

RISK NUMBER	REGIONAL or LOCAL	SUMMARY	GwE PRIORITY	RISK IDENTIFIED	LIKELIHOOD OF RISK	IMPACT OF RISK	LIKELIHOOD X IMPACT	CURRENT ACTIVITIES / MITIGATION	RESIDUAL RISK / OVERALL RISK	LIKELIHOOD X IMPACT	RISK OWNER	FUTURE ACTIONS
1	R	Financial	ALL	Cuts in funding to the GwE Core Budget affects strategic long term planning.	H	H	2A	Medium Term Financial Plan & VFM Policy & Framework in place. Plans were developed in conjunction with the Local Authority's Section 151 Officer. The Medium Term Financial Plan includes details regarding the financial pressure on GwE and models scenarios. Assumptions are made regarding the future financial position. A number are appointed on secondment to ensure flexibility within the service to react quickly to any changes.	H	2B	MD / BM	Work with Section 151 Officer to review Medium Term Financial Plan & Value for Money Policy & Framework to be reviewed periodically. Consult with chief officers of constituent authorities regarding the impact of any potential funding cuts.
2	R	Financial	ALL	Uncertainty regarding grant funding arrangements from WG hampers strategic long term planning. Significant changes and cuts to the EIG in 2018/19 and 2019/20 could affect the implementation of the Strategic Business Plan and the schools' budgets.	H	H	2A	Assumptions made regarding future funding situation. Working closely with WG to inform funding situation for next 3 years. A number of appointments made on secondment basis to ensure flexibility within the service to respond quickly to any changes. Medium Term Financial Plan in place. The plan was developed in conjunction with the Section 151 Officer. The medium term financial plan includes the financial pressures on GwE and models various situations. Financial modelling work being implemented to steer decisions	H	2C	MD / BM / Management Board	Work with Section 151 Officer to review Medium Term Financial Plan & Value for Money Policy & Framework to be reviewed periodically. Liaise with WG officials, constituent authorities' education Cabinet members and heads of education, to seek greater transparency and certainty regarding specific grant funding. Discussions to be held in the GwE Management Board
4	R	Standards	P1/P2	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	2A	Subject specific Challenge Advisers in post with corresponding Level 3 Business Plans for implementation. #DiscoverTeaching recruitment campaign underway. Current work under development regarding improving the ITE provision across the region - North Wales Partnership for Teacher Education	M	2C	MD / AD	North Wales Partnership for Teacher Education (CaBan) to ensure an effective professional learning programme for ITE providers across the region.
5	R	Standards	P1/P2	That the significant scope of Education reform underway to include accountability, professional learning, digital, Welsh language, curriculum development, assessment, leadership and ALN, is not fully embraced & implemented successfully. Schools awareness of the four purposes within Curriculum for Wales and development of the Areas of Learning and Experience as part of curriculum reform is limited & creates uncertainty in schools. Changes in Curriculum and qualifications causing uncertainty in schools.	H	H	2A	Senior Lead & Curriculum for Wales team now in post. Portfolio leads also in place. Significant engagement activity taken place & underway. Working closely with stakeholders. All clusters of schools across the region have appointed a cluster lead for Curriculum for Wales. Training has taken place on Curriculum for Wales and change management. Team worked to develop suite of resources to support schools with audit of 4 Purposes. All planning within GwE has cross reference of the 4 purposes with Curriculum for Wales. Project Manager with regard to the Reform Agenda has been appointed.	M	2B	SL - SF	Curriculum for Wales Cluster Leads will be closely supported according to their cluster plan, to ensure all schools within their clusters have good knowledge and engagement. GwE continue to have 5 members of staff involved in development of AOLE lead work for regular input and feedback. Build in Curriculum for Wales awareness resource as part of all leadership development programmes. Continue to engage further with WG to look at role of change management nationally. Continue to develop change management plan to support schools to assess their readiness for the new curriculum as reform develops - with support of dashboard/Ysgol GwE for all schools to be able to plot their readiness against agreed milestones
6	R	Standards	P3	Difficulties in the recruitment of Headteachers across the region / Recruitment of Quality of leadership at all levels	M	M	2C	Delivery of the NPQH and Leadership Development Programmes to include programmes for aspiring leaders & headteachers. #DiscoverTeaching campaign underway. Aspiring Headteacher programme to be delivered from autumn term onwards. NPQH application process complete, endorsement process to be completed.	M	2D	MD / AD	Collaboration with the Welsh Leadership Academy and consortia leadership subgroup regarding ensuring effective professional learning for leadership at all levels.
7	R	Standards	ALL	Cuts in school budgets are affecting schools ability to continue to raise standards.	H	H	2A	Finance Subgroup working with schools to reduce impact.	M/H	2B/2C	LA's	
8	R	Buisness	ALL	Use of the Education Improvement Grant not fully embedded into regional approach - reduce speed & impact of the delivery of the Strategic Business Plan	H	H	2A	Accountability structure & performance management processes reviewed. A review into the use of the EIG included as part of the Finance Level 3 Business Plan.	H	2B	Management Board	Review to be undertaken & report to be presented to the GwE Management Board (Summer / Autumn 2018)
9	R	Governance / Standards	P6	Uncertainty regarding future direction of elements within the National Model.	M	M	3A	Awaiting impending review from Welsh Government. Revised accountability & performance management structure in place. Restructured service with distributed leadership model in place - ensures service is more adaptable to change.	M	3B	Management Board	Fully implement and manage change.
