

Risk No.	Group Category	Category	Risk Consequence	Likelihood	Impact	Current Risk	Existing Controls	Actions to be taken	Responsible	Sources of Assurance/Evidence	Date of next review
1	Strategic and Reputational	Charitable Objects Risk	Failure of academy to operate within the Trust's objects; that the academy receives repeated unfavourable OFSTED reports resulting in loss of confidence from stakeholders, significant financial risk and reputational damage.	1	2	2	All key staff and Governors are familiar with the charitable objects of the company set out within the Articles of Association and are aware of their responsibilities under the Charities Act – circulate Articles and CC3. This is a Church led Trust that has a strong moral ethos. Appropriate advice is sought and the LGB is fully informed to make timely decisions. Staff Code of Conduct in place. PR retainer in place.		Head Teacher	OfSTED reports, Assurance Panel Meetings	Autumn 2026
2	Strategic and Reputational	Long Term Demand Risk	Failure to recruit sufficient learners to be viable. Failure to monitor demographic factors. Significant financial risk and risk that confidence of stakeholders will be diminished.	2	4	8	SureStart group using school hall and F1 cohort in school in place. PR Support provided by the Trust as part of the recharge, Place Planning and demographic data provided by the LA is monitored. Facebook page started, contact made with new housing developments.	Continue to ensure that the PR provision is used to ensure the profile of the academy remains high in the local community	Head Teacher	NCC place planning dashboard, reports regarding local housing developments	Autumn 2026
3	Strategic and Reputational	Competition Risk	Presence of other academies with similar object and little scope for differentiation or organisations competing for the same share of the market.	2	4	8	The academy has a unique selling point as the only church academy in the wider area. Strategies in place, including strong community links.	Continue to ensure that the PR provision is used to ensure the profile of the academy remains high in the local community	Head Teacher	Current strategies, Views of stakeholders	Autumn 2026
4	Strategic and Reputational	Stakeholder risk	Insufficient demand for the academy's services leaving it unsustainable or underfunded and no longer viable. Beneficiaries/other stakeholders do not consider that the Trust provides a valuable/high quality service.	2	4	8	Regular stakeholder engagement, presence at community events. Unique selling point locally as a church academy.	Ensure stakeholders are consulted with	Head Teacher	Views of stakeholders	Autumn 2026
5	Strategic and Reputational	Partnership risk	Failure to assess and review the alliances and partnerships with other organisations.	2	1	2	Careful consideration is given to partnerships and collaborations entered into and approval is sought from the LGB as required - strong partnerships and relationships already in place.		Head Teacher	Service Level Agreements/contracts, Rainbow Fellowship Partnering Agreement	Autumn 2026
6	Strategic and Reputational	Insurance risk	Risk of financial loss/inability to replace items if the academy does not have adequate insurance cover.	1	3	3	The academy is a member of the DfE Risk Protection Arrangement and insurance is put in place for anything not covered by this eg engineering inspections, motor insurance (if required in future).	Annual renewal of RPA membership	Business Director	RPA membership certificate on file	Autumn 2026
7	Strategic and Reputational	Technology Risk	Breach of Information security/Data Protection, corruption of data/virus; failure of IT systems due to being outdated.	2	4	8	Data Protection and IT policies take account of GDPR and are reviewed annually. A Trust DPO is in place. Data Asset registers and Records of Data sharing are in place. GDPR awareness refresher training procured. Data loss mitigation policies are in place to reduce likelihood of data leakage. Encryption of windows laptops in place, which are taken off site. Risks transferred where possible by using cloud hosted by external provider eg PSF. Anti-virus, ransomware, firewall and targeted web filtering installed on servers and all clients and updated appropriately. Threats automatically addressed and reported centrally. All data is securely backed up. Up to date operating systems are implemented.	Staff to be continually reminded about data security best practice including sharing documents on TEAMS (etc) wherever possible, password protecting documents containing personal data sent by e-mail and only using work e-mail addresses. Annual cyber security training.	Central Team IT Director to ensure Technology controls are up to date. Academy to continually remind staff about data security	Data Protection File, policies, records of staff training, records of reviews by LGB, data breach log	Autumn 2026
