



RISK NUMBER	REGIONAL or LOCAL	SUMMARY	GwE PRIORITY	RISK IDENTIFIED	LIKELIHOOD OF RISK	IMPACT OF RISK	CURRENT ACTIVITIES / MITIGATION	RESIDUAL RISK / OVERALL RISK	RISK OWNER	FUTURE ACTIONS	
Guidance	This will go in simple numerical order 1, 2, 3,.... Etc., and will ease monitoring and allow identification of returning risks with greater ease etc.	A simple 'R' (Regional) or 'L' (Local) will be used to identify the geography and scale of importance of the risks identified	Provide summary of issue from a drop down of 'subcategories' e.g. Quality Management, Governance, Rationalisation, Financial Controls	Alignment to the five GwE priorities where applicable - http://www.gwe.gov.wales	This is where the description of the risk is outlined in summary for colleagues. To include identification and consequence of risk	A simple 'H' (High), 'M' (Medium) or 'L' (Low) risk rating will be applied here on the likelihood of the risk happening.	A simple 'H' (High), 'M' (Medium) or 'L' (Low) risk rating will be applied here on the impact of the risk should it happen.	Information will be shared here in brief on the current activities within the region/county/partner body/school(s), to address in advance the current risk identified	A simple 'H' (High), 'M' (Medium) or 'L' (Low) risk rating will be applied here on the overall risk based on the sum of the information already shared	This could be an individual, partner organisation, school, etc.	Information will be shared here in brief on the proposed activities required by the region/county/partner body/school(s) to address and reduce the risk
1	R	Financial	ALL	Cuts in funding to the GwE Core Budget affects strategic long term planning.	M	H	Assumptions made regarding future funding situation. A number of appointments made on secondment basis to ensure flexibility within the service to respond quickly to any changes.	M	MD / B&FM		
2	R	Financial	ALL	Uncertainty regarding grant funding from WG hampers strategic long term planning.	M	H	Assumptions made regarding future funding situation. A number of appointments made on secondment basis to ensure flexibility within the service to respond quickly to any changes.	M	MD / B&FM		
3	R	Financial	ALL	Inequitable distribution of grant funding between consortia leading to difficulties in comparison of performance	M	H	Discussions underway at Consortia MD level & formula presented to WG for consideration.	M	MD	Continue to work with the other consortia & WG to agree a more equitable formula for grant distribution.	
4	R	Standards	P1	The same schools participate in all co-leading initiatives (GwE & WG) - could lead to a dip in standards in those participating schools.	H	M	GwE in partnership with the LAs proactive in the selection of schools.	L	AD	Continue to monitor the situation in partnership with the LAs & be proactive in identifying any likely impacts in order to rectify.	
5	R	Standards	ALL	The task asked of consortia continues to change, therefore creates uncertainty & reduces the likelihood of success.	M	H	Working with WG. Keeping focus on the needs in the region and trying to share practice / models across the consortia.	M	MD	Continue to work with WG & remain focussed on the needs of the region.	
6	R	Governance	P5	Focus on process & structures takes attention away from core purpose	M/L	H	Focus on delivering the GwE Challenge & Support Programme. Ensure flexibility in response to changing needs.	L	MD / AD	Continue to monitor the impact on schools' progress & take swift action as & when required.	
7	R	Governance	ALL	Too reactive rather than proactive - changing priorities	H	M	3 year strategic business plan now in place. Self-improving Strategy Lead appointed from September 2016.	M	MD		
8	R	Standards	P1 / P2 / P3	Regional information / data systems limited resulting in GwE being unable to effectively ascertain the needs of schools across the region.	H	H	Agreement by GwE Management Board of the need to increase capacity. 12 month secondment post advertised & appointment made (to start in April 2016).	M	Management Board	Further discussions regarding the Regional Data Service required by the GwE Management Board	
9	R	Governance	P5	Commissioning of the LAs / regional networks not fully embedded in the regional governance structure	M	H	Agreement under development to include the adoption of the National Model for School Improvement and to clarify accountability of the regional networks / LA structures in place.	M	Joint Committee / Management Board	Version 2 of the Inter Authority Agreement to be agreed & finalised.	
10	R	Business	ALL	Communication with schools - balancing the methods used can be difficult to ensure messages & information reach the target audience. The risk that information does not reach the required audience.	H	M	Standardised email contact with schools into weekly bulletin sent to all schools (& others who have signed up for the mailing list) & linked to the GwE website. Social media used as effective method of communication - good number of twitter followers (currently 1280).	M	B&FM	Continue to promote the bulletin mailing list. Re-design the website navigation to ensure ease of access. Continue to develop the use of social media.	
11	R	Standards	P1	The difficulties in the recruitment of high quality trained teaching workforce within schools in the region which impacts on standards in all subjects such as English & Maths	H	H	Offer various developmental programmes to upskill current workforce.	M/H	MD / AD	Appoint subject specific Challenge Advisers.	
12	R	Standards	P3	Not all schools share the vision of a self-improving system	M	H	Fully embed GwE Challenge & Support Programme. Highlight & share good practice. Develop & evolve the model of working to be fit for purpose. Appoint self-improving strategy lead to drive forward the system.	M	MD	Appointed strategy lead for self-improving system on a secondment basis. Secondment to commence on f/t basis from September 2016.	
13	R	Standards	P1 / P2 / P3	Recruitment of quality Challenge Advisers to work in the secondary sector	H	H	Review recruitment policy. Secondment opportunities for experienced heads. Commission of retired experienced heads. Challenge Adviser Development Programme to upskill Challenge Advisers.	M/H	AD	Review position following current recruitment drive. Continue to develop & implement the Challenge Adviser Development Programme to upskill Challenge Advisers.	
