Area	Risk Ref. No.	Risk Description	Risk Theme	Risk Consequences		ating (No Cont		Risk Treatment	Existing Internal Controls and Evidence		g (Post Internal Probability		Existing Controls Adequate: Fully or Partially met	Details of Actions Required to Improve Controls (to be completed if Existing Controls are NOT Fully Adequate)	Person Responsible	Target Date
RISK 1: Strategic	and Reputa	tional Risks														
		An academy fails OFSTED	Ethical/Reputational	Financial risk;					Regular school improvement monitoring, Progress 8,							
Whole Trust	1.1	All academy rails of STED	Ethical/Reputational	Reputational risk	5	5	25	Treat	Raise Online and; Target Tracker for primary academies.	5	3	15	Fully		Louise Adams	
Whole Trust	1.2	Impropriety by a member of staff	Safeguarding	Risk of litigation;     Reputational risk	5	2	10	Treat	Enhanced DBS checks for all members of staff	5	2	10	Fully		Richard Thorns	
		Loss of confidential data	Data Protection	Risk of litigation;	J	-	10		Compliance with DPA and 2018 GDPR processes. Trust		-		,			
Whole Trust	1.3	2000 or commental data	Data i roccion	Reputational risk	4	3	12	Treat	audit sample of compliance on a random basis	4	3	12	Fully		Marcus Taylor	
Whole Trust		Inability to cover financial needs	Financial	Financial risk; Risk of litigation; Reputational risk				Treat	31/36 schools set deficits in 16/17 and 24/36 set deficits for 17/18 however overall amount of deficit grew from 788k to 1.2m. This undermines going concern status				Partially	Letter sent to ESFA in Jul 17. In discussions. FNTI is in place (22/9/17)		
Individual Academy	1.4			Reputational risk	5	3	15	reat		4	3	12	Partially	discussions. FNTI is in place (22/9/17)	Kate Griffin (AU)	31/10/2017
	1.5	Failure of an Academy to recruit sufficient learners to make it viable	Financial	Significant financial risk;     Risk that the confidence of beneficiaries is diminished;     Risk that the confidence of stakeholders is diminished	5	4	20	Treat	Four establishments with falling roll or at/near primary foor level of 85 pupils: St Boniface College, Marnhull, Buckfast, Dartmouth. Continuous monitoring of local factors to improve roll combined with deliberate marketing across parish and local area. Central resource to be made available if necessary subject to business case. Schools must identify top 3 factors and have an action plan to address	4	4	16	Partially	Develop action plan with affected schools	Louise Adams	31/10/2017
Individual Academy																
	1.6	Failure to monitor and react accordingly to the risks associated with competitor establishments	External Influences	<ul> <li>Risk of competition for the same share of the market</li> </ul>	3	2	6	Tolerate	Trust to monitor regional and sub-regional data regarding schools and demographics. Trust to benchmark against neighbourhood sets using ESFA tools	3	5	15	Fully		Louise Adams	
Individual Academy	1.7	Failure to assess and review the alliances and partnerships with other organisations	External Influences	Risk that an alliance or partnership is no longer appropriate;     Risk to the integrity of the academy	2	2	4	Treat	All academies to foster partnerships with nearby non- CAST schools. Comment on status and progress to be made in each school development and management plan	3	3	9	Fully		Kate Griffin	
Whole Trust	1.8	Failure to ensure that information Technology in the Trust is maintained to the highest standard	Ethical/Reputational	IT security risk; Risk of corruption or loss of data; Risk that IT equipment and services are outdated and no longer fit for purpose; Financial risk; Risk of litigation	3	4	12	Treat	Annual review of information assurance and hardware/software requirements. Planned refresh and upgrade of components in line with budget plans	4	3	12	Fully		Marcus Taylor	
Whole Trust		Failure to ensure that the MAT has		Financial risk;					Zurich Annual policy purchased via Colemans brokers				,			
	1.9	adequate insurance cover		Risk of litigation;     Reputational risk	5	3	15	Treat	who perform annual risk and policy review	2	2	4	Fully		Marcus Taylor	