8	Strategic and Reputational	Environmental Risk	Failure to monitor the effect of risks that could effect business continuity over which the academy has no or little control such as coronavirus.	2	3	6	Emergency Plan in place. Risk assessments, safeguarding procedures and the ability to support FSM cover in place.	Ensure emergency plan and risk assessments are kept up to date	Head Teacher	Emergency Plan and Risk Assessments	Autumn 2026
9	Strategic and Reputational	Trustee profile risk	Governors have a high public profile and may cause the academy to attract adverse publicity; the amount of expenses paid to Governors are considered to be too high or they are considered not to be at arms length from transactions.	1	2	2	Principles of public life are adopted by all LGB members. This is a Church led MAT with a strong Christian ethos. Staff Governors and Directors' Expenses Policy is in place. Declarations of interests forms completed annually and are posted on the academy website (and signed annually by CoG). Declaration of Business Interests is a standing item on all LGB agendas.	Ensure Registers of Business Interests are kept up to date and posted on the academy website in accordance with the requirements of the Academies Financial Handbook	Head Teacher & Chair of Governors	Registers of Business Interests, Record of Governors expenses from PSF	Autumn 2026
10	Strategic and Reputational	Expenditure risk	Reserves level risk - The academy is seen to be holding reserves and not spending enough on its objects.	1	2	2	Academies with significant levels of reserves (above 5% of income) are asked to identify the purpose for which these are being held.		Head Teacher	Plans for expenditure from reserves as part of the budget forecast. The LGB understands the risks of its decisions and is fully aware of the financial implications	Autumn 2026
11	Strategic and Reputational	Quality of service/product risk	The academy provides a poor quality service to its beneficiaries/ customers.	2	4	8	Academy Improvement Strategy, GKITs in place.		Head Teacher	OfSTED reports, Academy Improvement Strategy, GKIT Meetings	Autumn 2026
12	Strategic and Reputational	Fraud risk	Fraud discovered at the academy attracts bad publicity.	1	3	3	DfE Academies Financial Handbook and Trust Financial Regulations are in place and are complied with. Fraud and Confidential Reporting Policies and procedures are in place and staff are made aware of them.	Ensure staff are aware of policies and procedures	Head Teacher	Internal Controls Audit reports, External Audit report, staff signed confirmation that policies and procedures have been read and understood. Separation of duties for SBM and Office Administrator	Autumn 2026
13	Strategic and Reputational	Failure to comply with legislation risk	Failure to comply with employment or Health and Safety legislation results in an employee being dismissed or being injured at work, attracting adverse publicity.	2	3	6	Policies and procedures are in place and are updated annually. Advice and guidance on HR and Health and Safety is purchased from external providers transferring the risk. Statutory compliances are arranged and monitored centrally.	Ensure staff are aware of policies and procedures	Head Teacher	Annual reports from H & S Advisor. Self Evaluation reports from LGBs. Use of Evolve for Educational Visits and SNMAT processes for accident reporting. Contentious matters and those that may potentially involve litigation are reported to the LGB	Autumn 2026

14	Strategic and Reputational	Litigation risk	The academy is involved in litigation which generates adverse publicity.	1	4	4	Legislation is fully complied with and legal advice is taken as necessary. Legal Quickcall service in place for all academies.		Head Teacher	Headteacher reports to LGB on issues that may potentially involve litigation	Autumn 2026
15	Operational	Timeliness of Management Information Risk	Risk that management information is not available quickly after the period to which it relates.	1	2	2	Financial periods are closed centrally within five working days of the month end. Management accounts reports are available monthly.	Ensure that management accounts reports are provided to the LGB regularly	School Business Manager	Monthly management accounts reports	Autumn 2026
