



## Partneriaeth Scrutiny Councillor Group

**Date: 26 February 2023**

**Time: 10.00am**

**The meeting will be held remotely via MS Teams.  
(Welsh/English Simultaneous Translation will be available)**

### Agenda

- 1 Apologies for Absence**
- 2 Declaration of Interest**
- 3 Minutes and Letter/s arising from last meeting**
- 4 A look at Performance of Partneriaeth Priority 3 - Support schools and educational settings to develop a range of research and enquiry skills as a key part of their own professional learning.** Including a National and Professional Enquiry Project (NPEP) – A school will present a project undertaken.
- 5 Outline of the Outcomes of Partneriaeth Joint Committee Agenda held on 2 February 2024**  
*Lead Director*
- 6 The Joint Committee's financial affairs, risk management and governance arrangements**  
(The Legal Agreement says the Councillor Group to review, scrutinise and assess the Joint Committee's risk management, internal control and corporate governance arrangements and review and assess the economy, efficiency and effectiveness with which resources have been used).  
*Lead Director and Lead Officer Partneriaeth*
- 7 Discuss points for the letter to Chair of Partneriaeth Joint Committee arising from this meeting**  
*Scrutiny Councillor Group*
- 8 Partneriaeth Scrutiny Work Programme 2023 – 2024**

Future meeting dates will be arranged to coincide with dates of the Partneriaeth Joint Committee

The rules of procedure and access to information rules of the Lead Council with responsibility for the administration of the scrutiny function shall apply to meetings of the Joint Scrutiny Councillor Group.  
[Swansea Council Constitution](#)

Members of the Joint Scrutiny Councillor Group shall be subject to the Codes of Conduct for Members of their Councils.



## PARTNERIAETH

### Partneriaeth Scrutiny Councillor Membership List (2023/2024)

Local Authority	Councillor/member representatives	Member email addresses	Scrutiny Officers and other support
Swansea	<p><b>Cllr Lyndon Jones</b> (Convener Education Performance Scrutiny Panel)</p> <p><b>Cllr Peter Black</b> (Chair of the Scrutiny Programme Committee)</p>	<p><a href="mailto:Cllr.lyndon.jones@swansea.gov.uk">Cllr.lyndon.jones@swansea.gov.uk</a></p> <p><a href="mailto:cllr.peter.black@swansea.gov.uk">cllr.peter.black@swansea.gov.uk</a></p>	<p>Michelle Roberts <a href="mailto:Michelle.roberts@swansea.gov.uk">Michelle.roberts@swansea.gov.uk</a></p> <p><i>Support Officer for the Partneriaeth Scrutiny Councillor Group</i></p>
Pembrokeshire	<p><b>Cllr Huw Murphy</b> (Chair)</p> <p><b>Sam Skyrme-Blackhall</b> - (Vice Chair)</p> <p>Schools and Learning Scrutiny Committee</p>	<p><a href="mailto:cllr.huw.murphy@pembrokeshire.gov.uk">cllr.huw.murphy@pembrokeshire.gov.uk</a></p> <p><a href="mailto:cllr.sam.skyrme-blackhall@pembrokeshire.gov.uk">cllr.sam.skyrme-blackhall@pembrokeshire.gov.uk</a></p>	<p><a href="mailto:scrutiny@pembrokeshire.gov.uk">scrutiny@pembrokeshire.gov.uk</a></p>
Carmarthenshire	<p><b>Cllr Carys Jones</b> (Chair)</p> <p><b>Cllr Sue Allen</b> (Vice Chair)</p> <p>Education and Children Scrutiny Committee)</p>	<p><a href="mailto:ACarysJones@carmarthenshire.gov.uk">ACarysJones@carmarthenshire.gov.uk</a></p> <p><a href="mailto:SMAllen@carmarthenshire.gov.uk">SMAllen@carmarthenshire.gov.uk</a></p>	<p><a href="mailto:scrutiny@carmarthenshire.gov.uk">scrutiny@carmarthenshire.gov.uk</a></p>
Other	<b>Partneriaeth</b>		<p>Cllr Darren Price Chair of the Partneriaeth Joint Committee <a href="mailto:daprice@carmarthenshire.gov.uk">daprice@carmarthenshire.gov.uk</a></p> <p>Helen Morgan Rees, Partneriaeth Lead Director <a href="mailto:Helen.Morgan-Rees@swansea.gov.uk">Helen.Morgan-Rees@swansea.gov.uk</a></p> <p>Ian Altman, Partneriaeth Lead Officer <a href="mailto:Ian.Altman@partneriaeth.cymru">Ian.Altman@partneriaeth.cymru</a></p>

