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Ser	Owned by	Managed by	Statement of Risk	Associated linked risks	Cause	Effect		Strategic Plan Links to Statement of Risk	Current EOY		Mitigation Strategy (Treat, Tolerate, Transfer, Terminate or seize opportunity)		Forecast EOY		Action Taken in Period
									L	I			L	I	
1	CE	DCE	There is a risk that Germany schools will experience an uncontrollable haemorrhaging of staff in schools as drawdown gathers pace. The risk is particularly high in relation to higher quality teachers who are more likely to pick up alternative positions elsewhere, but also relates to LEC and dependent staff, upon whom schools depend a great deal.		Germany Drawdown and the effect of staff movement earlier than anticipated garrison closure dates	This could result in teaching in Germany schools falling below required standards, with all the consequences that carries for the education of the children concerned, the efforts of the GOC to sustain the BFG firm base through to the finish and the reputation of SCE (and MOD) as a provider of first class education.		2.2 Ensure that all children and young people achieve their very best in terms of achievement and progress. 2.3 Ensure that quality of teaching is good throughout all schools and settings so that children and young people are assisted in their achievement. 2.4 Ensure that leadership and management are at least Good in all SCE schools and settings. 4.1 Manage the SCE aspect of the drawdown of British Forces from Germany	M	M	<u>TREAT</u> : The mitigation strategy is based principally on establishing a strategy for managing staff surpluses in Germany through to the closure of the last BFG school and agreeing this with Army HQ and MOD Human Resources policy makers. Securing SCE VERS terms through to the end and constructing a workable policy for redeploying surplus staff internally are key elements. The aim is to reach agreement on this strategy in April 2013 and to announce it to staff in May 2013. This will give staff early certainty about how the drawdown will be managed. A secondary aspect to the mitigation strategy is the design of a focussed approach to Continuous Professional Development which works to encourage those whose services we wish to retain for longer to remain with SCE.		M	M	Initial discussions held with professional associations and MOD staff. Draft proposals for SCE VERS and successor to PPS circulated.
2	CE	AD/P&FS	There is a risk that SCE will not be in a position to meet it's obligations to children with SEN following new 2013 SEN legislation.	Risk 4	Change of legislation	This could result in children with SEN not having their needs met, additional implications for individual schools given Ofsted inspection framework, potential parental legal challenge given organisational requirements of Equality Act 2010, reduction in ability of chain of command to post families overseas and/or retain families overseas.		1. Safeguarding - Ensure that all children and young people are safe and fully supported in all SCE settings.	L	H	<u>TREAT</u> : Strategic engagement of all organisational stakeholders including DCYP, CEAS, BFG HS and SSAFA and plus each overseas command, to provide balanced response to the inter organisational requirements of the legislation - to avoid further risk of the SEN agenda being defined as purely an issue for education. Initial stage, January 13, decision for DCYP to 'co-ordinate' MoD policy response to legislation. Each command to be guided by SCE staff through to published command offer for SEN and Disabilities (with difference due to drawdown considerations and size of local infrastructure). Organisational working groups to be established BFG and BFC co-ordinated by SCE in Spring 2013 to establish responsive SEN and Disability models, bespoke to each command with groups reporting Summer 2013. Strategy to facilitate school autonomy at point of accountability for SEN within SCE. Initial stage to realign mainstream and SEN budgets to head teachers ability to respond to local circumstances and so fulfil their legislative requirements. E.g. alteration of mainstream SEN formula in FY2013-14 to 0.4 FTE per 100 pupils, increasing capacity within schools as well as moderating risks through reduction in HQ staff. 2013-15 will require refocusing of P&FS posts, as HQ SCE support, e.g. alteration of IST team to SEN, Disabilities and Transition work (working title SENDaT posts). Secure on going CPD required by legislation, e.g. HQ contract for delivery and funding of online NASENco qualification, (statutory requirement for school Senco's in legislation). In addition to increase of mainstream SEN formula is also the maintenance of HQ SCE SEN delegated funding at current £1m level against overall falling pupil numbers - resulting in effective per pupil increase of delegated funding in addition to increase in mainstream SEN formula to be reviewed March 2014 for FY 14/15. Funding for 0-3 settings SEN provision. Initial stage allocation of £30,000 for 0-3 SEN in addition to existing budget transfer from HQ BFG to HQ SCE following 1st April 2013 move to SCE management, to be reviewed Spring 14. Links to be developed with UK SEN pathfinder authorities through P&FS (to understand early lessons learned specifically those LAs with high service population such as North Yorkshire, with associated benefit of closer co-operation at time of rebasing). Further development of project work with CEAS and DfE, e.g. extended projects such as the SENTRI documentation work (SENTRI focused on transfer of SEN records for mobile pupils) Staffing strategy to maintain existing SEN staff at HQ SCE to summer 2014 to allow transition of models and additionally tour extension of HQ SCE P&FS Band D DAG to 2015 to allow continuity of administration of SEN enquiry process.		L	H	Initial links to England authorities established, funding changes implemented for FY 2013-14; draft models for use by schools of published 'local offer' available; CPD event arranged in BFG June 2013; joint working group of HQ and school staff identified; health and social care requested to have single points of contact for these developments.

