

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 - NPT 

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	Estyn visits result in high proportion of schools being placed in follow up / special measures	Chief Education Officers and Heads of Hub	Possible	High	6	Treat and Transfer Analysis of data and effective support from Challenge Advisers; programme of school improvement ; building capacity of schools to support others. An increased number of schools in EM is emerging in NPT. Closer scrutiny of CV1/ Categorisation reports required in 2016. Work programme of Quality Manager and review of schools causing concern. Over reliance on data without looking at books must be eradicated. Special measures primary questioned by Estyn.		Training and professional development opportunities provided and clear guidance and systems offered. The impact of leadership is not always measured carefully. All challenge advisers have been asked in Hub training to focus on this area. For each school that has gone into EM in 2016-2017 3 were not identified as such by the CA. There was a missed opportunity to review the school in one case and the explanation was weak.			Possible	Medium	4	March 2015	
2	School categorisation results in increasing numbers of amber / red schools	Managing Director	Possible	Medium	4	Treat Reduction in number of amber schools between 2015 and 2016. However, numbers of green support school has not increased during this period. LA has introduced a leadership wellbeing project in 2017. Currently at the planning stage. Further work on leadership has been undertaken and all amber/ red schools have amber plans. A few yellow schools may have benefitted from amber support given recent inspection outcomes.					Possible	Medium	4	March 2015	
3	Challenge advisers unable to monitor schools where there is a threat of action short of strike action.	Lead HR Officer	Likely	High	9	Treat where possible, tolerate Communication arrangements strengthened and inform TUs of work. TU relations improved through improved central talks with ERW. No current issues on schools unwilling for monitoring activities to be undertaken by challenge advisers.		Paired visits by senior officers for each school causing concern have been identified quickly. A breadth of risk factors and local intelligence has been considered in assessing schools' vulnerability and need for more support. Capacity to meet support requirements is linked to menu of support. Off menu activities are less possible.			Likely	Medium	6	March 2015	
4	Inconsistency in support to Schools through variability in work of individual Challenge Advisers	Head of Quality and Standards & Head of Hub	Possible	High	6	Treat and Transfer Rhwyd platform now embedded and CAs produce evaluate reports that emphasise impact of leadership. Reports are now more consistent and lead challenge adviser drives on improving quality, alongside HOH.	All LA Chief Education Officers	The workforce is stable at the moment with good opportunities to learn from experienced officers and challenge advisers. The use of Rhwyd is now embedded and supports consistency. However, the capacity of the lead challenge adviser is stretched on QA. To mitigate, an additional training session is in place to take a collective view of erradicating poorer judgements and report writing.			Unlikely	Medium	2	March 2015	
5	Categorisation judgements undermined by advisers not following process	Managing Director	Likely	High	9	Treat and Transfer (All LA's) Comprehensive training provided to ensure consistency. Clear distinction required between categorisation of additional LA risk factors.		A full year training programme is now in place to ensure that new and existing CAs are given the required support.			Unlikely	High	3	March 2015	

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6	Local School Improvement risks not fully mitigated at LA level - specifically elements of duplication	Head of Hub and Chief Education Officer	Likely	High	9	Transfer	Hub level risk assessment reviewed at Hub QA Meeting. Hub risk register created after June Meeting 2015. Risk pertain to Hub and should be revisited termly.	ERW risk register is now distinctly different to a list of schools with additional risk factors. The risk register is a standing agenda item and the inherent service risks are discussed throughout half termly meetings. The register is now more accessible to all. Are all risks shared and discussed in earnest at challenge adviser level?	NPT		Unlikely	Medium	2	March 2015	
7	Insufficient monitoring of action plans for schools causing concern or amber support action plans	Head of Hub and Chief Education Officer	Possible	Medium	4	Treat and Transfer	Standing item on Hub QA. Practice is shared across the Hub to improve the risks. Guidance provided on monitoring Estyn and have to coordinate support effectively.	Monitoring the impact of schools causing concern is now logged centrally and for September 2016 new concern schools have a specific plan in addition to the log. Precise actions for schools need to be sharper in the log and this is under review. Challenge advisers have gradually			Unlikely	High	3	May 2015	
8		Directors	Likely	High	9	Treat	Reports are QAd in triplicate to ensure reports are stronger/more evaluative. Sign off is required by LA. Head of Education Improvement provides suggested changes. New workforce needs additional support.	Risk is now very low. Nearly all challenge advisers produce good quality reports. Going forward, estyn will require the lastcore visit report on a school for pilot school in 2016-2017. This places greater weighting on QA of core visits.			Unlikely	Medium	2	July 2015	
9	LA staff (including Challenge Advisers) unnecessarily undertaking activity outside the regional strategy	Directors	Possible	Medium	4	Treat	There is greater clarity on the menu of support this year where CAs are better equipped to broker the support required. However, off menu activity for Teacher Development Officers is a risk. Examples of this are engagement with commercial companies and lack of S25 methodology. All subject specialists have spent 4 days planning the regional menu of support. It now needs to be delivered.		Local discussion to ensure appropriate capacity		Unlikely	Medium	2	July 2015	
10	Failure to raise standards, specifically for Efsm pupils	Directors	Likely	Medium	6	Treat	Targeted interventions and sharing most effective practice. Commissioned research.	Analysis of data points to much improved performance for efsm pupils at KS2 and KS3 in NPT, in particular. The gap at KS4 has widened in 2016. Improved standards at KS4 have been realised but there is further room to improve. The LA has been pro-active in discussing performance with secondary schools and has included the Head of Hub in these meetings, where possible. A*-A performance at GCSE requires improvement. Going forward the new qualifications will mean that performance will be more difficult to compare. Existing teacher assessment and benchmark comparisons have outlived their usefulness and comparisons on national test results will become more useful.			Possible	Medium	4	July 2015	
11	Heightened risk of budgetary constrains on support services and schools impacting adversely on staff	Directors	Likely	High	9	Treat								October 2015	