# Agenda Item 3



# PARTNERIAETH



GWEITHIO MEWN PARTNERIAETH I SICRHAU RHAGORIAETH I BAWB  
PARTNERSHIP WORKING TO ACHIEVE EXCELLENCE FOR ALL

To:  
**Cllr. Darren Price**  
Chair of Partneriath Joint Committee

Please ask for: **Scrutiny**  
Scrutiny Office Line: **01792 637256**  
e-mail: [scrutiny@swansea.gov.uk](mailto:scrutiny@swansea.gov.uk)  
Date: **15 November 2023**

Dear Councillor Price

## **Partneriath Scrutiny Councillor Group – 23 October 2023**

The Scrutiny Councillor Group would like to thank Andrew Owen the Headteacher at Birchgrove Comprehensive School and officers representing Partneriaeth Ian Altman (Lead Officer), Helen Morgan Rees (Lead Director), Dylan Williams (Strategic Lead), Cressy Morgan (Strategic Adviser) for attending our meeting, for presenting the information we requested and answering our questions. I am writing to you to reflect on our views from the meeting.

The Councillor Group agreed as part of their work programme to look at the performance of each of the Partneriaeth priorities, we therefore welcomed the update report on Priority 2: Embedding principles and processes which underpin educational equity in all schools and educational settings.

We heard that the aim of this is to ensure personal or social circumstances are not obstacles to achieving educational potential and that all schools and settings have high aspirations for all learners. We heard that this is being achieved by

- i. Continuing to support schools and educational settings to understand how to mitigate the impact of poverty on engagement, achievement and attainment (including poverty proofing the school day)
- ii. Continuing to support schools and educational settings to understand how to mitigate the impact of trauma on engagement, achievement and attainment (including work around trauma informed schools)
- iii. Working with key partners to embed evidence based universal approaches to promote positive health and well-being.

We heard how schools are working with Partneriath on this and in particular in poverty proofing the school day. We welcomed the Headteacher from Birchgrove Primary School, who outlined some of the work they are doing in relation to mitigating the impacts of poverty on pupils at the school. He told us that the impact of this work on the school has been dramatic. He said that they had always been an inclusive school but the poverty proofing work had helped them look at this in a slightly different way, by looking at the challenges some pupils face on a daily basis. He felt that the Poverty Proofing Audit completed last year had been a beneficial and positive experience for the school. He outlined some of the work that has been happening in relation to poverty

proofing since that audit including, for example, teachers becoming much more in tune with pupil wellbeing and ensuring that school uniform was much less prescriptive and therefore more economical to purchase.

We were interested to hear how this process has helped teachers cope with the impacts of poverty on pupils more effectively. We also discussed how poverty is affecting attendance at the school, how they use their pupil development grant to assist in improving the impacts of poverty and also, more widely, why some families who may be entitled to free school meals do not actually take up the offer.

We were impressed with the work happening at the school and thanked the Headteacher for sharing his journey with the Councillor Group.

The Lead Director outlined the outcomes of the Partneriaeth Joint Committee held on the 6 October. The Lead Officer also updated us on the current risk profile where we heard that the profile had changed slightly in order to align with the new Business Plan.

The Lead Officer provided us with a report giving an overview of current support for schools with regard for the Curriculum for Wales. We heard that all primary settings and half of all secondary settings adopted the Curriculum for Wales in September 2022 and were encouraged to hear that it was adopted by all the remaining schools in September 2023. The report outlined curriculum requirements, progression and assessment challenges, cluster working and the schools support.

We heard from the Strategic Adviser that Partneriaeth are increasing their role, with every cluster having a link officer who will be 'a critical friend with expertise'. We heard that the last few years had been about universal support but this is now moving towards a more targeted model.

We asked whether school governors were fully aware of the services offered by Partneriaeth in relation to the New Curriculum, especially if their school was not taking full advantage of services most appropriate to them. We were told that Partneriaeth would be happy to raise awareness with governors about the services that are available.

We would welcome your thoughts on the contents of this letter, but on this occasion do not require a formal written response.

