

RISK NUMBER	SUMMARY	GwE STRATEGIC OBJECTIVE	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	Financial	ALL	Cuts in funding to the GwE Core Budget affects strategic long term planning.	M/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 of staff are appointed on secondment to ensure flexibility within the service to react quickly to any changes.	M	2B	MD / BM	Work with Section 151 Officer to review the 2021/22 budgetary pressures (given to the potential impact of Covid-19), although the Welsh Government's late (22/12/2020) local authorities' 2021/22 grant settlement makes this impossible before January, when we will consult with chief officers of constituent authorities regarding the impact of any potential funding cuts on their financial contributions to GwE. Further, the Westminster Government's single-year spending review makes any review of the Medium Term Financial Plan less accurate. Hence, where possible, it would be useful for GwE to plan flexibly for a wide range of outcomes.
2	Financial	ALL	Uncertainty regarding grant funding arrangements from WG hampers strategic long term planning. Significant delays in confirmation of funding levels affects the implementation of the Strategic Business Plan.	M/H	H	2A	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, but this places pressure on the budget. 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.	M/H	2C	MD / BM / Management Board	Work with Section 151 Officer to review the 2021/22 budgetary pressures (given to the potential impact of Covid-19), although the Welsh Government's late (22/12/2020) local authorities' 2021/22 grant settlement makes this impossible before January, when we will consult with chief officers of constituent authorities regarding the impact of any potential funding cuts on their financial contributions to GwE. Further, the Westminster Government's single-year spending review makes any review of the Medium Term Financial Plan less accurate. Hence, where possible, it would be useful for GwE to plan flexibly for a wide range of outcomes.
5	Standards	ALL	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. The Covid-19 pandemic has reduced timescale for schools to work on engaging with their original Curriculum for Wales preparations.	H	H	2A	Curriculum for Wales Cluster Facilitators worked on focused work across their partner schools within the 3-16 continuum with many reflecting and sharing progress within local cluster meetings with SIAs. The Curriculum for Wales is now published and all SIAs have had the opportunity to engage with this during a team day as part of developing consistent messaging. The cross regional professional learning plan was initially developed for senior leaders, middle leaders and teachers and all regions successfully raised awareness through existing networks in January 2020. During early 2020, the first of these sessions on leading change began to be delivered in smaller cluster sessions with over 300 senior leaders registered. However due to the lockdown and national focus on supporting distance learning, all work on supporting Curriculum for Wales reform was paused. In September 2020, this cross regional Professional Learning work has now resumed and changes made to enable this to be delivered online. In November 2020, the Professional Learning offer is now in a place to be offered to all schools starting with leading change and developing shared vision. GwE has worked with middle tier partners and Welsh Government to contribute to the system national expectations document which articulates expectations for schools between now and 2022 which was published in October 2020.	M	2B	SL - SF	Continue to support all schools to prepare for the new curriculum as per system expectations in the Journey to 2022: Engagement phase followed by the Design, Planning and Trialling Phase - Raise awareness of all school practitioners of Curriculum for Wales guidance and cross-regional Professional Learning offer to support - Continue to engage with all schools through the regional PL offer and facilitate collaboration across the 3-16 continuum - Continue to support all schools with planning for system expectations and use of G6 Curriculum for Wales milestones, to include reflections on any learning on new ways of working through distance and blended learning - Continue regular full team SIA meetings to support sense making of Curriculum for Wales and develop consistent messaging across all networks - Continue to collaborate with Bangor University and Lead Professional Enquiry schools to develop role of professional enquiry within teaching and learning. - Further develop effective communication channels for sharing curriculum developments through website, Twitter and G6
6	Standards	SO2	Difficulties in the recruitment of Headteachers across the region / Recruitment of Quality of leadership at all levels	M	M	2C	Delivery of National Leadership Development Programmes that develop practitioners' leadership skills in particular contexts throughout each milestone of the professional learning pathway. National Leadership Development Programmes have been adapted for Blended/Distance approach so that they can continue. New national middle leaders development programme to commence in December/January. New Senior Leaders Programme in development - to commence during Spring term. This will bridge the gap between Middle Leader and Aspiring Headteacher/NPQH programmes. The New Developmental NPQH Programme will begin in January, comprising the equivalent of 5 developmental days with Assessment Centre in February 2022. NPQH Assessment Only in place for February 2021 for candidates who are ready for Headship now with minimal support.	M / L	2D	MD / AD	Continue to offer a wide range of Professional Learning opportunities in relation to leadership developmental programmes in order to develop present and future leaders.
7	Standards	ALL	Cuts in school budgets are affecting schools ability to continue to raise standards.	H	H	2A	The delegation levels of regional grants is currently at its highest.	M/H	2B/2C	LA's / Schools	Continue to ensure that the level of delegation continue to rise. Work closely with WG / LA's & Schools to ensure funding is appropriately targeted & further delegated.
8	Business	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	The GwE Management Board agreed to commence a review of use of the EIG. Unfortunately, due to the COVID-19 pandemic, the review has been put on hold.	M	2B	Management Board	Agreement required regarding a revised timescale for the review.
11	Standards	SO3	That the Pupil Development Grant is not used effectively / Performance of FSM pupils.	M	M	3A	SIA for Wellbeing has overall responsibility for developing and monitoring the level 3 business plan in regard to vulnerable groups of learners and PDG. Continue to work in partnership with the LA's to further develop the monitoring and evaluation to ensure consistency across the region. Regional Strategic Groups meets on a termly basis with clear terms of reference. Implement the regional grant planning tool across the region in regards to monitoring the PDG across all settings.	M / L	3B	SIA-Wellbeing	Implement the actions within the business plan & monitor progress via the performance management process. Attend all WG Vulnerable learners/FSM/PDG meetings to ensure clear line of communication and regional accountability. Roll out the regional grants planning dashboard to improve effectiveness across the region.
14	Standards	SO1	Variation in the performance of individual local authorities at KS4 & the risk of going into statutory category	H	M/H	2A	Strengthened planning in place to ensure comprehensive support around schools causing concern with pathfinder pilot in place within one LA. Two tiered peer to peer engagement pathfinder models being trialled across the region this year with focus on jointly evaluating and delivering improvements. Initial feedback from stakeholders extremely positive. Enhanced network activities and professional offer with focus on improving teaching and learning.	M	2B/2C	Management Board	WG have suspended key performance indicators for 2020 and 2021 and will not release any comparative or benchmarking data. Discussions on-going with stakeholders to identify how best to evaluate progress at KS4.
17	Standards	SO1	Secondary Schools placed in Estyn Statutory category.	H	H	2A	7 schools are currently in a statutory category. There are intensive intervention and support programmes in place in these schools focussing on improving teaching and learning; developing tracking and assessment systems; improving leadership at all levels and further developing accountability arrangements and processes for robust self-evaluation and improvement planning. A pathfinder pilot programme is being trialled in one LA with the 3 schools placed in statutory category. 2 other statutory category schools within the region have been identified to take part in the national SCC programme where GwE will work closely with the LA, Estyn and Welsh Government to drive the required improvements.	H	2B	MD/AD/Senior Leads	WG have suspended key performance indicators for 2020 and 2021 and will not release any comparative or benchmarking data. Discussions on-going with Estyn to identify how best to evaluate progress against key recommendations in individual schools. Issue also to be raised with Management Board and Joint Committee. Support Plans to be agreed on termly basis due to challenges presented by Covid lockdown restrictions. Processes and procedures for capturing progress to be discussed with Local Quality Boards/AIBs.