



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 draft grant settlement was announced this year with a 3 year budget outline. The outline suggests cuts to the grant budget are imminent.	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. Final grant allocations and terms and conditions are expected from the Welsh Government for the financial year 2023/24 in the autumn and spring.	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.
6	Standards	SO2 & 3	Difficulties in the recruitment and succession planning of Senior Leaders across the region especially Welsh medium.	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. The Leadership Group has worked with other regions to deliver effective workforce development programmes to ensure high quality leadership. The Group has successfully overcome challenges as a result of the constraints of the pandemic and has continued to ensure equity of access to all leadership development programs - ie a blended / virtual approach and updating the content virtually to meet the needs of leaders where those needs are constantly changing. Working with the Authorities, we will ensure access to a range of training to improve the Welsh language skills of the education workforce in order to increase the number of teaching staff able to teach Welsh (as a subject) and through the medium of Welsh. Collaborate with Bangor University, National College of Learning Welsh, Welsh Government, Authorities to provide rich programme for developing language skills and staff confidence. Collaborate with CABAN / Bangor University to secure Welsh medium placements for ITE students. Identify the workforce that provides Welsh-medium education - plan for further development (assistants, teachers, leaders) through collaboration with the LAs.	M / L	2D	MD / AD	Continue to offer a wide range of Professional Learning opportunities in relation to leadership developmental programmes and developing workforce language skills in order to develop present and future leaders.
17	Standards	SO1 - 5	Pace of moving deep routed issues in secondary schools placed in Estyn Statutory category.	U	U	2A	There are currently 4 secondary schools in the statutory category. Intensive intervention and support programs are in place in these schools that focus on improving learning and teaching; developing tracking and assessment systems; improve leadership at all levels and further develop accountability arrangements and processes for robust self-evaluation and improvement planning. GwE will work closely with the LA, Estyn and Welsh Government to drive the necessary improvements	C/U	2B/C	MD/AD/ Senior Leaders	WG has suspended key performance indicators for 2020 and 2021 and will not release any comparative data or benchmarking. Discussions ongoing with Estyn to identify how best to evaluate progress against key recommendations in individual schools. In order to increase the pace of improvement in the schools concerned, a regional structure and processes for schools causing concern are being reviewed and strengthened so that there is consistency of implementation and consistency with the national model.
18	Standards	ALL	The impact of Covid-19 pandemic has made it more difficult for schools to work on engaging with their original Curriculum for Wales preparations.	U	U	2A	GwE has continued to support schools in their preparations for the Reform Journey and Curriculum for Wales and has been flexible in its provision to meet the diverse needs of schools during the pandemic. GwE has worked with the regional consortia, Estyn and the Welsh Government to identify the expectations on schools and settings for reform as we move towards implementing a Curriculum for Wales. GwE has also worked with the other regional consortia to develop a national professional learning proposal that integrates all aspects of the wider reform journey including Schools as Learning Organisations, Welsh Language and the Additional Learning Needs Transformation Bill. This cross-regional proposal is aimed at supporting all school practitioners through a range of workshops. GwE staff have also developed guidance and exemplar models for whole school curriculum design, curriculum planning and assessment to support leaders and teachers. In June 2021, schools were invited to express an interest in being part of the Regional Networks which would contribute to GwE's ongoing programme of support for schools. Over 700 school practitioners across the region are now committed to being involved in this work.	C	2B	Senior Lead - CFW	Continue to support all schools to prepare for the new curriculum in line with the expectations of the 'The Journey to 2022'. Continue to facilitate Curriculum for Wales networks at regional and local levels working in partnership with Professor Graham Donaldson, GwE and the six North Wales LAs to develop effective AOLE practice that will help schools on the Reform Journey. All regional meeting resources and recordings available on the GwE website along with resources and examples of design and planning work. Improvement Support Advisors available to offer bespoke support at school and cluster / alliance level. Continue to engage with all schools through the regional PL proposal and facilitate collaboration across the 3-16 continuum in line with the school and cluster action plan. Continue with GwE team meetings to support the making sense of the Curriculum for Wales. Develop consistent messages across all networks by collecting key messages, support resources, examples of how schools can engage and misconceptions. Continue to work with Bangor University and Lead Professional Inquiry schools to develop a professional inquiry role within learning and teaching.
19	Standards	ALL	Uncertainty around accountability and performance measures hampering the pace of the Reform Journey especially in the secondary sector.	H	M/H	2A	Regular discussions with Welsh Government and Estyn have taken place over the period to influence national intentions regarding the development of a new accountability framework.	M	2B/2C	AD / Senior Leader Secondary	We will work closely with the Welsh Government, other consortia, local authorities and Estyn to ensure that regional processes and structures are aligned with the revised national guidance for school improvement [Evaluation, Improvement and Accountability Framework].
20	Standards	SO1-5	Uncertainty around what 2022 qualifications will look like is a restrictive factor in secondary schools.	H	M/H	2A	Regular discussions with Welsh Government, Qualifications Wales and WJEC held over the period to influence direction.	M	2B/2C	AD / Senior Leader Secondary	Continue to contribute to consultation sessions and to the work of relevant networks and forums to influence direction.
21	Standards	ALL	Coherence and range of Reform Journey and its impact on systemic leadership between WC, middle tier and schools with an increasing level of funding going directly from WG to schools.	H	M/H	2A	Regular discussions with Welsh Government and middle tier held to influence direction.	M	2B/2C	MD/AD	Continue to work closely with Welsh Government, other regions, local authorities and Estyn to influence direction.