICY**

**Approved 01/04/19**

**Review 31/03/2020**

<b>Audience:</b>	<b>Directors, Local Governing Bodies, Central Team and all other CMAT employees</b>
<b>Approved:</b>	<b>Audit &amp; Risk Committee</b>
<b>Other related policies:</b>	
<b>Policy Owner:</b>	<b>Louise Wilson – Chief Executive Officer</b>
<b>Policy Model:</b>	<b>Compliance – all CMAT academies use this policy</b>
<b>Review:</b>	<b>Annually</b>
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## **Contents**

Contents .....	2
Principles.....	3
The responsibility of each Governing Body.....	5
The responsibilities of the Directors .....	5
Operation of the Risk Management Policy .....	5
The Nature of the Risks.....	5

## Principles

The Directors of St Thérèse of Lisieux Catholic Multi Academy Trust (the “Company”) have overall responsibility and ultimate decision making authority for all the work of the Company, including the establishing and running of schools. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes. The Directors have the power to direct change where required.

An Audit and Risk Committee shall be formed, comprising of a minimum of three Trust Board Members, with two being present to be quorate as outlined within the Committee Terms of Reference. One member must have experience in accounting. The Committee may, at its sole discretion, request a meeting with the external and/or internal auditors.

The Audit and Risk Committee shall:

- determine, oversee and review the arrangements for independent checking of financial controls, systems, transactions and risks;
- review the risks to the internal control framework at the Trust;
- agree an Annual Internal Audit Plan that shall address these and other risks identified by the Trust Board from time to time;
- inform the statement of internal control and, so far as is possible, provide assurance to the external auditor;
- recommend to Trust Board the appointment of internal and external auditors;

establish and maintain through monitoring, an appropriate risk management strategy and risk register.

The purpose of the Committee is to oversee and provide independent assurance to the Trust Board, and to make recommendations to the Trust Board thereon, on the arrangements of the Trust in relation to:

- Audit
- Governance (following any directives issued by the Diocese of Nottingham)
- Risk Management and Internal Control
- Ethics and Probity

The Directors are responsible for ensuring that the vision set for the Trust by the Bishop of Nottingham is delivered. They will also hold the CEO and the leadership of the Trust to account on standards, performance of the CMAT and financial probity.

## **The responsibility of each Governing Body in line with the Scheme of Delegation**

The CMAT will have local governing bodies (LGBs). LGBs are a committee of the CMAT Board of Directors. The Directors will delegate some governance functions to LGBs through a Scheme of Delegation. The local governors will ensure that the school remains

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distinctly Catholic and that it achieves the Bishop of Nottingham's vision for his schools and will work with the CMAT executive team to hold the school leadership to account on standards, promote and develop links between the school and its local parish(es), supports the drive to improve succession planning for Catholic leaders, ensure that the school uses its resources effectively, ensure that the school receives high quality, good value for money services from the CMAT and works positively with the CMAT on the future development of the CMAT and its central services.

The LGB is crucial to driving up standards by challenging and holding the leadership team in the school to account and as such, it has a key role in influencing the development of the school and ensuring that it meets the needs of the children. The LGB will oversee behaviour and attendance matters at the school and will also oversee the management of pupil disciplinary matters and admissions.

The LGB will be engaged with the management of complaints from parents and a range of staffing matters such as sickness absence, capability, disciplinary and grievance. It will also support the CMAT on succession planning for leaders and on the appointment of key staff in the school.

Not only does the LGB have an important role in influencing decision making in the school, it will also help shape the future direction and progress of the CMAT by engaging with the CEO, Directors of Performance and Standards and other members of the CMAT executive team on the development of CMAT functions and services.

The LGB therefore has the following responsibilities:

- Ensuring that the school is conducted as a Catholic school meeting the expectations set out for his schools by the Bishop of Nottingham including on the development of the Catholic Life of the school, the appointment of leaders and other staff and facilitating Diocesan Canonical Inspection
- Supporting effective governance at all levels of the CMAT
- Safeguarding and promoting the Catholic values of the school
- Supporting the leadership team at the school and acting as a critical friend
- Supporting the CMAT in the development of succession planning of leadership within the school and the CMAT
- Maintaining a detailed understanding of the strengths and areas for development of the school
- Regularly monitoring the school development plan and in year performance and progress data
- Monitoring performance management in the school and supporting the performance management of the Headteacher
- Monitoring the management of behaviour, attendance, exclusions and admissions
- Monitoring the effectiveness of the deployment of resources at the school
- Developing the engagement with the local school and parish community(ies)

Risk management must prioritise and protect:

- The safeguarding of high quality and effective education of the young people in the schools;
- The reputation and ethos of the Company;

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- The common good in terms of the interests of the families in the communities served by the schools and the pupils of the future as well as the collective interests of the family of schools run by the Company;
- The Scheme of Delegation and the balance struck between central management and local responsibility.

### **The responsibilities of the Directors**

It is the responsibility of the Directors to identify those risks which arise from academy status and membership of a multi-academy trust and develop policies and procedures which mitigate these risks (taking account of the principles identified above). To mitigate financial risk, the Directors will require all academies to use approved banking and financial management arrangements, in line with the Finance Regulations Manual, audit arrangements, and premises insurance and building surveyors. Rigorous safeguarding policies are also a requirement for all academies.

Beyond these areas the Directors should identify risks common to all schools, set policy frameworks but seek not to impose specific control mechanisms for these risks as responsibility lies with the individual Governing Bodies.

### **Operation of the Risk Management Policy**

#### **The Nature of the Risks**

- **The safeguarding of those involved in the enterprise**

The Directors and Governing Bodies will be required to have safeguarding (including safer recruitment and e-safety) policies which comply with the requirements of the appropriate Safeguarding Board.

- **The employment of those involved in the enterprise**

The Directors and individual academies should have a suite of legally compliant and common personnel policies, supported by advice and insurance.

- **The stewardship of the premises and site and the health, safety and welfare of those who use the site**

The Directors reserve the right to direct individual academies with regard to the insurance of Company property (buildings, land and assets) and to approve and be kept informed of planned capital works. The academy should develop comprehensive health, safety and

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welfare policies to include systems to monitor compliance with regulation and good practice and to externally assess these at a regular period.

- **The ethos and character of the enterprise and the academic standards attained**

The governors should report to the Directors on any OFSTED or other inspections and reports. Equally the Directors should be informed of trends and actual academic outcomes and other key indicators identified by OFSTED (or any successor body) in order that the Directors may broker support and advice from within (or beyond) the Company to minimise the possibility of the Secretary of State using his reserve powers in relation to one of the schools for which the Company is responsible.

- **The financial integrity of individual academies**

All academies must comply with the Finance Regulations Manual. The Directors reserve the right to have annual agreed budget plans, termly budget summaries and annual outturn statements reported to it. Academies will not be permitted to operate deficit budgets without specific approval from the Directors.

### **The capacity of the Directors and the Governing Bodies to discharge their duties**

The Directors and individual Governing Bodies will be expected to make an annual self-assessment of the skills and experience they require and their capacity to fulfil those requirements. All governors should be subject to a basic DBS check. Plans to mitigate deficiencies should be passed to the relevant Governing Body and the Directors. All Directors and governors are required to make a declaration of interests at the beginning of each meeting. The Company will operate a Conflicts of Interest policy. The Company will ensure that good quality legal advice is available to the Directors, the schools and those responsible for running the schools on a day to day basis.