Individual Academy	1.10	Failure of the academy to have financial management systems that prevent fraud	Ethical/Reputational	Financial risk; Risk of litigation; Reputational risk; Risk to the future of the academy	4	3	12	Treat	All academies subject to Access Dimensions. Review of auditor's 'Key Issues Document' regarding use of petty cash and use of cards	5	1	5	Fully		Kate Griffin (AO)	
Individual Academy	1.11	Failure of the academy to comply with legislative requirements	Quality and Standards	Financial risk; Reputational risk; Risk of litigation; Risk of poor morale affecting staff and beneficiaries; Risk to the future of the academy	4	3	12	Treat	Training and CPD of all staff to maintain professional currency. Investigation of any missed statutory deadline	4	2	8	Fully		Kate Griffin	
Individual Academy	1.12	Failure of the Academy and the Governing Body to ensure that the academy have a robust organisational approach in place to deliver governance of the academy	Quality and Standards	Risk that committees fail to operate: Risk that committee delegation is poor; Risk that the Governing Body do not delegate or delegate or delegate to much to the Head or SMT; Risk that terms of reference are inadequate and unift for purpose	4	2	8	Treat	Bishop to approve foundation directors for all academies and CEO to appriase all Head Teacher performance	4	2	8	Fully		Kate Griffin	
Individual Academy	1.13	Failure of the Academy and the Governing Body to have procedures in place to cover the absence of the Head of the academy or other members of SMT	Learning Outcomes	Financial risk; Reputational risk; Risk of poor morale affecting staff and beneficiaries; Risk to the day to day operation of the academy	4	2	8	Treat	Sickness insurance to be purchased by academies and regular reviews of succession planning	5	1	5	Partially	Not all schools have insurance. Trust revewing group policy	Marcus Taylor	31/10/2017
RISK 2: Operatio	nal Risks						0					0				
CAST Admin	2 11	Failure to monitore individual acadamy's educational performance	Learning Outcomes	Risk that the academyl falls its students and eventually falls Ofsted.     Risk that Head and staff are insufficiently trained and of inadequate caliber.	4	2	12	Treat	Board level Rapid Improvement Group establsihed to monitor school improvement. Recruitment of a Head of School Improvement	,	2	10	Fully		Louise Adams	
CAST Admin	2.2	Failure to monitore individual academy's financial performance	Financial	Risk that members of Staff are not paid     Risk that the academy is inadequately maintained;     Risk that financial irregularities take place;     Risk that CAST has to take on additional finance responsibilities.	4	3	12	Treat	Migration to Access Dimensions giving Trust completye control of expediture	5	2	10	Fully		Kate Griffin (AO)	
CAST Admin	2.3	Loss of mission critical staff	Learning Outcomes	Risk that Academies not monitored adequately Risk that SMT do not have the capability to satisfy the legal requirements; Risk that succession planning is ignored; Risk that the required tasks cannot be carried out	4	2	8	Treat	Succession planning by line managers	4	3	12	Partially	Trust is 'one brick thick' in several areas and remains so for reasons of affordability	Kate Griffin (AO)	
CAST Admin	2.4	Failure to have a robust disaster recovery plan	Ethical/Reputational	Financial risk;     Wholesale failure of the acadamies in the trust     Reputational risk	4	3	12	Treat	All schools to maintain a business continuity plan	5	3	15	Fully		Marcus Taylor	

Individual Academy	2.5	Failure to ensure that the quality of Management Information produced by the academy is of a high quality	Quality and Standards	Risk that financial and non-financial performance can't be managed or reviewed by SMT;     Risk that financial and non-financial performance can't be challenged or reviewed by the Trust or Governing Body;     Risk to the academy of receiving poor audits and inspections	4	3	12	Treat	Appropriate governor to regualrly check data against returns. Submission to annual BFR and BFR(D). Monthly test of trial balances to actuals.	5	4	20	Partially	Training for HT and SBM	PFO	Continuous
