

Area	Risk Ref. No.	Risk Description	Risk Theme	Risk Consequences	Risk Rating (No Control)			Risk Treatment	Existing Internal Controls and Evidence	Risk Rating (Post Internal Control)			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
					Impact	Probability	Score			Impact	Probability	Score				
RISK 1: Strategic and Reputational Risks																
Whole Trust	1.1	An academy fails OFSTED	Ethical/Reputational	<ul style="list-style-type: none"> Financial risk; Reputational risk 	5	5	25	Treat	Regular school improvement monitoring, Progress 8, Raise Online and; Target Tracker for primary academies.	5	3	15	Fully		Louise Adams	
Whole Trust	1.2	Improprity by a member of staff	Safeguarding	<ul style="list-style-type: none"> Risk of litigation; Reputational risk 	5	2	10	Treat	Enhanced DBS checks for all members of staff	5	2	10	Fully		Richard Thorns	
Whole Trust	1.3	Loss of confidential data	Data Protection	<ul style="list-style-type: none"> Risk of litigation; Reputational risk 	4	3	12	Treat	Compliance with DPA and 2018 GDPR processes. Trust audit sample of compliance on a random basis	4	3	12	Fully		Marcus Taylor	
Whole Trust	1.4	Inability to cover financial needs	Financial	<ul style="list-style-type: none"> Financial risk; Risk of litigation; Reputational risk 	5	3	15	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	4	3	12	Partially	Letter sent to ESFA in Jul 17. In discussions. FNTI is in place (22/9/17)	Kate Griffin (AO)	31/10/2017
Individual Academy	1.5	Failure of an Academy to recruit sufficient learners to make it viable	Financial	<ul style="list-style-type: none"> 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 floor level of 85 pupils: St Bonifaces 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 style="list-style-type: none"> Risk of competition for the same share of the market 	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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	1.9	Failure to ensure that the MAT has adequate insurance cover		<ul style="list-style-type: none"> Financial risk; Risk of litigation; Reputational risk 	5	3	15	Treat	Zurich Annual policy purchased via Colemans brokers 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Risk that committees fail to operate; Risk that committee delegation is poor; Risk that the Governing Body do not delegate or delegate too much to the Head or SMT; Risk that terms of reference are inadequate and unfit for purpose 	4	2	8	Treat	Bishop to approve foundation directors for all academies and CEO to appraise 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	<ul style="list-style-type: none"> 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 sucession planning	5	1	5	Partially	Not all schools have insurance. Trust reviewing group policy	Marcus Taylor	31/10/2017
RISK 2: Operational Risks							0					0				
							0					0				
CAST Admin	2.1	Failure to monitore individual academy's educational performance	Learning Outcomes	<ul style="list-style-type: none"> Risk that the academyl fails its students and eventually fails Ofsted. Risk that Head and staff are insufficiently trained and of inadequate caliber. 	4	3	12	Treat	Board level Rapid Improvement Group established to monitor school improvement. Recruitment of a Head of School Improvement	5	2	10	Fully		Louise Adams	
CAST Admin	2.2	Failure to monitore individual academy's financial performance	Financial	<ul style="list-style-type: none"> 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 complete control of expenditure	5	2	10	Fully		Kate Griffin (AO)	
CAST Admin	2.3	Loss of mission critical staff	Learning Outcomes	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Financial risk; Wholesale failure of the academies 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		Failure to ensure that the quality of Management Information produced by the academy is of a high quality	Quality and Standards	<ul style="list-style-type: none"> • 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 regularly check data against returns. Submission to annual BFR and BFR(O). Monthly test of trial balances to actuals.	5	4	20	Partially	Training for HT and SBM	PFO	Continuous
Individual Academy	2.5	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	<ul style="list-style-type: none"> • 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 	5	3	15	Treat	Skills audit of local governing bodies not less than every 2 years	4	3	12	Fully		Chair	
Individual Academy	2.6	Failure to ensure that the Managers of the academy possess the skills and experience required to manage the academy	Ethical/Reputational	<ul style="list-style-type: none"> • 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 too much emphasis is placed on entrepreneurial work and the strategic objectives 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	2.7	Failure to ensure that staff recruited to the academy have the required skills and expertise to meet the strategic objectives of the academy	Safeguarding	<ul style="list-style-type: none"> • 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 litigation; • Risk to the achievement of the academy's strategic objectives 	5	3	15	Treat	Robust CPD and performance management system with clear objectives.	4	2	8	Fully		CEO	
Individual Academy	2.8	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	<ul style="list-style-type: none"> • Financial risk; • 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 	4	4	16	Treat	Process for recovery from debtors, including parents	4	2	8	Fully		PFO	
Individual Academy	2.9	Failure to implement a risk management strategy	Insurance	<ul style="list-style-type: none"> • 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	
	2.10						0					0				
RISK 3: Compliance Risks							0					0				
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CAST Office Ashburton	3.1	Failure to meet statutory financial reporting requirements	Financial	<ul style="list-style-type: none"> • Risk that the legislative requirements relating to academies are not known or complied with; • Financial risk; • Litigation risk 	4	3	12	Treat	Annual internal and external audit with sample of schools	4	2	8	Fully		CEO	
CAST Office Ashburton	3.2	Failure to comply with employee legislation throughout CAST	Ethical/Reputational	<ul style="list-style-type: none"> • Risk that legislative requirements are not known or complied with; • Risk that Equal Opportunities legislation may not be complied with or discrimination in the work place may occur; • Risk that Data Protection legislation may not be complied with; Risk that Human Rights legislation will not be complied with; • Risk that employee contract legislation may not be complied with; Risk that employee Pension legislative requirements are not known or complied with; • Risk that Health and Safety legislative requirements are not known or complied with 	5	3	15	Treat	HR Audit every 3 years (last completed 2015). CIPD qualified staff in HR team.	4	2	8	Fully		COO	
CAST Office Ashburton	3.3	Failure to ensure compliance with the Data Protection act / GDPR	Cyber Security	<ul style="list-style-type: none"> • 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	

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