



REPORT TO THE JOINT COMMITTEE

20 FEBRUARY 2019

Report by: GwE Managing Director

Subject: GwE Risk Register

1.0 Purpose of the Report

1.1 To present the latest GwE Risk Register to the Joint Committee.

2.0 Background

2.1 The purpose of the risk register is to formalise the process of identifying risks and consequently taking action to mitigate the risk.

2.2 Effective management of the region's risks will enable GwE to support the region's objectives, make effective use of resources and deliver outcomes as intended.

3.0 Considerations

3.1 The GwE Risk Register is a live document which is kept under regular review. It is presented to the Joint Committee on an annual basis & also when new risks are identified where the Joint Committee needs to be made aware.

3.2 All of the risks have been reviewed & updated; with a total of 9 risks being updated (Risks 2, 5, 6, 8, 12, 13, 14, 15, 17). Amendments to the Register have been highlighted in red.

3.3 It is therefore suggested that the risks noted in 3.2 be amended as follows:

Risk Number	Risk Identified	Current Activities / Mitigation	Future Actions
2	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.	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.	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. Discussions held at the GwE Management Board.
5	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.	SIA Portfolio leads also in place. Significant engagement activity taken place & underway. Working closely with stakeholders. All clusters of schools across the region have appointed 1 cluster lead for Curriculum for Wales in 17/18 and this has increased to 2 facilitators per cluster for 18/19. Regular training has taken place on new curriculum principles and support for change management. GwE has taken a conscious approach to integrate all aspects of the reform and monthly SIA sessions take place to inform, discuss and agree next steps on the various aspects. Resources are shared through G6 and SIAs working with Pioneer schools and clusters to develop suite of resources to support schools to raise	Curriculum for Wales Cluster Leads are supported according to their individual cluster plan, and all clusters have accepted the invite to bid for funding to support their next steps. Success criteria include increased awareness of the new curriculum across all staff, increased opportunities to plan across the 3-16 continuum and increased opportunity for schools to collaborate. GwE continue to have 5 members of staff involved in development of national AOLE lead work for regular input and feedback. G6 continues to offer schools termly milestones on Curriculum for Wales and

		<p>awareness of the new curriculum. All planning within GwE has cross reference of the 4 purposes of curriculum. Project Manager with regard to the Reform Agenda has been appointed, working specifically with Welsh and ALN. The Communications and Project Management Manager, in post since August 2018, assists with the Curriculum for Wales programme.</p>	<p>also ALN reform to support the schools' activities and plans. Cross regional professional learning group is developing pool of resources which can be accessed digitally to support curriculum reform and working closely with the cross regional Leadership group to inform leadership development programmes as appropriate. Engage with all Headteachers in a series of planned regional Headteacher events to raise awareness of the wider reform journey and allow discussion for schools and clusters to identify their professional learning needs for the next year in light of the here and now and reform agenda - initial focus on ALN, curriculum and peer-to-peer engagement</p>
6	<p>Difficulties in the recruitment of Headteachers across the region / Recruitment of Quality of leadership at all levels</p>	<p>Delivery of Leadership Development Programmes that develop practitioner's leadership skills in particular contexts throughout each milestone of the professional learning pathway.</p> <p>The programmes to include NPQH and programmes for aspiring leaders & headteachers.</p> <p>GwE Middle Leadership Development Programme continues to be effective – (Cohort 9 operational)</p>	<p>Collaboration with the NAEL and Regional Consortia Leadership Group regarding ensuring effective professional learning for leadership at all levels.</p>

		<p>Aspiring Headteacher Development Programme operational. (Two successful cohorts have completed the programme to date.)</p> <p>A national NPQH Development Programme is operational. (Highest ever number of candidates in GwE.)</p> <p>The first NAEL endorsed national programme for New / Acting Headteachers is operational.</p> <p>First national Leadership Programme for Experienced Headteachers presented to NAEL for endorsement.</p> <p>#DiscoverTeaching campaign underway.</p> <p>Increased number of practitioners applying for a variety of leadership positions across the region.</p>	
8	Use of the Education Improvement Grant not fully embedded into regional approach - reduce speed & impact of the delivery of the Strategic Business Plan	Accountability structure & performance management processes reviewed. The EIG is now part of the RSIG.	Review being undertaken by Welsh Government
12	Governors do not possess the necessary knowledge & skills to act in a critical friend capacity.	Accountability structure & roles of the regional networks reviewed. Level 3 Business Plan in place. GwE portfolio lead for Governors now in place. Governors online Self Evaluation tool in place & being rolled out. 'Critical Friend' Training is available and is being offered to individual schools or a cluster	Two conferences have been arranged for members of governing bodies on "how to be a critical friend" as well as presentations to schools