Individual Academy	2.6	Failure to ensure that the Governors who are recruited to the Governing Body possess the skills and experience required to run the academy	Ethical/Reputational	Risk of insufficient educational knowledge within the Governing Body; Risk that the Governors do not have the required experience; Risk that Governors fail to honour their obligations leading to poor availability and attendance at meetings; Risk that too much emphasis is placed on entrepreneurial work and the strategic objectives of the academy are then ignored; Risk that Governors become too involved with management of the academy; Risk that Governors do not act solely in the interest of the academy but for other interests eg business; Risk that the Governing Body has no financial expertise; Risk that Governors play a "passive" role on the Governing Body Governing Body  Rower Bod	5	3	15	Treat	Skills audit of local governing bodies not less than every 2 years	4	3	12	Fully		Chair	
Individual Academy	2.7	Failure to ensure that the Managers of the academy possess the skills and experience required to manage the academy	Ethical/Reputational	Risk that members of SMT do not have the capability or experience within the sector; Risk that SMT do not have the integrity required; Risk that succession planning is ignored; Risk that some much emphasis is placed on entrepreneurial work and the strategic objetives of the academy are ignored.	4	2	8	Treat	Robust CPD and performance management system with clear objectives.	4	2	8	Fully		CEO	
Individual Academy		Failure to ensure that staff recruited to the academy have the required skills and expertise to meet the strategic objectives of the academy	Safeguarding	Risk to staff and beneficiaries of low morale; Risk of poor recruitment of learners to the academy; Risk of poor retention and success rates; Risk of recruiting unsuitable staff; Risk of poor appraisal, CPD processes and the need to instigate costly disciplinary procedures, tribunals etc; Risk that academy procedures and processes are not undertaken in a satisfactory manner; Risk that health and safety and safeguarding could be compromised amongst beneficiaries, staff and stakeholders; Financial risk; Risk of Riigation; Risk to the achievement of the academy's strategic objectives			15	Treat	Robust CPD and performance management system with clear objectives.	4	2	8	Fully		CFO	
Individual Academy	2.6	Failure to ensure that the income due to the academy is collected in a timely and efficient manner and fully reconciled as per financial regulations	Financial	Solectives:  • Riak to the achievement of the academy's strategic objectives;  • Risk to the achievement of the academy's strategic objectives;  • Risk of competitors competing for donations and grants from the same providers;  • Risk that grants may not be used for the purposes they were intended;  • Risk of poor audit reports and the claw back of funding	3	3	15	Treat	Process for recovery from debtors, including parents	4	2	0	Fully		PFO	
Individual Academy	2.10	Failure to implement a risk management strategy	Insurance	Failure to optimise educational opportunities;     Non-compliance with academy funding agency requirements;     Exposure of the academy to unnecessary risk;     Increased costs eg insurance	5	4	20	Treat	Risk and Audit Committee plus risk register	4	2	8	Fully		CEO	
RISK 3: Complia	nce Risks						0					0				
							0					0				
CAST Office Ashburton	3.1	Failure to meet statutory financial reporting requirements	Financial	Risk that the legislative requirements relating to academies are not known or compiled with; Financial risk; Ultigation risk	4	3	12	Treat	Annual internal and external audit with sample of schools	4	2	8	Fully		CEO	