16	Operational	Management information risk	Risk that management information is not subject to review or that action is not taken after the review of management information.	1	3	3	DfE Academies Financial Handbook requirements are complied with. Regular review and challenge by LGB. Matters arising from previous minutes are covered at each meeting.		School Business Manager	Management Accounts reports, Budget Forecasts, Headteacher reports	Autumn 2026
17	Operational	Quality of Management Information Risk	Risk that: too little management information is produced for informed decision making; the information produced is not accurate.	1	2	2	DfE Academies Financial Handbook and SNMAT Financial Regulations Manual are complied with. Appropriate financial management and budget forecasting software is in use. Appropriate MIS in place		School Business Manager	Management Accounts reports, Budget Forecasts, Headteacher reports	Autumn 2026
18	Operational	Trustee Risk	Risk that : there is Insufficient experience of business sector on the LGB; Governors don't have adequate training or qualifications; that their attendance at meetings is poor or that they don't engage with the objects of the Trust; that the activities of the academy could be outside its priorities due to Governors being entrepreneurial; that Governors do not act solely in the interests of the academy.	1	3	3	Skills based audits of all LGB members ensure a business focus is present. Governors are fully committed to the academy and its objectives. Failure to attend is always explored and reported by exception only. Policies in place to deal with non attendance. Where possible provision is made for Governors to attend through conference call. DfE Academies Financial Handbook is complied with.		Governors	Records of Governor Training. Records of attendance at meetings	Autumn 2026
19	Operational	Management risk	Risk that Senior management within academy have a lack of capability/appropriate skills; that the loss of key personnel in vital roles could create problems.	2	4	8	HR policies in place to deal with capability issues. Skills shared and training undertaken by appropriate staff to ensure succession planning in place.		Head Teacher	LGB kept apprised of any capability issues and succession planning in relation to key roles	Autumn 2026
20	Operational	Staff risk	Risk of: Low morale of employees impacting upon their commitment; failure to recruit or retain quality staff; recruitment errors and/or shortage of staff; recruiting someone unsuitable to work with children; underperformance; HR issues not being referred to HR professionals for advice; failure to provide sufficient and suitable training for staff.	1	3	3	Recruitment, selection and appointment procedures, including safer recruitment, in place. Single Central Record in place in every academy. 6 month probationary period in contracts. SNMAT follows the STPCD for teachers and NJC pay scales for support staff. Gifts policy introduced with CEO awards scheme. Appraisal and Capability policies being followed where appropriate.	Ensure good effective communication with staff so that they are kept up to date with any developments. Staff wellbeing always part of SM agenda	Head Teacher	Single Central Record, HR policies	Autumn 2026
21	Operational	Health and Safety Risk	Risk of injury/fatality to pupil, member of staff or third party.	1	3	3	H&S policies and procedures in place and reviewed annually. H&S Audits undertaken bi annually by external advisor and action plans put in place in response to recommendations. Educational Visits risks monitored using Evolve. Accidents monitored. Termly premises inspections by Governor responsible for H&S.		Head Teacher and Governor with responsibility for H&S	Reports of external and Governors Health and Safety and Premises inspections	Autumn 2026
22	Operational	Grants Receivable Risk	Grants receivable not used for the purposes for which they were given and reporting requirements not adhered to.	1	2	2	Grant conditions followed to ensure that all grants are spent and reporting requirements are adhered to. Cost Centres on PSF enable funding to be ring fenced and reported separately.		Head Teacher	Cost Centre Report from PSF, Headteacher reports	Autumn 2026
23	Operational	Supplier Selection Risk	Risk that suppliers may not be financially viable or that they may be connected to a Governor or key member of staff.	1	2	2	Monthly creditor checks, DfE Academies financial Handbook complied with. Register of Business Interests. Declaration of interests is reiterated at board meetings.	Ensure Governors complete a register of business interests and where they are used as a supplier that they complete a Statement of Assurance for At Cost Transactions Form	Head Teacher and Governors	Registers of Business Interests, Statement of Assurance for At Cost Transactions Forms, audit reports	Autumn 2026