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3	CE	AD/P&P	There is a risk that SCE will be insufficiently prepared to meet the challenges of managing the 0-3 settings in Germany once this responsibility transfers across to it on 1 April 2013	Risk 4	SCE taking on 0-3 Management in BFG from AWS 1 April 2013	A failure to manage 0-3 settings adequately would reflect poorly on SCE and would impact on GOC BFG's efforts to sustain the firm base.		2.1 Implementation of JSP 819 (EYFS) and ensure that all Early Years Provision is of good quality.	L	L	TREAT:Determine procedure to measure when local EYFS resources are utilised to support the management of non-school based settings (e.g.capacity, location, numbers on roll, qualified staff). There is a fundamental requirement to maintain sufficient numbers of qualified staff and drive quality improvement, ensure the EYDT are effectively resourced to provide ongoing accredited and essential training. GLSU's must be consistent in there approach to recruiting staff and potential movement between Garrisons, particularly when due to re-basing, setting amalgamation and closure. Clear strategy to mitigate risks between each (termly) policy audit to enable responsive action and provide adequate notice to bring about changes to local delivery is essential. EYDT/EYOG/LEC SUP SVC's to establish a responsive working team designated to the recruitment and retention of the workforce (BFG). Continue to monitor RoW locations via policy audit, EY Coordinator BFC and DSSAFA and respond to local risks and issues accordingly. EYDT will continue to support BFC (non-public, committee-run)settings with essential non-accredited EYFS training.		L	L	Ongoing communication to BFG stakeholders on mitigating action to ensure nurseries, registered childminders and EDC comply with MoD policy. SCE EY representative attend Garrison School Advisory Meetings. Use forum to signpost (two-way flow) EY issues.
4	CE	DCE	There is a risk that the capacity of the SCE headquarters function will erode to the point where it is unable to provide the level of challenge and support that schools require.		SCE continues to shrink and key members of the HQ are leaving uncontrollably in the overseas location, without replacement.	<p>This could result in leadership failures in SCE schools, with a consequent impact on teaching standards and the quality of education output</p> <p>This could result in failures of financial governance, leading to an increase in the instances of fraud and the misuse of public money and subsequently to censure by the MOD</p> <p>This could result in an overloading of head teachers and their staff as they strive to make up for the absence of HQ services, leading to capacity issues in individual schools</p>		4.2 Maintain and where appropriate, improve necessary internal Governance and Assurance	L	M	TREAT: The reduction in the size and function of SCE HQ in parallel with the closure of BFG schools is inevitable. The key is to have a clearly defined strategy which identifies what support schools will continue to require through to the closure of the last school in Germany and defines how that requirement will be met. The other aspect revolves around decisions about how enduring SCE schools in Cyprus and the Rest of the World will be supported into the future.		M	M	Proposals for how the HQ function will reshape as Germany drawdown begins to bight will be discussed at the EB meeting on 27 March 2013. The future operating model for non-BFG schools forms an element of the Education Change Programme that will be taken forward under the leadership of DCYP.
5	CE	AD S & A	There is a risk that the Drawdown in Germany will make it impossible to offer wide ranging opportunities for post 16 learners	Risk 1 & 4	Germany drawdown and the effect of not being able to use specialist personnel within Garrison and SMEs	Failure to meet the needs of a this specific group of learners and increased numbers of young people not in employment, education or training.		3.1 Improve levels of post-16 participation and progression within, and onwards from, SCE context.	L	M	TOLERATE: Until the full impact of the drawdown starts to take place we are unable to assess futher. Key to the risk not materialising is good communications with the Germany Drawdown Team and communicating up and down the Chain of Command.		L	M	