Yours sincerely,

**Cllr Lyndon Jones**  
**Chair of Partneriaeth Scrutiny Councillor Group**  
[Cllr.lyndon.jones@swansea.gov.uk](mailto:Cllr.lyndon.jones@swansea.gov.uk)



## **Minutes of the Scrutiny - Partneriaeth Regional Scrutiny Councillor Group**

**Remotely via Microsoft Teams**

**Monday, 23 October 2023 at 10.00 am**

**Present:** Councillor L R Jones (Chair) Presided

### **Councillor(s)**

Cllr Lyndon Jones (Convener Swansea Education Performance Scrutiny Panel)

Cllr Peter Black (Chair of the Swansea Scrutiny Programme Committee)

Cllr Huw Murphy (Chair of Education, Young People and Welsh Education Scrutiny Committee)

Cllr Sam Skyrme-Blackhall (Vice Chair of Education, Young People and Welsh Education Scrutiny Committee)

Cllr Carys Jones (Chair Carmarthenshire Education and Children Scrutiny Committee)

Cllr Sue Allen (Vice Chair Carmarthenshire Education and Children Scrutiny Committee)

### **Officer(s)**

Ian Altman

Lead Officer Partneriaeth

Helen Morgan-Rees

Lead Director and Director of Education in Swansea

Cressy Morgan

Partneriaeth Strategic Adviser

Dylan Williams

Partneriaeth Strategic Lead

Andrew Owen

Headteacher Birchgrove Comprehensive School

Michelle Roberts

Scrutiny Officer (Swansea)

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## **27 Apologies for Absence**

No apologies were received. The Chair welcomed Cllr Sam Skyrme-Blackhall to the Councillor Group.

## **28 Declaration of Interest**

No declarations of interest were received.

## **29 Minutes and Letter/s arising from the meeting on 19 June 2023**

The minutes and letter arising from the meeting on the 23 October 2023 were accepted.

## **30 A look at Performance of Partneriaeth Priority 2**

The Councillor Group agreed as part of their work programme to look at the performance of a different one of the four Partneriaeth priorities at each meeting. The Councillor Group therefore welcomed Ian Altman, Dylan Williams, Cressy Morgan and Andrew Owen (Headteacher from Birchgrove Secondary School) to the meeting. They provided a presentation and outlined progress with regards to Priority 2 of the Partneriaeth Business Plan 2023-2024.

The report and discussion looked at:

Embedding principles and processes which underpin educational equity in all schools and educational settings. Our aim is that personal or social circumstances are not obstacles to achieving educational potential and that all schools and settings have high aspirations for all learners. This is being done by

- I. Continuing to support schools and educational settings to understand how to mitigate the impact of poverty on engagement, achievement and attainment.
- II. Continuing to support schools and educational settings to understand how to mitigate the impact of trauma on engagement, achievement and attainment.
- III. Working with key partners to embed evidence based universal approaches to promote positive health and well-being.

The Headteacher from Birchgrove Primary School outlined some of the work they are doing in relation to mitigating the impacts of poverty on pupils at the school. He said that the impact on the school of this has been dramatic. That they had always been an inclusive school but the poverty proofing work has helped them look at this is a slightly different way, by looking at the challenges some pupils face on a daily basis. He felt that the Poverty Proofing Audit completed last year had been a beneficial and positive experience for the school. He outlined some of the work that has been happening in relation to poverty proofing since that audit including, for example, teachers becoming much more in tune with pupil wellbeing and ensuring school uniform being much less prescriptive and therefore more economical to purchase.

The Councillor Group were impressed with the work happening at the school and thanked the Headteacher for his valuable input into the meeting.

### **31 Outline of and Feedback from Partneriaeth Joint Committee Agenda held on 6 October 2023**

Helen Morgan Rees updated the Councillor Group on the outcomes of the Partneriaeth Joint Committee held on the 6 October 2023. The following was noted:

- The Joint Committee resolved to amend the choice of voting member on Partneriaeth's Joint Committee. This will provide flexibility for the three local authorities and give them the option of nominating their Cabinet member with the education portfolio as their voting member instead of their Leader. Each Local Authority will have to agree with this.
- The Committee received the letter from the last Councillor Group meeting.

