



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	M/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. The Welsh Government's local authorities' 2021/22 draft grant settlement was announced in December 2020 & enabled discussions to take place in January 2021 with partners' contributions for 2021/22 confirmed in February 2021.	M	2B	MD / BM	Following the Westminster Government's comprehensive spending review and identification of the new Welsh Government's priorities, we will work with Section 151 Officer to review possible budgetary pressures for 2022/23 and beyond. Work with Section 151 Officer to review possible future budgetary pressures (given to the potential impact of Covid-19). Work with the Section 151 Officer to review the MTFP & consult with chief officers from constituent authorities regarding the impact of any potential funding cuts. Undertake a budget and workforce review to ensure GwE plans 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. Awaiting confirmation on final grant allocations & terms & conditions from Welsh Government for the 2021/22 financial year.	M/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.
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 varied & there is some level of 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	The Curriculum for Wales published in January 2021 has offered schools to engage with the framework and guidance. All regions successfully raised awareness of the cross regional professional learning plan in January 2020. Despite initial engagement with over 300 senior leaders registering, only a small number of these sessions were able to take place. In response to Covid-19, all work on supporting reform was paused. In Sept 2020, this cross regional Professional Learning (PL) work resumed. In January 2021, the PL offer re-engaged with senior leaders attending leading change sessions. During February 2021, over 890 attendees registered for the first 30 sessions, however the PL was paused in response to feedback & in recognition of the work needed by schools to re-open. Further discussions across the 6 LA's have shown that Headteachers are keen not to lose momentum and there is a strong wish for primary and secondary schools to work on this together. However, there is also a clear acknowledgement on the current pressures of Centre Determined Grades for secondary schools. As a result, the PL offer will resume in May and June offering flexibility of recorded webinars and supporting all clusters at an individual level to co-create an implementation plan. PL on planning for curriculum change will follow virtually in June/July. GwE has supported all Supporting Improvement Advisers (SIA) with PL Professor Graham Donaldson has attended to guide and advise and as a result, common understanding and messaging is being developed through resources, i.e. Think Pieces which cover leadership, vision, pedagogy, assessment and curriculum design. GwE continue to have weekly conversations with Welsh Government, Estyn and other regional consortia to support and align Learning Forward from Covid-19 with reform.	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 Design, Planning and Trialling Phase - Raise awareness and engage with all school practitioners of Curriculum for Wales guidance and cross-regional PL offer to support. This will be through a variety of forums and existing subject networks, including planning for support across all 6 Areas of Learning and Experience. - Continue to engage with all schools through the regional PL offer and facilitate collaboration across the 3-16 continuum as per the school and cluster implementation plan. - 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 Covid-19, aligning learning forward with reform. - Continue regular full team SIA meetings to support sense making of Curriculum for Wales. Develop consistent messaging across all networks through collating key messages, supporting resources, examples of how schools can engage and misconceptions. - 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.
6	Standards	SO2	Difficulties in the recruitment of Headteachers across the region / Recruitment of Quality of leadership at all levels	M	M	2C	The National Leadership Development Programmes support the development of practitioners' leadership skills at each milestone of the professional learning pathway. All National Leadership Development Programmes have been reviewed and adapted for a Blended/Distance approach. With the exception of the Experienced Headteacher Development Programme, all of the programmes are currently being delivered virtually across the region. The Experienced Headteacher Programme is due to re-commence during the summer term 2021.	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 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. Regional Grants Planning Dashboard now in place & being used across the region to aid planning and monitoring the PDG across all settings. A national PDG Focus Week took place in March 2021 with over 2500 in attendance.	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. Develop & work with schools to complete the Regional Grants Planning Dashboard for 2021/22.
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. Regional pilot being developed to ensure consistency. Peer engagement models evolving. 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. Initial work undertaken on developing a qualitative framework. 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. 4 schools in special measures are participating in the national SCC multi-agency pilot programme. 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. Regional structure and processes for SCC currently being revised and strengthened to ensure consistency in approach and alignment with national model.

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