



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. Some 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 / PM	Following the Westminster Government's comprehensive spending review and identification of the new Welsh Government's priorities, GwE has, and is continuing to work with Section 151 Officer to review possible budgetary pressures for 2023/24 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. GwE has undertaken a review of the budget and the workforce to ensure that flexible planning can be done for a wide range of outcomes, and is awaiting the decision of the Chief Executives. Main findings and recommendations will be available following clarification on the 2024/25 budget, and the findings of the 'Review of school improvement: roles and responsibilities of education partners in Wales'.
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.	H	H	1A	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. Indicative grant allocations for the financial year 2023/24 were received from the Welsh Government in March 2023. However, the offer letter with final allocations and terms & conditions are expected by the end of May 2023. No information has yet been shared regarding the 2024/25 grants budget.	H	2A	MD / PM / 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.
3	GwE operating arrangements and staffing structure	ALL	GwE current operating arrangements and staffing structure do not meet Welsh Government or regional direction in going forward.	H	M/H	2A	MB, JC and Chief Executives have agreed to review current operating arrangements and staffing structure to ensure that it meets Welsh Government and Regional direction in going forward. Work ongoing to further evolve and strengthen the current partnership working with Local Authorities to provide clarity, reduce duplication and bureaucracy, and to further improve effectiveness of delivery.	M / L	2C	MD/ MB/JC	Undertake review of the current operating arrangements and staffing structure during Summer / Autumn 2023 to ensure that the regional school improvement service is suitably structured. Ensure that the Welsh Government and GwE reviews are closely aligned and complementary. GwE has undertaken a review of the budget and the workforce to ensure that flexible planning can be done for a wide range of outcomes, and is awaiting the decision of the Chief Executives. Main findings and recommendations will be available following receipt of information on the 2024/25 budget, and the findings of the 'Review of school improvement: roles and responsibilities of education partners in Wales'.
4	Recruitment and succession planning	ALL	Difficulties in recruitment and succession planning within the service as salaries are not competitive with similar organisations or with Headteacher and senior leaders' salaries.	H	M/H	2A	Need to ensure that the organisational structures' accompanying salaries are competitive with similar organisations to allow future successful succession planning and attract high quality staff. Discussions are ongoing with Cyngor Gwynedd in order to align GwE salaries with the salary increases of officers within the Host Authority.	M	2B/2C	MD/MB/JC	Include as part of review of current operating arrangements and staffing structure (as outlined under Risk Number 3).
5	Leadership Development	1, 4 & 6	Difficulties in the recruitment and succession planning of Senior Leaders across the region especially Welsh medium. Factors that contribute to this are issues relating to budgets, support for attendance and behavior issues, and constant action by Teachers' Unions.	M/H	M/H	2A	The National Leadership Development Programmes support the development of practitioners' leadership skills at each milestone of the professional learning pathway. 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. Continue to share messages through LA / GwE forums to identify recruitment and succession planning problems.	M	2B	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.

