

Risk ID	Risk Cause	Risk Effect	Impact (1-5)	Probability (1-5)	Risk Score (Gross)	Risk Score Trend Rising / Falling / Static	Risk Response Action  (Actions Taken / Actions Intended to be Taken)	By When?	Residual Score (Net)	Responsible Lead	Risk Owner
1.	<b>Failure of governance arrangements</b>	1. WDAT appointed members of DOWMAT fail to perform 2. DOWMAT mission separates from DBE, DBF purpose	4	2	8		a. Recruit high quality board members and in adequate numbers b. Ensure prompt / accurate reporting systems in place from all academies, regularly, containing appropriate information c. Ensure DOWMAT meets regularly to monitor academies d. Maintain close ties between DBF, DBE, WDAT and DOWMAT e. Ensure clear scheme of delegation exists between WDAT and DOWMAT f. <del>Appoint high quality CEO to DOWMAT</del> g. Provide high quality induction and ongoing training and support	Ongoing	8	DOWMAT Board	DBE
2.	<b>Safeguarding failure</b>	Accident or other harm suffered by a child in the DOWMAT's care	5	2	10		a. Carry out safeguarding audit of all schools prior to them joining the DOWMAT b. Ensure the DOWMAT has robust safeguarding procedures in place	Ongoing	5	DOWMAT CEO	DOWMAT Board
3.	<b>Falling educational standards in academies</b>	School standards fail to improve or get worse	4	3	12		a. Ensure reporting mechanism in place to flag any problems, and ensure early solutions b. Ensure high quality and effective school improvement system in place c. An external annual review will ensure a rigorous approach to standards is maintained	Ongoing	8	DOWMAT CEO	DOWMAT Board / DBE / WDAT
4.	<b>Vision, Values and Ethos (VVE) of DOWMAT not embedded in all academies</b>	Vision, values and ethos not clearly stated or not communicated and reinforced	4	3	12		a. DBE must clearly state Vision, Values and Ethos (VVE) b. DOWMAT to ensure all those involved in the DOWMAT understand and endorse the VVE, and reinforce the VVE at every opportunity	ongoing	4	DOWMAT CEO	DOWMAT Board

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							c. Annual focus on vision and values for Board				
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5.	<b>Regional Skills Commissioner (RSC) restricts activities of DOWMAT</b>	Growth of DOWMAT stopped, or even academies taken away	4	2	8		a. <b>Work with WDAT to maintain excellent relationships with the RSC</b>	ongoing	6	DOWMAT CEO	DOWMAT Board
6.	<b>Accelerated academisation programme overwhelms DOWMAT. This could be due to failures in Worcs CC</b>	Conversion process fails, and unprepared schools allowed to convert to academies, and DOWMAT management team becomes overwhelmed	4	2	8		a. <b>Ensure appropriate quality and quantity of resource available as required</b> b. <b>Ensure robust due diligence process in place</b> c. <b>Ensure robust project management in place for conversion process</b> d. <b>Ensure DOWMAT has appropriate management resource and structures in place before accepting new academies</b> e. <b>Monitor Worcs CC and the levels of service and support being provided to maintained schools</b> f. <b>Carry out effective due diligence</b>	ongoing	6	DOWMAT CEO	DOWMAT Board
7.	<b>DOWMAT becomes overwhelmed by schools in need of high levels of support i.e. small financially weak schools or schools with poor standards</b>	DOWMAT management team becomes overwhelmed, so that standards fall across the MAT, and finances become stretched leading to falling levels of services and reduced services	4	2	8		a. <b>Manage the pipeline of schools to ensure a balance of schools join, in terms of size, financial capacity, educational standards etc.</b> b. <b>Undertake thorough due diligence on all joining schools</b>	ongoing	6	DOWMAT CEO	DOWMAT Board

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8.	<b>Reputational damage to DOWMAT, WDAT, DBE, DBF and Diocese</b>	Failures in DOWMAT operations leads to school failures, and associated reputational damage	5	2	10		<ul style="list-style-type: none"> <li>c. DOWMAT to ensure effective reporting systems in place to provide early warning of any problems in DOWMAT academies (see 1. and 2. above)</li> <li>d. DOWMAT to put in place effective Communications protocols and ensure all academies understand these</li> <li>e. DOWMAT to maintain effective and positive communications programme promoting the successes</li> <li>f. Disaster management Plan required</li> </ul>	ongoing	6	DOWMAT Board	DBE
9.	<b>Lack of effective communication, PR and marketing</b>	DOWMAT fails to develop as successes not applauded and poor publicity not rebuffed	4	3	12		<ul style="list-style-type: none"> <li>a. Ensure clear and high quality Offer document created and communicated to all schools</li> <li>b. DOWMAT to put in place effective Communications protocols and ensure all academies understand these</li> <li>c. Ensure adequate attention and resources provided for PR etc.</li> <li>d. Establish compelling offer of services to non-DOWMAT schools</li> </ul>	ongoing	6	DOWMAT CEO	DOWMAT Board
10.	<b>Failure to recruit high calibre individuals to key roles</b>	Services offered by DOWMAT are not of a suitably high standard	5	3	15		<ul style="list-style-type: none"> <li>a. Allow plenty of time in advance to undertake a high quality recruit campaign</li> <li>b. Ensure budgets allow for appropriate salary levels to be offered</li> <li>c. Develop a programme to nurture existing talent within the DOWMAT</li> </ul>	ongoing	6	DOWMAT CEO	DOWMAT Board

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11.	DOWMAT fails to provide high quality services in school improvement, HR, finance, etc.	Converted academies become disillusioned and potential converters don't proceed	5	3	15		a. Ensure high quality services provided in all key areas including:  I. School Improvement II. Finance III. HR IV. Operations  b. Regularly obtain formal feedback from DOWMAT academies on the quality / appropriateness of services provided c. Regularly review (annually?) the Membership Fee and compare to services provided, and adjust as necessary	ongoing	6	DOWMAT CEO	DOWMAT Board
12.	DOWMAT fails to set a balanced budget	DOWMAT falls in to deficit, leading to reduced levels of service and in the worst case total financial failure	5	2	10		a. DBF has provided a grant to help establish the DOWMA, and a bid for further sponsor capacity grant has been submitted b. Budgets must be set within the grant funding and allowances c. Balanced budgets must be set prior to the expiry of the grant funding	ongoing	5	DOWMAT FD	DOWMAT Board
13.	Poor financial controls	Overspends in DOWMAT / individual academies threaten financial stability of DOWMAT	5	2	10		1. Ensure reporting mechanisms in place to flag any problems, and ensure early solutions	31/03/2017	6	DOWMAT FD	DOWMAT Board
14	Changing age range from First to Primary	Change destabilises local pyramids,	5	3	15		1. Monitor situation and review each case on its merits	ongoing	6	DOWMAT CEO	DOWMAT Board

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The Range of Risk Scores- RAG rated						
I M P A C T	5 Extreme	5	10	15	20	25
	4 Major	4	8	12	16	20
	3 Concerning	3	6	9	12	15
	2 Adequate	2	4	6	8	10
	1 Good	1	2	3	4	5
	1 Highly Unlikely	2 Unlikely	3 Possible	4 Probable	5 Extreme	
<b>PROBABILITY</b>						

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