24	Operational	Key Supplier Dependency Risk	Risk of dependency on a few suppliers, that supplies are not available and that value for money is not obtained.	1	2	2	Single purchase ledger with a comprehensive list of suppliers whose details have been checked. Care is taken to use reliable companies in line with financial procedures. Quotations obtained in accordance with financial Regulations Manual.		Central Finance Team	Internal Control Reports and external audit report to management	
25	Compliance	Employee legislation risk	Risk that: employment legislative requirements are not known or complied with, discrimination might occur; data protection legislation, employee pension legislation and health and safety legislation is not complied with.	1	3	3	HR, Data Protection, Health and Safety policies and procedures are in place. HR Advice is contracted from an external provider. MAT HR Manager and external HR Advisor consulted where any situation may be contentious. Legal advice sought with regard to potential data breaches and SARs. Competent person under the Health and Safety Act bought in from external provider.	Ensure that MAT and externally provided expertise is used	Head Teacher	External contracts transfer the risk	Autumn 2026
26	Compliance	Financial Reporting Risk	Risk that legislative requirements of the statutory accounts, accounting standards and Financial and Charities SORPS are not known or complied with.	1	2	2	Covered on Central MAT Risk Register		Central Finance Team	Internal Controls reviews and External Audit reports	
27	Compliance	Tax legislation risk	Risk that legislative requirements in respect of VAT, tax, UIF etc are not known or complied with.	1	2	2	Covered on Central MAT Risk Register		Central Finance Team	Internal Controls reviews and External Audit reports	

28	Compliance	Data Protection Act Risk	Risk that: legislative requirements are not known or complied with and financial penalties are potentially incurred.	2	3	6	Data Protection and IT policies take account of GDPR and are reviewed annually. A DPO has been appointed by the MAT. Data Asset registers and Records of Data sharing are in place. GDPR awareness refresher training procured. Data loss mitigation policies are in place to reduce likelihood of data leakage. Encryption of windows laptops in place, which are taken off site. Risks transferred where possible by using cloud hosted by external provider eg PSF. Anti-virus, ransomware, firewall and targeted web filtering installed on servers and all clients and updated appropriately. Threats automatically addressed and reported centrally. All data is securely backed up. Up to date operating systems are implemented.	Ensure staff are aware of policies and comply with them. Ensure staff sign an equipment loan agreement for all school-owned equipment	Central Trust DPO, Academy Data Protection Co-ordinator and Governor with responsibility for Data Protection	Policies, training records	Autumn 2026
29	Compliance	Welfare Issues Compliance Risk	Risk that legislative requirements in relation to the Children's Act and Disability Act are not known or complied with.	1	3	3	Policy for Child Protection to safeguard and Promote the Welfare of Children is in place and reviewed regularly. Academies ensure all staff have read and understood the policy and have signed to confirm they have done so. On-line safeguarding training purchased centrally for all academies. Designated Safeguarding Lead in place in the academy.		Headteacher and Governor with responsibility for Safeguarding	Policies; DSL and staff training records	Autumn 2026
30	Compliance	Education Sector Compliance Risk	Risk that legislative requirements relating to the National Curriculum are not known or complied with.	1	3	3	National Curriculum compliance is covered through the school improvement processes and procedures in place in SNMAT. The CEO is a trained OfSTED Inspector.		Headteacher and LGB	Head Teacher reports to LGB; SNMAT Governor Forums	Autumn 2026
31	Compliance	Central Government and Local Authority Risk	Risk that the terms and conditions of Grants are not complied with; the legislative requirements relating to licencing are not known or complied with.	1	3	3	Academies Finance Handbook, master and supplemental funding agreements and the terms and conditions of any ring fenced grants are complied with.		Head Teacher and LGB	OfSTED Inspections, Internal and External Audi, reports to MAT Board,	Autumn 2026