CAST Office Ashburton	3.	Failure to comply with employee legislation throughout CAST	Ethical/Reputational	Risk that legislative requirements are not known or compiled with; Risk that Equal Opportunities legislation may not be compiled with or descrimination in the work place may occur; Risk that Data Protection legislation may not be compiled with; Risk that Human Rights legislation will not be compiled with; Risk that Human Rights legislation will not be compiled with; Risk that employee contract legislation may not be compiled with; Risk that employee Pension legislative requirements are not known or compiled with; Risk that Health and Safety legislative requirements are not known or compiled with.	5	3	15	Treat	HR Audit every 3 years (last completed 2015). CIPD qualified staff in HR team.	4	2	8	Fully		соо	
CAST Office Ashburton	3.3	Failure to ensure compliance with the Data Protection act / GDPR	Cyber Security	Risk that the legislative requirements relating to the protection of data are not known or complied with; Financial risk; Litigation risk	4	3	12	Treat	GDPR training and compliance. 6 monthly testing against compliance	4	2	8	Partially	Training program underway for 18 May 2018 compliance	coo	

	Failure to ensure that up to date		Risk that legislative requirements are not known or												
	information regarding the legislation		complied with;					Annual internal and external audit with sample of							
ST Office	relating to charities is maintained and kept updated by senior management in	Ethical/Reputational	<ul> <li>Financial risk;</li> <li>Risk that the Governing Body are not aware of their</li> </ul>					schools							
ourton	3.4 the academy		legislative obligations	4	4	16	Treat		4	2	8	Fully		CEO	
	,					0					0				
4: Financial Risks						0					0				
						0					0				
			District Constitution of the Constitution of t												
	Failure to ensure that an adequate disaster recovery plan is in place in		<ul> <li>Risk that financial information cannot be recovered in the evnt of a disaster eg fire, vandalism, theft:</li> </ul>												
	relation to the academy's financial	Cyber Security	Risk to the delivery of the academy's vision;					6 monthly test of deployed back up system							
Γ Office	systems		Significant financial risk;												
ourton	4.1		Significant operational risk	5	4	20	Treat		4	3	12	Fully		COO	
	Failure to ensure that the financial		<ul> <li>Risk of unauthorised access to financial systems;</li> </ul>					Annual internal and external audit with sample of							
Office		Cyber Security	Risk of litigation;					schools							
ourton	4.2 systems of the academy are secure		Significant financial risk      District the second library is a second se	5	3	15	Treat	Schools	4	2	8	Fully		CEO	
			Risk that expenditure is not authorised;     Risk that expenditure is allocated incorrectly												
			between budget headings;												
			Risk that discounts or price reductions due to the												
			Trust on purchases of goods and services are not					1							
	Failure to ensure that the Expenditure in the Trust is controlled	Financial	obtained;					Annual internal and external audit with sample of schools						1	
	the Trust is controlled		Risk that expenditure is not applied to the correct					SCHOOLS						1	
			accounting period;											1	
Office			Risk that fraudulent invoices are submitted and payments made:				I							1	
T Office burton	4.2		payments made;  • Financial risk	5	4	20	Treat		4	2	8	Fully		CEO	
vidual Academy	7.3	<b>+</b>	Risk that a budget cannot be prepared in accordance	3	4	20	rredt	+	4	2	8	i dily	+	CEU	
ridudi Acdueifly			with the DfE's timetable;				I								
1			Risk that the budget will be in deficit;											1	
	Failure to ensure that the academy		Risk that the actual financial performance of the				I	Annual internal and external audit with sample of							
	maintains overall financial control in	Financial	academy is not measured against the budget on a					schools							
1	relation to its budget		regular basis;												
			Risk that the budget headings are manipulated to												
	4.4		ensure that targets are met	5	4	20	Treat		4	2	8	Fully		CEO	
idual Academy	Failure to ensure that an adequate		Risk that financial information cannot be recovered												
	disaster recovery plan is in place in		in the evnt of a disaster eg fire, vandalism, theft:					IT redeployment and back up plan to be tested annually							