10	R	Governance	P6	Changes in leadership of authorities can affect political or corporate buy in	M	M	3A	Clear understanding of the responsibilities of all authorities & GwE over the strategic direction of the region. New members provided with briefing sessions & information sharing meetings held regularly (in addition to the formal Joint Committee meetings)	M	3B	LD / MD	Continue to ensure that communication channels are clear & transparent.
11	R	Standards	P1/P4	That the Pupil Development Grant is not used effectively / Performance of FSM pupils.	M	M	3A	Regional Wellbeing Adviser in post. Review of PDG completed & action plan in place. Regional PDG LAC Coordinator has been appointed .	M	3B	RWA	Implement actions within the business plan & monitor progress via the new performance management structure.
12	R	Business	P1/P3	Governors do not possess the necessary knowledge & skills to act in a critical friend capacity.	H	H	2B	Accountability structure & roles of the regional networks reviewed. Level 3 Business Plan in place. GwE portfolio lead for Governors now in place. Governors online Self Evaluation tool in place & being rolled out.	M	2C	Management Board	Two conferences have been arranged for members of governing bodies on "how to be a critical friend" as well as presentations to schools

13	R	ALL	ALL	The strategic direction does not reflect the views of the Children & Young People in the region.	M	L	4D	Providing opportunities for Pioneer & Partner schools to showcase identified Pupil Voice practice - 15% of Pioneer schools have showcased work where Pupil voice has been a feature.	L	4E	MD	Implement actions within the CFW Business Plan with regard to Pupil Voice.
14	R	Standards	P1	Variation in the performance of individual local authorities at KS4. The performance of MAT pupils in individual authorities across the region varies significantly.	H	M/H	2A	Key roles have been restructured within GwE and Senior Secondary Lead appointed to lead a regional secondary team and implement new support and challenge model. Accountability structures reviewed and strengthened both at regional and local level. The result of this is that there is more consistency across the region and more operational accountability within the service, and across the LA's. The Estyn secondary regional profile has improved substantially.	M	2B/2C	Management Board	Implement and evaluate the new secondary model. Ensure robust accountability at both regional and local level. Concerns remain on the full effect of the work on the KS4 results 2018. The lack of stability of the secondary team continues - still too dependant on short term secondments and contributions from external advisors
15	R	Standards	P1	Pace of improvement in the Foundation Phase is slower than that seen on a national level.	H	M	2A	Support package offered to every authority focusing on good FP leadership, provision and high expectations and standards. Identification of consistently low performing schools and those at risk. Targeted support for these schools and clusters of schools. Agreement by all LA's to increase capacity within GwE to support the Foundation Phase - 1 Challenge Adviser in post from September 2017 and another two from January 2018 to monitor the performance of individual schools and targetted as needed. A series of FP moderation workshops held.	M	2C	SL - P	Continue to monitor the performance of individual schools and target as appropriate. Continue with the moderation sessions for the Foundation Phase across the region.
17	R	Standards	P1	Secondary Schools placed in Estyn Statutory category.	H	H	2A	<ul style="list-style-type: none"> <li>6 secondary schools (12.95%) in a statutory category [one came out of last year's category and one school that we had identified as a 'high risk school' had slipped into the category.</li> <li>Of the 6 currently in a category, there is a strong increase in 2 of them and some increase in 1. There is an expectation that at least 2 of these schools will be removed from a category during the current season.</li> <li>An increase in the other 3 schools is limited [one gone into category during the summer term] and there is further significant work to be done to ensure the occasional improvements</li> <li>In addition to the 'statutory category' schools, 8 regional secondary schools have been identified as 'high risk'. Very strong possibility of a statutory category should an inspection be held there during the next 2 seasons. Very intense intervention and support programs are active in these schools and progress is monitored by YCG contact. Where concerns are increased, the information is shared with LA officers through the Quality Assurance Boards.</li> </ul>	H	2B	MD/AD/Senior Leads	Ensure that the necessary support receives firm attention in support plans. Ensure that LA's act in a firm and timely manner in schools where concerns have been shared about the speed of progress.
18	R	Standards	ALL	Post-16 learning - New performance measures and the need for regional education consortia to increase their emphasis on sixth form performance (in their 'support and challenge' role for schools and to take a cross-consortia approach to driving improvements to ensure consistency at a National level) may dilute the emphasis for regional consortia on standards at pre-16 education.	M	H	2C	Potfolio lead identified. Level 3 business plan being implemented. Agree on Regional Data Collection, training programme, every SIA to focus on post 16 performance during monitoring visits. Good working relationship with 14 - 19 coordinators. A number of schools taking part in Estyn post 16 thematic revue.	M	2D	Management Board / MD	Continue to implement the level 3 Business Plan. Ensure that data is being used effectively to further improve the provision and to ensure more effective structure to share good practice.
21	R	Business	P3/P6	Variation in the HR support provided to schools across the region.	M/H	M/H	3A	HR level 3 business plan in place in order to coordinate activity at a regional level. Need to ensure high quality and consistent regional HR support for schools.	M	3B	Management Board	Monitor implementation of HR Level 3 Business Plan via the revised accountability & performance management structure.