14	R	Standards	P1	Curriculum and qualification changes creates uncertainty within schools	M	H	Work with WG, WJEC to communicate & explain changes. Support programmes in place. Fully support Pioneer Schools initiative.	M	AD	Appointed lead for Pioneer Schools initiative.	
15	R	Standards	ALL	Difficulties in the recruitment of Headteachers across the region	H	H	Delivery of the NPQH, Leadership Development Programmes to include programmes for aspiring leaders & headteachers.	M	MD / AD	Develop further the strategy to enable a proactive response to problems in recruiting headteachers across the region.	
16	R	Standards	ALL	The service cannot meet the level of expectation across the six North Wales Local Authorities & Welsh Government.	H	H	Service Level Agreement between GwE & LAs revised (06/11/15). 3 year strategic business plan now in place to include local annex for each LA. Partnership Agreement between LAs & Schools presented to Joint Committee for information (24/02/16).	M	Management Board / MD	Version 2 of the Inter Authority Agreement to be agreed & finalised.	
17	R	Standards	ALL	Insufficient capacity within the service to deliver various WG initiatives.	M	H	Recruitment of part / full time secondments to the service in order to deliver the various programmes. Use of commissioned individuals with relevant experience to provide additional capacity as & when required.	L	MD		

18	R	Standards	ALL	Cuts in school budgets are affecting schools' ability to continue to raise standards.	H	H	Finance & Resources Network working with schools to reduce impact. Exploring possibility of upskilling School Business Manager's across the region.	M/H	Finance & Resources Network	Further discussions required regarding School Business Manager development programme.
19	R	Governance	P5	Under-development of Scrutiny	M	M	A model of coordinating formal scrutiny arrangements the region was proposed & agreed by the Joint Committee (November 2015). The model is now being implemented.	L	Joint Committee / Management Board	Continue to work with scrutiny committees to develop best practice & deliver effective high quality engagement / reporting, discussion and avoid duplication.
20	R	Financial / Standards	P1 / P2	Use of the Education Improvement Grant not fully embedded into regional approach - reduces speed & impact of the delivery of the Strategic Business Plan	H	H		H	Management Board	Management Board to review the roles of the Regional Networks as regards to the EIG during summer term.
21	R	Governance / Standards	P5	Uncertainty regarding future direction of elements within the National Model	M	M		M	Management Board	Management Board to review the roles of the Regional Networks as regards to National Model functions during summer term.
22	R	Governance	P5	Changes in leadership of authorities can affect political or corporate buy-in	M	M	Clear understanding of the responsibilities of all authorities & GwE over the strategic direction of the region.	M	LD / MD	Continue with current activities.
23	R	Standards	P4	Challenge Adviser secondments can lead to high turnover of CAs & therefore impact on engagement	H	M	Aim to extend secondments for a period of 2 years (dependent upon funding) to ensure sufficient balance between experience & knowledge of schools.	L	MD	
24	R	Standards	P1	That the Pupil Deprivation Grant is not used effectively	M	M	Challenging & monitoring schools on their use of the PDG & its impact on the performance of FSM pupils.	M	SC&SA (SM)	Identify and share good practice in order to improve the performance of FSM pupils.
25	R	Standards	P1 / P4	Inconsistency between the judgements of Challenge Advisers can lead to schools not receiving intervention as & when required across the region.	L	H	Robust Performance Management, quality assurance & accountability procedures in place & implemented consistently. Skills analysis undertaken & training / development programme in place. Sharing good practice more effectively across the hubs. Using experienced secondary headteachers to target improvement in Key Stage 4.	L	AD / SC&SA	
26	R	Governance / Standards	P5	Under-development of the strategic role of the Regional Networks & their accountability to the Joint Committee	M	H	Review of Regional Network structure part of Management Board Work Programme for the Summer Term 2016.	M	Management Board	
27	R	ALL	ALL	Political changes may lead to a change in national policy thereby impacting on the future strategic direction.	M	M	Keeping regular lines of communication open between the region & Welsh Government.	M	Joint Committee	
28	R	ALL	ALL	The strategic direction does not reflect the views of the Children & Young People in the region.	M	L	A strategy to gather the views of Children & Young People on the actions of GwE needs to be developed.	L	MD	
29	R	Standards	P1 / P4	Lack of specialist support for Special Schools.	M	M	Challenge Adviser with specialist focus on Special Schools appointed & commencing in post in April 2016.	L	MD	
30	R	Standards	P1 / P4	Lack of specialist support for PRUs across the region & GwE's consequent lack of overview of standards in this important sector.	M	H	Recruitment of a Challenge Adviser specialising in PRUs unsuccessful. Agreement to add to current Challenge Adviser capacity & provide training & support for Challenge Advisers in supporting PRUs in progress. Additional capacity appointed & in place from September 2016.	M / H	MD	Training to be given to all Challenge Advisers during the summer term 2016.
31	R	Governance / Standards	P2	Governors do not possess the necessary knowledge & skills to act in a critical friend capacity.	M	M / H		M / H	Management Board	Governor Support & Training will be part of the review of the Regional Network structure (Management Board Work Programme for the Summer Term 2016).
32	R	Standards	P1 / P4	Lack of capacity to provide the level of challenge & support required for amber/red category schools.	M	M / H	Ongoing discussions regionally & nationally about the targeting of core & grant funding.	M	MD	
33	R	ALL	ALL	Outcome of consortium inspection less than adequate leads to reputational damage & delays the development of a self-improving system in the region.	M	H	3 Year strategic business plan in place. Action taken on recommendations made during Estyn review (January 2015).	L/M	Joint Committee / Management Board / SLT	Clear communication of self-evaluation outcomes. Clear communication required following Estyn's report.