		<p>of schools as and when required.</p> <p>Arrangements are in place to provide guidance regarding 'Effective Governing Bodies' on the Cynnal governors website on behalf of the 6 authorities. (This is being arranged by the Governor Support Officers in each authority).</p> <p>There are Case Studies of effective Governing Bodies on G6, that needs more examples.</p> <p>Meeting with the "SCLI" to submit GwE's support programme to governors on the reform journey and this will then assist in being a more effective critical friend.</p>	
13	The strategic direction does not reflect the views of the Children & Young People in the region.	Providing opportunities for Pioneer & Partner schools to showcase identified Pupil Voice practice - 15% of Pioneer schools have showcased work where Pupil voice has been a feature.	Implement actions within the CfW Business Plan with regard to Pupil Voice. This will have greater opportunity following the availability of the draft curriculum.
14	Variation in the performance of individual local authorities at KS4. The performance of MAT pupils in individual authorities across the region varies significantly.	Key roles have been restructured within GwE and Senior Secondary Lead appointed to lead a regional secondary team and implement support and challenge model, and to develop a peer to peer support model. Accountability structures reviewed and strengthened both at regional and local level. The result of this is that there is more consistency across the region and more operational accountability within the service, and across the LA's.	Implement and evaluate the new secondary model. Ensure robust accountability at both regional and local level. Concerns remain on the full effect of the work on the KS4 results 2018. The lack of stability of the secondary team continues - still too dependant on short term secondments and contributions from external advisors

		The Estyn secondary regional profile has improved substantially.	
15	Pace of improvement in the Foundation Phase is slower than that seen on a national level.	Support package offered to every authority focusing on good FP leadership, provision and high expectations and standards. Identification of consistently low performing schools and those at risk. Targeted support for these schools and clusters of schools. Agreement by all LA's to increase capacity within GwE to support the Foundation Phase - 1 Challenge Adviser in post from September 2017 and another two from January 2018 to monitor the performance of individual schools and targetted as needed. A series of FP moderation workshops held.	Continue to monitor the performance of individual schools and target high risk schools. Deliver Regional Foundation Phase support programme through Regional Workshops and Network meetings to all schools. Programme delivered through targetted leadership, provision and standards.
17	Secondary Schools placed in Estyn Statutory category.	<ul style="list-style-type: none"> • the number of schools in a statutory category has increased to 7 secondary schools. • There are intense intervention and support programmes in place in these schools and the progress is monitored by the contact SIA. Where concerns are highlighted, the information is shared with LA officers through the Quality Assurance Boards. 	Ensure that the necessary support receives firm attention in support plans. Ensure that LA's act in a firm and timely manner in schools where concerns have been shared about the speed of progress.

The following risk matrix has been followed in determining the residual risk status.

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					

4.0 Recommendations

- 4.1 The Joint Committee is asked to review the content of the register.
- 4.2 Determine whether there are any risks that the Joint Committee wish to bring to the attention of their respective Cabinet's etc.

5.0 Financial Implications

- 5.1 Effective management of risks and financial controls help to monitor costs and enable value for money.

6.0 Equalities Impact

- 6.1 There are no new equalities implications arising from this report.

7.0 Personnel Implications

- 7.1 There are no new personnel implications arising from this report.

8.0 Consultation Undertaken

- 8.1 The GwE Senior Leadership Team and the GwE Management Board have discussed the content of the register & have amended risks as appropriate.

9.0 Appendices

9.1 GwE Risk Register

OPINION OF THE STATUTORY OFFICERS

Monitoring Officer:

A risk monitoring system is an essential part of effective governance and is part of the Joint Committee's responsibilities. By considering the risk profile outlined in the table it is important that the Joint Committee gives detailed attention to the assessment and the response.

Statutory Finance Officer:

GwE's risk register is in standard form and includes appropriate information. Gwynedd Council's Finance Department will provide support to GwE's Managing Director regarding financial risks. Any further comments on specific risks, as necessary, will be presented orally at the Joint Committee meeting on the 20th February.