6	School Improvement	1	Pace of moving deep routed issues in secondary schools placed in Estyn Statutory category.	H	H	2A	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 LAs, Estyn and Welsh Government to drive the necessary improvements	M/H	2B/C	MD/AD/ Senior Secondary Lead	From Autumn 2023, WG will once again publish key performance indicators for secondary schools. Evaluation processes in schools for determining progress against key recommendations need to capture a broad range of evidence in line with expectations of new SIG. the effectiveness of regional structure and processes for schools causing concern need to be kept under constant review by the Management Board Task Group.
7	Preparations for the Reform Journey and Curriculum for Wales	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.	H	H	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 implementation of Curriculum for Wales begins. GwE continues to work in close partnership with the other regional consortia to develop a national professional learning offer 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 offer is aimed at supporting all school practitioners through a range of online workshops, and includes an increasing number of case studies from schools sharing their emerging practice and a focus on developing progression within and across AOEs. GwE staff have also developed guidance and exemplar models for whole school curriculum design, curriculum planning and assessment to support leaders and teachers. Secondary schools have reflected on their preparations and a sharing event in March 2023 enabled practitioners to share their practice and lessons learnt from implementing Curriculum for Wales in Year 7. Since September 2021, the regional Curriculum for Wales network has been established enabling practitioners across the region as part of GwE's ongoing programme of support for schools. Over 100 school practitioners across the region are committed to being involved in this work and will be sharing their emerging practice of local curriculum in a regional Market Place sharing event in June 2023.	M	2B	Senior-Lead CFW	Continue to support all secondary schools to prepare for the new curriculum for Years 7 and 8 in line with the national system expectations highlighted in the 'The Journey to 2022'. Continue to support all settings to evaluate and refine their curriculum in line with school improvement guidance and to reflect upon shared understanding of progression of all learners. Continue to facilitate regional Curriculum for Wales network working in partnership with Professor Graham Donaldson, GwE and the six North Wales LAs to develop effective AOEE 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. Supporting Improvement Advisors continue to offer bespoke support at school and cluster/alliance level as identified in support plans. 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.
8	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 Secondary Lead	Continue to work closely with Welsh Government, other consortia, local authorities and Estyn to ensure that schools fully understand the direction of travel outlined in the new SIG and that regional accountability processes and structures support schools to effectively address the requirements of the reform journey.
9	Standards	ALL	Uncertainty around what 2027 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 Secondary Lead	Continue to contribute to consultation sessions and to the work of relevant networks and forums to influence direction.
10	Standards	ALL	Coherence and range of Reform Journey and its impact on systemic leadership between WG, 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	MD/AD	Continue to work closely with Welsh Government, other regions, local authorities and Estyn to influence direction.
11	School Improvement	ALL	Implementing the School improvement guidance	M/H	M	2B	Working within the new SIG will enable newer ways of working for all stakeholders. GwE 2023-26 business plan sets out how, in close collaboration with key stakeholders, it will strengthen leadership, improve teaching and learning, and increase aspiration to impact on standards. As a service, we will: ensure all schools are supported to evaluate accurately and to deliver robust improvement plans effectively; support leaders working collaboratively to promote high standards and aspirations for all; support leaders in schools to become familiar with the new school improvement guidance and to be confident in implementing action; strengthen multi agency and 'team around the school' approaches with schools causing concern and strengthen partnership working with Local Authorities.	M / L	2C	MD/MB/JC	Continue to engage with all stakeholders to ensure that national developments feed into regional work and are fully evaluated and impact captured. GwE and the Local Authorities via the Management Board and their Task Group will continue to monitor the effectiveness of regional approaches to identify, create, deliver and monitor Schools Support Plans. The Task Group will explore potential avenues for stronger collaboration across LAs to build capacity and ensure greater consistency of support whilst ensuring that we adopt a holistic and transparent approach in term of reporting and sharing of information. Continue to collaborate with WG to prepare to consult on the School Improvement Framework.
12	Union climate	ALL	Current Union climate.	H	H	2A	Continue to communicate and work with Welsh Government and Unions on how best to support schools with implementing non-statutory School Improvement Guidance under current Union climate.	M	2B	MD/AD	Continue to work with Welsh Governemnt and Unions to ensure effective and successful working relationship.

13	School Improvement	ALL	Continuous inspection and monitoring of the service's work having impact on GwE's core work and on the welfare and morale of staff.	M/H	M	2B	There is a clear and robust accountability framework in GwE. The Business Planning Framework that is in place ensures clarity, accountability and strategic coordination in the delivery of the priorities on a local, regional and national level. It provides a structure for monitoring progress effectively. Throughout the year, reports associated with our priority streams within the Business Plan will be reported through our governance groups. The regional service evaluates its work regularly and uses information effectively to ensure that areas for improvement are identified swiftly and are firmly addressed via detailed business planning. There is a clear and effective process to ensure that the regional service meets Welsh Government and Local Authorities corporate priorities and targets. Supporting the well-being and resilience of staff has been identified as one of the service's priorities.	M	2B/C	MD/MB/JC	Hold discussions with the Welsh Government, Estyn and Local Authorities to try to reduce the frequency of visits and avoid duplication.
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