Reporting on Risk Register 2020-21

EDUCATION – STRATEGIC RISK REGISTER

RISK 1

STRATEGIC OBJECTIVE: Improve education and training to increase opportunities for all citizens to achieve their full potential

OBJECTIVE AT DIRECTORATE LEVEL: Have a skilled and qualified workforce

RISK DESCRIPTION AT STRATEGIC OBJECTIVE LEVEL: Inability to attract and retain qualified personnel (Teachers, Assessors, Instructors, IQAs and Management staff)

RISK CATEGORY: Human Resources

PRIMARY CAUSE: 1.Terms & Conditions offered against competing salaries offered off shore and on island.

EFFECT/IMPACT:

- 1. Inadequate human resources available to support vocational, adult education and apprenticeship programmes
- 2. Delivery of compulsory education greatly compromised
- 3. Inefficient and ineffective support to other sections/directorates
- 4. Demotivated staff/workforce
- 5. Lower work output and apprenticeship programmes
- 6. Ineffective training delivery which will affect quality assurance of the courses delivered resulting in centre sanctions
- 7. Financial loss-overspending on course registration and certification
- 8. Achievement of the SEDP compromised due to negative affect on the workforce of the island.

EXISTING CONTROLS

1. Continuous training opportunities and upskilling

3. Scheme of Service for teachers and SHCC

5. Teacher Appreciation Day

2. Rewards & Recognition Policy

4. TC recruitment

6. Succession planning

7. Staff deve	lopment	Days.
ACTIONS TO	IMPROVI	- ΝΛΔΝ

ACTIONS TO IMPROVE MANAGEMENT OF THE RISK	TIME-FRAME	PROGRESS
1. Propose an Employee Retention Scheme	1. September 2020	To discuss with HR.
2. Work with CLG to develop Terms and	2. December 2020	SHG Reform
Conditions and salaries that are more compatible		
3. Overseas Exposure Visits	3. April 2021	Due to budget constraints this could not be actioned.
DATE RISK UPDATED	16/03/21	

RISK 2

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STRATEGIC OBJECTIVE: Develop a safe environment					
OBJECTIVE AT DIRECTORATE LEVEL: Improve educati					
RISK DESCRIPTION AT STRATEGIC OBJECTIVE LEVEL:	Non compliance of Dir	ectorate buildings and equipment to Health a	nd Safety standards		
RISK CATEGORY: Compliance \ Regulatory					
PRIMARY CAUSE:					
1. Non/ Irregular inspection & monitoring of safety 6	equipment by qualified	d staff			
2. Recommendations not implemented due to comp	eting demands on bud	get			
3. Minimal maintenance of existing infrastructure					
4. Insufficient budget allocated to health and safety	initiatives				
5 Health and Safety Policy not in place.					
EFFECT/IMPACT:					
1. Staff and children have to work in unsafe environr	nents	2. Loss of life	3. Injury		
4. Litigation		5. Reputational damage	6. Material loss		
EXISTING CONTROLS					
1. Yearly checks of fire extinguishers in ELC and Scho	ols. 2. Eme	rgency Evacuation Plans in place			
3. Health and Safety signage in place in some building	gs 4. Prog	ramme for renewing of gas lines in PAS curre	ntly in place.		
5 Radioactive sources in PAS have appropriate housi	ng.				
ACTIONS TO IMPROVE MANAGEMENT OF THE RISK	TIME-FRAME	PROGRESS			
1. To request a full Safety assessment on each	1. 31 July 2020	Health and Safety Audit conducted and repo	ort received.		
Education premises including buildings and		Recommendations being actioned.			
equipment conducted by qualified staff		Fire Service has reviewed the premises of EL	.C and HPS and made		
		recommendations for follow up. Ramp and o	car park have been		
		completed at HPS. Materials due to arrive o	n 16 March shipment		
		with a view to all works being completed by	31 March 2021.		
2. Regular monthly review of progress in	2. Monthly from	On our Senior Management Agenda Schedu	le for every 2 nd		
addressing recommendations of the Safety	receipt of	Tuesday of the month.			
assessment	Assessment Report				
3.Ensure stipulated checks carried out on safety,	3. April 2020	To be taken forward to CLG for central actio	n by SHG.		
electrical equipment and chemical/radioactive					
resources					
4. Ensure training on safety equipment/resources	From 1 Sept 2020	Fire Extinguisher Training completed with al			
and awareness.		and Public Library. Majority of school staff h	nave completed.		

