

## 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:		
<ol style="list-style-type: none"> <li>1. Inadequate human resources available to support vocational, adult education and apprenticeship programmes</li> <li>2. Delivery of compulsory education greatly compromised</li> <li>3. Inefficient and ineffective support to other sections/directorates</li> <li>4. Demotivated staff/workforce</li> <li>5. Lower work output and apprenticeship programmes</li> <li>6. Ineffective training delivery which will affect quality assurance of the courses delivered resulting in centre sanctions</li> <li>7. Financial loss-overspending on course registration and certification</li> <li>8. Achievement of the SEDP compromised due to negative affect on the workforce of the island.</li> </ol>		
EXISTING CONTROLS		
<ol style="list-style-type: none"> <li>1. Continuous training opportunities and upskilling</li> <li>2. Rewards &amp; Recognition Policy</li> <li>3. Scheme of Service for teachers and SHCC</li> <li>4. TC recruitment</li> <li>5. Teacher Appreciation Day</li> <li>6. Succession planning</li> <li>7. Staff development Days.</li> </ol>		
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 Conditions and salaries that are more compatible	2. December 2020	SHG Reform
3. Overseas Exposure Visits	3. April 2021	Due to budget constraints this could not be actioned.
DATE RISK UPDATED	16/03/21	

## RISK 2

STRATEGIC OBJECTIVE: Develop a safe environment		
OBJECTIVE AT DIRECTORATE LEVEL: Improve educational outcomes for all		
RISK DESCRIPTION AT STRATEGIC OBJECTIVE LEVEL: Non compliance of Directorate buildings and equipment to Health and Safety standards		
RISK CATEGORY: Compliance \ Regulatory		
PRIMARY CAUSE: 1. Non/ Irregular inspection & monitoring of safety equipment by qualified staff 2. Recommendations not implemented due to competing demands on budget 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 environments 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 Schools. 2. Emergency Evacuation Plans in place 3. Health and Safety signage in place in some buildings 4. Programme for renewing of gas lines in PAS currently in place. 5 Radioactive sources in PAS have appropriate housing.		
ACTIONS TO IMPROVE MANAGEMENT OF THE RISK	TIME-FRAME	PROGRESS
1. To request a full Safety assessment on each Education premises including buildings and equipment conducted by qualified staff	1. 31 July 2020	Health and Safety Audit conducted and report received. Recommendations being actioned. Fire Service has reviewed the premises of ELC and HPS and made recommendations for follow up. Ramp and car park have been completed at HPS. Materials due to arrive on 16 March shipment with a view to all works being completed by 31 March 2021.
2. Regular monthly review of progress in addressing recommendations of the Safety assessment	2. Monthly from receipt of Assessment Report	On our Senior Management Agenda Schedule for every 2 <sup>nd</sup> Tuesday of the month.
3. Ensure stipulated checks carried out on safety, electrical equipment and chemical/radioactive resources	3. April 2020	To be taken forward to CLG for central action by SHG.
4. Ensure training on safety equipment/resources and awareness.	From 1 Sept 2020	Fire Extinguisher Training completed with all ELC staff, LL staff, and Public Library. Majority of school staff have 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 ensure Maintenance Programme in place.	30 October 2020	To liaise with Crown Estates on central maintenance programme.
6 Directorate BCP in place.	31 December 2020	
7. Health and Safety Checklists to be developed for all premises.	From 16 March 2021	
8. Health and Safety Policy for the Directorate to be developed.	From 16 March 2021	
DATE RISK UPDATED	16/03/21	

**Risk 3**

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: Unable to meet expected levels of attainment and progress in English, Maths and Science.
RISK CATEGORY: Service delivery
<p>PRIMARY CAUSE:</p> <p>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.</p>
<p>EFFECT/IMPACT:</p> <p>1. A generation of children with poor academic capabilities.                      2. St. Helena has an unqualified workforce.  3. Young people have poor life chances.</p>
<p>EXISTING CONTROLS</p> <p>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.</p>

<p>8. Individual support given for children with profound needs.</p> <p>9. School Improvement Plans in place</p> <p>10. Current testing arrangements are continued to ensure consistency of feedback.</p> <p>11. Based on current data all Heads set realistic goals for children's attainment</p> <p>12. SDDs are utilized for staff training.</p>		
ACTIONS TO IMPROVE MANAGEMENT OF THE RISK	TIME-FRAME	PROGRESS
1. Continue to give teaching staff opportunities for professional and academic development.	1. On-going from April 2020	Certificate in Teaching and Learning, IPGCE and L3 Supporting 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 intervention programmes to help them support children with their learning.	2. September 2020	Language Link in place and Provision Mapping carried out by all schools to ensure provision. Speech Link used. Specific training 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 addressing areas of concern e.g. Maths intervention programmes.	3. July 2020	Has been addressed with SEND Advisor but as yet no specific programme identified. Mastery approach to teaching and the curriculum for depth will support improvements in Maths.
4. To ensure that schools have adequate staffing to allow for intervention programme delivery.	4. September 2020	Schools resourced with general and 1-1 TAs for interventions to 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 accountability of all staff in meeting required outputs.	5. July 2020	School Evaluations and Performance appraisals conducted on an annual basis to ensure staff accountability and monitoring of outputs.
DATE RISK UPDATED	16/03/21	

**Risk 4**

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.		
EXISTING CONTROLS		
1. Constant monitoring of expenditure                      2. Financial 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 patterns and report to SM	1. Monthly	This is carried out on a monthly basis and is also reported to Education and Employment Committee.
2. Ensure prudent spending throughout the Directorate.	2. On-going	Forecasting and budget phasing allows for careful monitoring of the budget.
3. Directorate to liaise with Procurement dept. to identify better procurement avenues	3. September - annually	This is being addressed centrally by FFF Review.
4. Review of service delivery, identify efficiencies and develop action plan	4. January 2021	Completed efficiencies as a part of the MTEF process.
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 Companies to support payment and training of Apprentices.	6. May annually	This has been completed with three local companies sponsoring 7 apprentices. Work with the CASH initiative will also support this 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.



ACTIONS TO IMPROVE MANAGEMENT OF THE RISK	TIME-FRAME	PROGRESS
1. Review of current staffing to ensure adequate provision to meet current and future needs.	1. April 2020/21/22	Staffing is reviewed on a regular basis and needs identified to support service delivery.
2. Prioritisation of the budget to ensure funding available for salaries, training and resources.	2. April 2020/21/22	As part of the MTEF process future needs and resources are identified and budget allocated accordingly.
3. Relevant professionals give directed support to ensure positive outcomes	3. On-going as required	Ed. Psych, Clinical Psych, Speech and Language Therapist, CPN, 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 required	Ed. TAC or CIN meetings undertaken on a regular basis involving 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 explore options for better use of premises	Commence August 2020	To be undertaken in Phases 1 and 2 of FFF Review.
7. Review of structure of primary education delivery.	Commence August 2020	To be undertaken in Phase 2 of FFF Review.
8. Code of Practice to inform inclusive practices in place.	To be completed by August 2021	In the process of being drafted. Chapters 1 – 4 completed.
DATE RISK UPDATED	16/03/21	

**Risk 6**

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