32	Financial	Budget risk	Risk that the budget cannot be prepared in accordance with DfE timetable; academy budgets will be in deficit; actuals are not measured against budget on a regular basis; budget headings are manipulated to ensure targets are met.	1	2	2	The academy follows the MAT Budget Setting Timetable. Variances between actuals and budgets are recorded on the monthly management accounts reports. The academy understands the importance of coding expenditure accurately.		School Business Manager	Budget setting timetable; management accounts reports, benchmarking reports	Autumn 2026
33	Financial	Reconciliation risk	Risk that: bank reconciliations / other key reconciliations are not completed and reviewed; suspense accounts are not reconciled or cleared; results of subsidiaries are not consolidated with parent.	1	2	2	Covered on Central MAT Risk Register		Central Finance Team		
34	Financial	Financial systems risk	Risk that: the financial system is not suitable for academy's needs; that it will not be maintained by the provider long term; that the financial information cannot be recovered in the event of a disaster; that it can be accessed by unauthorised persons.	1	2	2	Covered on Central MAT Risk Register		Central Finance Team		
35	Financial	Income risk	Risk that Invoices not raised for all transactions; donations are misappropriated.	2	2	4	Financial Management Regulations in place. The majority of income is centrally processed reducing the risk. All cash income is recorded in accordance with the Finance Regulations Manual and receipts are issued.	Ensure detailed records of cash receipts are kept to provide an audit trail	School Business Manager	Internal Controls Reports, Audit Reports	Autumn 2026
36	Financial	Expenditure risk	Risk that expenditure is not authorised resulting in invoices being paid incorrectly.	2	2	4	Financial Management Regulations are in place. Clear authority processes for authorisation of orders required through financial management system. Centralisation of invoice process has reduced non-order invoice processing. Expenditure is reviewed against the codes on PSF monthly and transfers are requested where appropriate.	Ensure all orders are authorised on PSF prior to invoices being received for payment	School Business Manager	Internal Controls Reports, Audit Reports	Autumn 2026
37	Financial	Treasury risk	Risk that cash flow requirements are not forecast. Risk that cash is all tied up in investments and insufficient is readily available to meet short term cash flow needs.	1	2	2	Covered on Central MAT Risk Register		Central Finance Team		
38	Financial	Fixed asset risk	Risk that assets built by contractors do not meet specifications, or actual cost exceeds budget. Risk that assets are not capitalised. Risk that depreciation rate isn't appropriate. Risk that assets are misappropriated.	1	2	2	Covered on Central MAT Risk Register		Central Finance Team		
39	Financial	Stock risk	Risk that stock is misappropriated.	2	1	2	Goods receipting procedures in place. Goods stored securely. Financial Regulations Manual reviewed annually. Fraud Policy reviewed annually.	Ensure stock is stored securely	School Business Manager	Internal Controls Reports, Audit Reports	Autumn 2026

40	Financial	Debtors risk	Risk that debts are not recovered. Risk that provision for doubtful debts is overstated/understated.	1	1	1	Customers are invoiced for goods and services, Aged debtors reports are checked and debtors are pursued where appropriate. Unrecovered debts are small but every effort is made to avoid them.	Ensure customers are invoiced through PSF	School Business Manager	Aged Debtors reports from PSF	Autumn 2026
41	Financial	Taxation risk	Risk that academy is not aware of changes in legislation. Risk that the academy is liable for tax on non-school trading activity.	1	2	2	MAT Central Finance Team is consulted where trading activity is being considered	Ensure no trading activity is undertaken without checking with the MAT Central Finance Team	School Business Manager	External audit report	Autumn 2026
42	Financial	Funds risk	Risk that level of funds are too high/low. Risk that unrestricted funds are in deficit and restricted funds are in surplus.	2	1	2	Covered on Central MAT Risk Register		Central Finance Team		
43	Financial	Pension risk	Risk that employers' contribution rate increases. Risk that academy is not making the correct contributions. Risk that the pension scheme is in significant deficit.	3	2	6	Covered on Central MAT Risk Register		Central Finance Team		