- The Committee looking at the financial report including contributions from each local authority, service level agreements, budget monitoring, grant income and any associated risks.
- Looked at Annual Governance Statement where the Internal Audit review gave a moderate assurance rating on the adequacy and effectiveness of the governance, internal control, risk management and financial management arrangements in place. All aspects raised have been acted upon including improving and strengthening the business plan.
- The Joint Committee received Partneriaeth's Internal Audit Work Programme 2023-24 for approval. The Work Programme has been prepared in accordance with the requirements of the Public Sector Internal Audit Standards.
- The Joint Committee received a report providing information of provision and performance of the financial year 2023-24 business plan. The business plan is monitored quarterly and it was noted that nearly all actions were on track for full delivery by March 2024.
- The Joint Committee received a report with a response to the Partneriaeth stakeholder perception survey from summer term 2023. The Joint Committee expressed disappointment at the low take up of the survey from Headteachers. In response, the committee were advised this was due to a number of reasons, including the Action Short of Strike. This impacted negatively on the completion rate and it was decided to extend the survey to discreet groups.

### **32 Updated Risk Profile**

Ian Altman told the Councillor Group that the report provided has only been amended very slightly to reflect the new business plan and its priorities.

### **33 Update on Curriculum for Wales**

Ian Altman provided the Councillor Group with a report giving an overview of current support for schools with regard for the Curriculum for Wales. They heard that all primary settings and half of all secondary settings adopted the Curriculum for Wales in September 2022 with all schools adopting it in September 2023. The report covered curriculum requirements, progression and assessment challenges, cluster working and schools receiving most support. The following points were raised and discussed:

- The need to take all teachers with us on the journey
- The challenges of meeting the needs of individual clusters of schools
- Joint working within clusters
- Raising awareness of school governors of the services provided by Partneriaeth.

### **34 Discuss points for the letter to Chair of Partneriaeth Joint Committee arising from this meeting**

The Councillor Group agreed to write a letter to the Chair of the Joint Committee following today's meeting.

### **35 Partneriaeth Scrutiny Work Programme**

The Scrutiny Work Programme was noted.



## Item no. 4

### EXECUTIVE SUMMARY PARTNERIAETH SCRUTINY COUNCILLOR GROUP DATE: 26.02.2024

#### TITLE OF REPORT

**Partneriaeth Priority 2**

#### BRIEF SUMMARY OF REPORT

The report contains an overview of the areas in Priority 3 of Partneriaeth's business plan 2023-2024:

Support schools and settings to develop a range of research and enquiry skills as a key part of their professional learning. Our aim is to enable schools and settings across the region to use enquiry to establish and maintain a rhythm of learning, innovation and change.

We will:

- i. Support the growth of networks of schools to develop a range of **enquiry skills** by leading enquiries in their own settings.
- ii. Promote collaboration across our schools to explore and develop approaches to **digital learning design**.
- iii. Drive a system whereby schools are willing to **take risks, experiment and innovate** their practice to raise standards.

Each area is separated into Intent/Implementation/Impact and is in line with Welsh Government reporting expectations.

**Attending to present this item will be Jenna Gravelle, Lead Adviser. Helen Ley (Deputy Headteacher) and Mary Francis (NPEP Lead) from Ysgol Heol Goffa, Llanelli will also present to give a school perspective on the impact of the work in this area.**

Report attached: **Yes**

Presentation at meeting: **Yes**







Scrutiny Councillor Group  
Priority 3 Update, Jenna Gravelle  
February 2024.



## STRATEGIC PRIORITY 3

*Support schools and settings to develop a range of research and enquiry skills as a key part of their professional learning. Our aim is to enable schools and settings across the region to use enquiry to establish and maintain a rhythm of learning, innovation and change.*

We will:

- i. Support the growth of networks of schools to develop a range of **enquiry skills** by leading enquiries in their own settings.
- ii. Promote collaboration across our schools to explore and develop approaches to **digital learning design**.
- iii. Drive a system whereby schools are willing to **take risks, experiment and innovate** their practice to raise standards.