		Course to be offered on SDD in April to ensure all new staff also complete the training. We will then pursue the Fire Warden training.
5. Directorate to liaise with Properties Manager to	30 October 2020	To liaise with Crown Estates on central maintenance programme.
ensure Maintenance Programme in place.		
6 Directorate BCP in place.	31 December 2020	
7. Health and Safety Checklists to be developed for	From 16 March	
all premises.	2021	
8. Health and Safety Policy for the Directorate to	From 16 March	
be developed.	2021	
DATE RISK UPDATED	16/03/21	

STRATEGIC OBJECT	TIVE: Improve education an	d training to increase opportunit	ties for all citizens to achieve their ful	l potential
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OBJECTIVE AT DIRECTORATE LEVEL: Improve educational outcomes for all

RISK DESCRIPTION AT STRATEGIC OBJECTIVE LEVEL: Unable to meet expected levels of attainment and progress in English, Maths and Science.

RISK CATEGORY: Service delivery

PRIMARY CAUSE:

- 1. Children do not receive consistent good teaching.
- 2. Children have specific learning difficulties that affects their ability to learn.
- 3. Parents do not support children with their learning.
- 4. A more challenging curriculum in respective subject areas.
- 5. Social and emotional circumstances affect children's ability to learn. 6. Some school environments not conducive to support effective teaching and learning.

EFFECT/IMPACT:

- 1. A generation of children with poor academic capabilities.
- 2. St. Helena has an unqualified workforce.

3. Young people have poor life chances.

- 1. Teachers are given the opportunity to continue their professional development and training.
- 2. The Inclusion Services work closely with schools to identify and address SEND and SEMH needs.
- 3. Schools are proactive in engaging and involving parents in their children's learning
- 4. Schools are provided with guidance on how to support individual children with their learning.
- 5. Targeted teaching through Intervention Programmes is carried out with identified children.
- 6. Multi-agency support given as appropriate.
- 7. Schools are well resourced.

- 8. Individual support given for children with profound needs.
- 9. School Improvement Plans in place
- 10. Current testing arrangements are continued to ensure consistency of feedback.
- 11. Based on current data all Heads set realistic goals for children's attainment
- 12. SDDs are utilized for staff training.

ACTIONS TO IMPROVE MANAGEMENT OF THE RISK	TIME-FRAME	PROGRESS
1. Continue to give teaching staff opportunities for	1. On-going from	Certificate in Teaching and Learning, IPGCE and L3 Supporting
professional and academic development.	April 2020	Teaching and Learning, NPQH and Coaching courses all being
		undertaken by staff. 70% of teaching staff qualified to at least
		Level 4. Educational Leadership course started with 4 candidates.
2. Ensure that teachers are given tools such as	2. September 2020	Language Link in place and Provision Mapping carried out by all
intervention programmes to help them support		schools to ensure provision. Speech Link used. Specific training
children with their learning.		for SEND carried out in schools. E.g. Autism, Montessori, Dyslexia.
		Relevant LUCID testing being carried out across all schools for
		children from the age of 4 – 18 years.
3. To gain support from the SEND Advisor in	3. July 2020	Has been addressed with SEND Advisor but as yet no specific
addressing areas of concern e.g. Maths		programme identified. Mastery approach to teaching and the
intervention programmes.		curriculum for depth will support improvements in Maths.
4. To ensure that schools have adequate staffing to	4. September 2020	Schools resourced with general and 1-1 TAs for interventions to
allow for intervention programme delivery.		be carried out. Training programme for TAs is in the process of
		being developed. Phase 2 of FFF will inform this target.
5. Implement School Evaluation Forms to ensure	5. July 2020	School Evaluations and Performance appraisals conducted on an
accountability of all staff in meeting required		annual basis to ensure staff accountability and monitoring of
outputs.		outputs.
DATE RISK UPDATED	16/03/21	

STRATEGIC OBJECTIVE: Ensure sustainable public finances by continuing to collect revenues

OBJECTIVE AT DIRECTORATE LEVEL: Improve educational outcomes for all

RISK DESCRIPTION AT STRATEGIC OBJECTIVE LEVEL: Directorate unable to meet the requirements of key SHG documents such as 10 Year Plan, SEDP, Labour Market Strategy, Digital Strategy and Directorate Strategic Plan.