	relation to the academy's financial	Cyber Security	Risk to the delivery of the academy's vision;					by means fo physical reloaction and testing							
	systems		<ul> <li>Significant financial risk;</li> </ul>				I	, , , , , , , , , , , , , , , , , , ,							
	4.5		Significant operational risk	5	4	20	Treat		3	2	6	Fully		Marcus Taylor	
vidual Academy	Failure to ensure that the financial		<ul> <li>Risk of unauthorised access to financial systems;</li> </ul>					IT redeployment and back up plan to be tested annually							
	systems of the academy are secure	cyber Security	Risk of litigation;	_		20	Treat	by means fo physical reloaction and testing				Fully			
ividual Academy	4.6		Significant financial risk     Risk that donations are misappropriated;	5	4	20	Treat	,,, ,	3	2	ь	Fully	-	Marcus Taylor	
viduai Academy	Failure to ensure that donations and		Financial risk;					Financial management review and annual audit plus gifts							
	income are not subject to fraud		Reputational risk;					and hospitality register							
	4.7		Risk of litigation	3	3	9	Treat	and nospitality register	3	2	6	Fully		Marcus Taylor	
vidual Academy			<ul> <li>Risk that expenditure is not authorised;</li> </ul>												
			<ul> <li>Risk that expenditure is allocated incorrectly</li> </ul>												
			between budget headings;												
			Risk that discounts or price reductions due to the											1	
1	Failure to ensure that the Expenditure in	Florendal	academy on purchases of goods and services are not				I	Floradal account of the second account of							
	the academy is not controlled	Financial	obtained; • Risk that expenditure is not applied to the correct					Financial management review and annual audit.						1	
	· ·		accounting period:											1	
			Risk that fraudulent invoices are submitted and											1	
1			payments made;											1	
	4.8		Financial risk	3	3	9	Treat		3	2	6	Fully		Marcus Taylor	
vidual Academy	Failure to ensure that the academy has a														
	robust set of Fixed Asset procedures in	Financial	Risk that assets are not capitalised;				L .	Trust asset register to be maintained				L		1	
tide at A and as	4.9 place	1	Risk that the depreciation rate is not appropriate	4	3	12	Treat	+	3	3	9	Fully	+	Marcus Taylor	
vidual Academy	Failure to ensure that the academy has a	Financial	Risk that stock is misappropriated;					All academies to maintain an asset register and follow							
4.10	robust set of procedures in place with regard to stock control	rmancial	Significant financial risk	4	3	12	Treat	procurement procedures for receipt of goods.	3	3	9	Fully		Marcus Taylor	
idual Academy	regard to stock control		Risk that debts owed to the academy are not						,					srcas rayioi	
			recovered;				I							1	
			Risk that provision for unpaid debt is under / over												
			stated in the academy's annual financial statements;											1	
	Failure to ensure that the academy has a	Financial	Risk that the details of debt is not an accurate					Month management accounts and review of debtors at						1	
	robust debtor procedure in place	· · · di iciai	record;				I	every Finance Committee Meeting							
1			Risk that debtors are not accounted for in the											1	
			correct period; • Risk that the profile of aged debt deteriorates and				I								
4 11			<ul> <li>Risk that the profile of aged debt deteriorates and subsequently impacts on the cash flow position</li> </ul>	2	2	q	Treat		2	2	٥	Fully		Kate Griffin (AO)	
vidual Academy	+	1	Risk that funding levels are too low or too high:	3	3	9	rredt	Monthly management accounts and review of debtors	3	3	9	i dily	+	rate GHITIN (AU)	
reductify	Failure to ensure that the funds of the		Risk that furturing levels are too low of too high,     Risk that unrestricted funds are in deficit and				I	Monthly management accounts and review of debtors at every Finance Committee Meeting supplmeneted by						1	
1	academy are not monitored closely	Financial	restricted funds are in surplus;					review at Board Meetings. Annual audit report to						1	
	ure not monitored closely	1		E	2	15	Treat	complement	Δ	3	12	Fully		Kate Griffin (AO)	
4.12															