### *3.i Support the growth of networks of schools to develop a range of **enquiry skills** by leading enquiries in their own settings.*

- **National Professional Enquiry Project (NPEP)**

#### **Intent**

- To support practitioners across Wales to develop their enquiry and pedagogic skills, to improve teaching and learning across schools and settings.
- To work with higher education institution (HEI) partners Swansea University of Wales and the University of Wales Trinity Saint David.
- To support a growing network of schools to develop a range of enquiry skills by leading enquiries in their own setting focused on school improvement in the context of the Curriculum for Wales and ALN reform

#### **Implementation**

- Strategic approach to promotion and recruitment that demonstrates how the NPEP is a funded tool for School self – improvement.
- 90 schools and settings participating in the NPEP 2023-24.
- NPEP 2023-24 was launched on 26.10.23 and brought together colleagues from HEIs, Welsh Government (WG), local authorities (LAs) and schools/educational settings.
- Strategic plan is in place to enable effective sharing of enquiry work within NPEP across the region.
- A calendar of professional learning has been created, supporting the HEI's to deliver both formal and informal collaborative professional learning sessions to develop and deepen participants understanding of research methods

#### **Impact**

- Partneriaeth Sgws NPEP Impact Podcasts
- Improved pupil outcomes through positively impacting on pupil learning and achievement. Success can be measured by improvements in academic performance, increased engagement, enhanced critical thinking skills, and other indicators of student success.
- Promotion of ongoing professional development for teachers.
- Adoption of effective pedagogical approaches and instructional strategies.
- A collaborative culture among teachers, promoting the sharing of knowledge, resources, and best practices.
- Greater understanding of how to use data and evidence to inform instructional decision making.
- NPEP participants also collaborate with schools across the region within Enquiry Networks, each led by an established enquiry school



### **3.ii Promote collaboration across our schools to explore and develop approaches to digital learning design.**

- **Wales Collaborative Learning Design (WCLD)**

#### **Intent**

- Support schools to develop innovative ways of designing learning using digital technology to enhance pedagogical practice.
- Support school in professional learning activities that deepens their understanding of how to use technology to effectively enhance learning experiences.
- Showcase high quality resources to share effective practice with schools across Wales.

#### **Implementation**

- WCLD is promoted with schools across the region.
- Schools have engaged with Remote Asynchronous Learning Design (RALD) resources and identified elements that would most benefit their learners.
- Practitioners use an enquiry approach to implement an element into their classroom practice and evaluate its impact on learner progress.
- A resource has been developed to share good practice with schools across Wales

#### **Impact**

- Participating schools (Ysgol Greenhill, Penyrheol Comprehensive School and Pembroke Dock Community School) have developed a Partneriaeth Sgwrs' WCLD 'Project 2023 [Podcast](#) .
- Further development of the RALD resources.
- High quality professional learning resources that enable good practice to be shared with schools.
- Participants report increased levels of confidence and change of behaviour in their use of technology and digital pedagogy



**3.iii Drive a system whereby schools are willing to *take risks, experiment and innovate* their practice to raise standards.**

- **Schools as Learning Organisations (SLO)**

### Intent

- Support school's development as an effective learning organisation in line with the seven dimensions as outlined within the SLO model.
- Provide professional learning to support head teachers and senior leaders to grow their schools as learning organisations.
- Promote Welsh Government's National Approach to Professional Learning (NAPL)
- Showcase case studies of schools engagement with the SLO to have effective practice with schools across Wales.

### Implementation

- An SLO working group has been established providing participating schools/settings to collaborate.
- Participants use their SLO survey results to identify strengths, areas for development and ways of working to enable all staff to develop professionally.
- Participants have a range of practical strategies and resources to support developments within their school.
- Participants have opportunities to reflect critically and candidly on current practice, and being open to others' reflections on how practice can be improved or developed

### Impact

- Participants have a better understanding of the SLO Model as a basis for continuous development.
- 60% of the schools completing their SLO Survey across the Partneriaeth region have previously engaged or are currently engaging within the regional SLO Working Group.
- Participating schools are implementing the practical strategies, activities and techniques developed by the SLO working group.