RISK CATEGORY: Service delivery

PRIMARY CAUSE: 1. Current budget allocation insufficient to support service delivery across the Directorate

EFFECT/IMPACT:

- 1. Failure to meet Directorate's objectives
- 2. Inefficient and ineffective support to other directorates
- 3. Inability to deliver teaching curriculum as required supported with essential human resources
- 4. Reduced product offering and compromised standards of delivery for SHCC
- 5. Frustrated staff 6. Reputational damage 7. Negative effect on the economy growth of St. Helena.

1. Constant monitoring of expenditure 2. Fin	nancial regulations	3. Working to identify and implement efficiency savings
ACTIONS TO IMPROVE MANAGEMENT OF THE RISK	TIME-FRAME	PROGRESS
1. Ensure close monitoring of Directorate spending	1. Monthly	This is carried out on a monthly basis and is also reported to
patterns and report to SM		Education and Employment Committee.
2. Ensure prudent spending throughout the	2. On-going	Forecasting and budget phasing allows for careful monitoring of
Directorate.		the budget.
3. Directorate to liaise with Procurement dept. to	3. September -	This is being addressed centrally by FFF Review.
identify better procurement avenues	annually	
4. Review of service delivery, identify efficiencies	4. January 2021	Completed efficiencies as a part of the MTEF process.
and develop action plan		
5. Develop a Scholarship Trust Fund.	5. September 2020	This is more complex than anticipated. Work is ongoing on this.
6. Establish closer links with CHR and Private Sector	6. May annually	This has been completed with three local companies sponsoring 7
Companies to support payment and training of		apprentices. Work with the CASH initiative will also support this
Apprentices.		action.
7. Review current charging policy	7. August 2020	Policy has been reviewed and taken to Education and
		Employment Committee for approval. Some further work needed
		to be completed in relation to forms and wording. This will be
		resubmitted to Committee in March 2021.

8. Liaise with External Funding Coordinator (J	8. August 2020	Liaison has taken place with EFC in relation to Scholarships.
Bramble) to identify external funding to support		
Directorate initiatives		
DATE RISK UPDATED	16/03/21	

STRATEGIC OBJECTIVE: Improve education and training to increase opportunities for all citizens to achieve their full potential

OBJECTIVE AT DIRECTORATE LEVEL: To operate an inclusive system that meets the holistic needs of all children

RISK DESCRIPTION AT STRATEGIC OBJECTIVE LEVEL: Failure to meet the growing needs of adults and children with SEND, SEMH and EAL

RISK CATEGORY: Service delivery,

PRIMARY CAUSE: 1. Lack of trained staff to support holistic needs of complex cases due to budget and Head Count constraints

- 2. Access to SHCC training rooms unable to accommodate wheel chairs and no specialist equipment for individual needs
- 3. Schools do not have ample staff to cater for the individual needs of complex cases.
- 4. Staff not adequately trained in specific areas of need.
- 5. Outside agencies do not provide adequate support
- 6. Insufficient inter-agency communication
- 7. Schools do not have adequate space for complex needs.
- 8. Budget implications as this is not included on SHCC budget

EFFECT/IMPACT:

1. Litigation

- 2. Reputational damage
- 3. Additional burden on society and resources in the future
- 4. Inability to meet the requirements of the Every Child Matters agenda and each child's human right to education.
- 5. Staff frustration
- 6. Poor levels of attainment

- 1. Children supported and monitored by the Inclusion Service.
- 2. Children given a relevant programme to support their needs e.g. IEP/ELSA Support
- 3. Training in the relevant areas undertaken as and when expertise available on island or budget available to contract relevant services.
- 4. Support of relevant professionals e.g. Educational and Clinical Psychologists, Speech and Language Therapist, Autisitic Society etc
- 5. Inter-agency collaboration e.g. EdTAC, CAMHs, Safeguarding Board etc
- 6. Utilisation of available space through conversion of rooms.
- 7. Utilisation of current budget and contracts of employment to provide interim staff support.

