

Risk Matrix

Probability	Almost Certain	Low (4)	Medium (8)	High (12)	High (16)
	Likely	Low (3)	Medium (6)	Medium (9)	High (12)
	Possible	Low (2)	Low (4)	Medium (6)	Medium (8)
	Unlikely	Low (1)	Low (2)	Low (3)	Low (4)
		Low	Medium	High	Extreme
Impact					

School Improvement - Ceredigion



Inherent Risk

Risk Reference	Nature / Description of Risk	Risk Owner	Probability	Impact	Risk Score	Actions to Mitigate Risk	Transfer detail (if necessary and date)	Additional Detail	LA / Hub	Escalation from LA detail (if necessary and date)	Following Mitigation			Date appear on ERW Register	Date taken off ERW Register	
											Probability	Impact	Risk Score			
1	School categorisation results in increasing numbers of amber / red schools	Managing Director, Chief Education Officer / Director and Head of Hub	Possible	Medium	4	Treat	Analysis of data and effective support from Challenge Advisers; programme of school improvement. Oct 16 - no immediate risk. Common consistent training for Advisers	Not necessary				Unlikely	Medium	2	March 2015	
2	Working relationships with Trade Unions are challenging. Despite clear communication and mandate	Lead HR Officer	Likely	Medium	6	Treat where possible, tolerate	Communication arrangements strengthened and inform TUs of work. Changing strategies led by new HR Lead. Local meetings to manage risk.	Not necessary				Likely	Medium	6	March 2015	
3	Difficulties in recruiting school leaders results in lower leadership standards in schools	Managing Director, Chief Education Officer / Director and Head of Hub	Likely	High	9	Escalate	Embed existing ERW middle and senior leadership training; Develop stronger recruitment practices; Formally identify and develop prospective school leaders Oct 16 ongoing	Included in level 2 plan								
3	Inconsistency in support to Schools through variability in work of individual Challenge Advisers	Head of Support and Performance & Head of Hub	Possible	High	6	Treat and Transfer	Clear agreed arrangements set out with consistent entitlement to schools. Revised ladder of support 2015-16. Comprehensive Training Programme.	Not necessary		Coaching and mentoring and rigorous QA processes in place		Unlikely	High	3	March 2015	
4	Categorisation judgements undermined by Advisers not following process		Unlikely	High	3	Treat and Transfer (All LA's)	Training in place regionally. Use of Rhwyd reducing risk.	Not necessary				Unlikely	High	3	March 2015	
5	Insufficient monitoring of and support to schools causing concern	Head of Hub and Chief Education Officers	Possible	Medium	4	Treat and Transfer	Standing item on Hub QA. Track record of LA use of powers where necessary. Aberaeron SI removed October 2016.	Individual action plans for schools causing concern needed to be more structured, especially at primary level. New process for recording primary scc. 2 informal improvement boards for secondary				Unlikely	Medium	2	May 2015	
6	Poor quality evaluation and reporting to Estyn by Challenge Advisers, with limited QA	Directors	Likely	High	9	Treat	Training and coaching for individuals.	Not necessary				Possible	High	6	July 2015	
7	LA staff (including Challenge Advisers) unnecessarily undertaking activity outside the regional strategy	Directors	Possible	Medium	4	Treat	good communication lines between	Working within small LA can lead to ch		All need to know and understand well the risk of straying beyond brief	Local discussion to ensure appropriate capacity	Unlikely	Medium	2	July 2015	
8	Current PwC review could lead to service cuts in school advisory service	Chief Education Officer and HofH	Likely	High	9	Tolerate and transfer	Further develop brokerage and school to school support to fill possible void. Oct 16 - ongoing	January 2016 - Ongoing. No secondary Literacy advisory teacher in post.				Likely	Medium	6	October 2015	

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												Probability	Impact	Risk Score		
9	Failure to raise standards, specifically for Efsm pupils	Directors	Likely	Medium	6		Targeted interventions and sharing most effective practice. Oct 2016 efsm L2+ 44%					Possible	Medium	4	July 2015	
								Highest L2+ efsm performance in ERW								
10	Hub Leads do not maintain register and risks are not mitigated efficiently enough. LAs do not escalate to local registers as necessary to manage the wider LA issues	Directors , Heads of Hub	Likely	High	9	Escalate	Hub leads to take responsibility					Unlikely	Medium	4	Mar-16	