## Item no. 5

### EXECUTIVE SUMMARY PARTNERIAETH SCRUTINY COUNCILLOR GROUP DATE: 26 February 2024

<b>TITLE OF REPORT</b> <b>Outline of and feedback from Partneriaeth Joint Committee Agenda held on 2 February 2024</b>
<b>BRIEF SUMMARY OF REPORT</b>  Verbal feedback to the Scrutiny group on the Partneriaeth Joint Committee meeting held on the 2 February 2024.
Attending to present this item will be: <b>Helen Morgan Rees</b> <b>Lead Director</b>
Report attached: <b>No</b>
Presentation at meeting: <b>Yes</b>





## Item no. 6

### EXECUTIVE SUMMARY PARTNERIAETH SCRUTINY COUNCILLOR GROUP DATE: 26.02.2024

#### TITLE OF REPORT

**The Joint Committee's financial affairs, risk management and governance arrangements**

#### BRIEF SUMMARY OF REPORT

1. The financial report contains an overview of the financial position of Partneriaeth as at December 2023 including:
  - Projected outturn for 2023-2024
  - Revised budget and grant income and allocation for 2023-2024
2. The risk register report outlines the overall risk profile of the region. The document has been updated to reflect recommendations from Audit 2022-2023 and also the fact that Welsh Government funding has been received by Partneriaeth, including all expected variation awards.

The heat map indicates the following risks as scoring:

#### Medium Probability and High Impact

- Lack of clarity regarding functions of Partneriaeth
- Partneriaeth found not to provide value for money

The second of these is an increased risk in the light of recommendations from Audit 2022-2023.

Report attached: **Yes**

Presentation at meeting: **Yes**





# **Partneriaeth Financial Report 2023-24 (December 2023)**

**Partneriaeth Joint Committee  
2 February 2024**

**Partneriaeth  
S151 Officer**



## 1. Introduction

The budget for 2023-24 was approved by the Partneriaeth Joint Committee on 23 June 2023, following 'in principle' approval by email on 27 March 2023.

This report presents the Joint Committee with a financial update at 31 December 2023. All costs are for the 9-month period.

## 2. 2023-24 Service Level Agreements (SLA's)

The SLA's for 2023-24 are outlined in the table below:

<b>SLA's</b>	<b>2023-24 £'000</b>
Committee Services (Carmarthenshire)	5
Scrutiny (Swansea)	5
Finance (Pembrokeshire)	130
Internal Audit (Pembrokeshire)	28
Human Resources (Pembrokeshire)	7
Information Technology (Pembrokeshire)	33
Procurement (Pembrokeshire)	21
<b>Total Budgeted SLA's</b>	<b>229</b>

There continues to be no charge for the services of the Partneriaeth Lead Chief Executive, Partneriaeth S151 Officer, Partneriaeth Monitoring Officer or the Partneriaeth Lead Education Director.

## 3. Local Authority Contributions

There are no Local Authority contributions for 2023-24.

It was agreed by the Joint Committee that for 2023-24 reserves will be used to fund the element of the Partneriaeth budget formally funded by the Local Authority contributions, which total £335k.

#### 4. Budget Monitoring – December 2023

Budgeted Expenditure	Original Budget 2023-24 £'000	Revised Budget December 2023 £'000	Actual to December 2023 £'000	Committed 2023-24 £'000	Projected Outturn 2023-24 £'000
<b>Staffing Costs</b>					
Salaries	2,023	2,061	1,298	608	1,906
Secondments, Specialists	81	264	157	107	264
Travel & Subsistence	10	10	10	-	10
Training & Development	5	5	1	4	5
	<b>2,119</b>	<b>2,340</b>	<b>1,466</b>	<b>719</b>	<b>2,185</b>
<b>Development and Running Costs</b>					
Rent and Accommodation	15	15	10	5	15
Electricity	2	2	1	1	2
Service Charges	11	11	5	6	11
General Office Expenses	7	7	4	3	7
Mobile Telephone	5	5	1	4	5
Translation	40	40	22	18	40
Hardware Purchases	22	22	-	22	22
Software	10	10	4	6	10
Marketing	18	18	-	18	18
Service Level Agreements	229	229	-	229	229
External Audit	16	16	-15	31	16
Other Contracted Services	48	48	39	9	48
Business Plan Objectives	3,501	4,189	2,750	1,594	4,344
<b>Total Development and Running Costs</b>	<b>3,924</b>	<b>6,952</b>	<b>4,287</b>	<b>2,665</b>	<b>6,952</b>
<b>Total Partneriaeth Retained Expenditure</b>	<b>6,043</b>	<b>6,952</b>	<b>4,287</b>	<b>2,665</b>	<b>6,952</b>
Grants to be Passported	-	21,298	9,052	12,246	21,298
<b>Total Expenditure</b>	<b>6,043</b>	<b>28,250</b>	<b>13,339</b>	<b>14,911</b>	<b>28,250</b>
<b>Budgeted Income</b>					
Local Authority Contributions	-	-	-	-	-
Grant Funding RCG*	4,326	25,808	11,751	14,057	25,808
Grant Funding RCG EIG Retained	842	842	358	484	842
PDG**	50	838	-	838	838
EWC	381	381	304	77	381
Secondment Income from WG	109	46	-	46	46
Reserves	335	335	-	335	335
<b>Total Income</b>	<b>6,043</b>	<b>28,250</b>	<b>12,413</b>	<b>15,837</b>	<b>28,250</b>