ACTIONS TO IMPROVE MANAGEMENT OF THE RISK	TIME-FRAME	PROGRESS
1. Review of current staffing to ensure adequate	1. April 2020/21/22	Staffing is reviewed on a regular basis and needs identified to
provision to meet current and future needs.		support service delivery.
2. Prioritisation of the budget to ensure funding	2. April 2020/21/22	As part of the MTEF process future needs and resources are
available for salaries, training and resources.		identified and budget allocated accordingly.
3. Relevant professionals give directed support to	3. On-going as	Ed. Psych, Clinical Psych, Speech and Language Therapist, CPN,
ensure positive outcomes	required	Safeguarding, School Nurse, Pre-school nurse, Police all work in a
		multi-agency approach to support our Inclusion Service.
4. Close liaison with parents	4. On-going as	Ed. TAC or CIN meetings undertaken on a regular basis involving
	required	parents in their children's learning and development.
5. Multi-agency approaches and responsibility	5. Half termly	As above, no, 3.
6. Review of current educational premises and	Commence August	To be undertaken in Phases 1 and 2 of FFF Review.
explore options for better use of premises	2020	
7. Review of structure of primary education	Commence August	To be undertaken in Phase 2 of FFF Review.
delivery.	2020	
8. Code of Practice to inform inclusive practices in	To be completed	In the process of being drafted. Chapters 1 – 4 completed.
place.	by August 2021	
DATE RISK UPDATED	16/03/21	

STRATEGIC OBJECTIVE: Improve education and training to increase opportunities for all citizens to achieve their full potential

OBJECTIVE AT DIRECTORATE LEVEL: Improve educational outcomes for all

RISK DESCRIPTION AT STRATEGIC OBJECTIVE LEVEL: The Directorate is subject to litigation.

RISK CATEGORY: Litigation

PRIMARY CAUSE: 1. The Education Ordinance 2008 and some key directorate policies are not up to date to reflect the current operations of the Directorate.

2. The directorate is unable to devote resources to this project due to competing priorities

EFFECT/IMPACT:

- 1. The Education Ordinance 2008 is unable to support some of the activities of the directorate which could result in litigation.
- 2. Reputational damage 3. Negative impact on service delivery of the Directorate.

- 1. A planned programme of work on the Ordinance in place
- 2. A policy implementation and review process in place with Education Committee

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ACTIONS TO IMPROVE MANAGEMENT OF THE RISK	TIME-FRAME	PROGRESS
1. The Directorate to devote ample time to meeting the targets set in the programmes.	Start date March 2019	PRU Policy and ICT Policy approved by Education and Employment Committee. Charging Policy, Code of Practice, Health and Safety, SHCC Admission Policy and Maths Policy are all work in progress.
DATE RISK UPDATED	16/03/21	

STRATEGIC OBJECTIVE: Improve and build capacity of St Helena's workforce through effective investment in education and training opportunities

OBJECTIVE AT DIRECTORATE LEVEL: The St. Helena Community College meets the academic, training and development needs of the people of St. Helena

RISK DESCRIPTION AT STRATEGIC OBJECTIVE LEVEL: SHCC unable to provide identified training needs to SHG and the Private Sector

RISK CATEGORY: Knowledge and information management

PRIMARY CAUSE: 1. Lack of knowledge on Island's most important skills needs

- 2. Ineffective training programme in place to meet the island needs because of the delay in TNAs
- 3. Training offered unrelated to skills gap on the Island

EFFECT/IMPACT:

- 1. Ineffective training programme in place to meet the island needs
- 2. Negative effect on the island's workforce
- 3. Reputational damage
- 4. Negative effect on the island's growth and economic development.
- 5 Inability to meet the targets of the Labour Market Strategy, SEDP and 10 Year Plan.

- 1. Conducting training needs analysis
- 2. Funding support from ESH
- 3. Some courses currently offered through SHCC
- 4. Close liaison with CHR on TNA identification.

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ACTIONS TO IMPROVE MANAGEMENT OF THE RISK	TIME-FRAME	PROGRESS
1.Conduct TNA for Private Sector every 6 months	1. June 2020	This was completed in July 2020 and identified needs included in the training programme for Academic Year 2020-21. A TNA in the process of being completed by end of March 2021. Established as a regular activity of LLL.
2. Identify and deliver training from SHG TNA as practicable.	2. April 2020	SHCC is able to meet 75% of the training needs identified by SHG. This is an annual action in liaison with CHR.
DATE RISK UPDATED	16/03/21	