\*Grant Funding RCG includes Professional Teaching Awards Cymru (PTAC), grants to be passported (£21,298,280) and Variation letter (£181,466)

\*\*PDG includes PDG LAC (£675,050) and Consortia led funding (£113,152)

Due to the additional grant funding received and projected underspend in salaries, the projected underspend for 2023-24 has been re-allocated to the business plan objectives within the projected outturn.

## 5. Grant Income 2023-24

According to the National Ministerial Priorities, Partneriaeth Business Plan Strategic Objectives 2023-24:

**Priority 1** – Support all schools and settings to design and deliver their own high quality equitable curriculum.

**Priority 2** – Embed principles and processes, which underpin educational equity in all schools and settings.

**Priority 3** – Support schools and settings to develop a range of research and enquiry skills as a key part of their professional learning.

**Priority 4** – Provide career pathways for leaders, practitioners and support staff at all levels of the system.

### 5.1 Regional Consortia Grant (RCG)

The following Grant offers have been received from Welsh Government for the region:

Grant Offer	Date	Amount £'000
Main Grant	18 May 2023	26,469
Variation 1	6 October 2023	181
<b>Total</b>		<b>26,650</b>

The terms and conditions of the grants are carefully adhered to, and wherever possible clear links are made between the grants to enable greater value for money when planning expenditure. The Lead Officer and Section 151 Officer have accepted the 2023-24 Main Grant and Variation 1 offer letters.

The table below shows how the RCG has been allocated.

	£'000
EIG retained by Partneriaeth	842
EIG passported to LA's	19,291
Professional Learning to be passported to LA's	2,007
Professional Teaching Awards Cymru (PTAC)	3
Partneriaeth RCG Priorities	4,507
<b>Total</b>	<b>26,650</b>

## A) Main Grant

The RCG contains the following elements

- Education Improvement Grant
- Professional Learning

Funding for EIG totalling £19,291,298 and £2,006,982 for Professional Learning is distributed to Member local authorities. These are detailed below.

### Education Improvement Grant (EIG)

Individual Local Authorities will be passported the amounts below for each EIG Element of RCG:

<b>EIG Breakdown by Authority</b>	<b>Grant Funding £'000</b>
Carmarthenshire	6,873
Pembrokeshire	4,330
Swansea	8,088
<b>Total</b>	<b>19,291</b>

As per the Award Letter from Welsh Government, Local Authorities are to provide match funding to the EIG funding and the 2023-24 level is set at the match funding level to the Education Improvement Grant for schools for 2017-18.

Along with the EIG, the Professional Learning (PL) element of RCSIG is passported to each Local Authority as outlined below:

<b>PL Breakdown by Authority</b>	<b>Grant Funding £'000</b>
Carmarthenshire	705
Pembrokeshire	440
Swansea	862
<b>Total</b>	<b>2,007</b>

The remaining RCG funding is allocated by Partneriaeth to the following priorities:

### Priority 1 - Curriculum

	<b>£</b>
1.1 Regional support for curriculum and assessment reform	578,364
1.2 Schools curriculum and assessment development, including National Networks and learning progression	1,589,824
1.3 Curriculum reform professional learning programme	337,500
1.4 Regional support for Modern languages - (Modern Foreign Languages (Global Futures))	57,750

1.5 Modern Foreign Languages – building capacity for MFL in the primary sector	46,098
1.6 Literacy & Numeracy Grant/ Support for Curriculum Improvements	62,499
1.7 Primary LNF Oracy Scheme for Wales	68,042
1.8 Digital Competence Framework	12,501
1.9 Coding & Digital Skills	51,033
1.10. A Level and Welsh Bacc PL	89,700
1.11. Welsh - Professional Development	425,268
1.12. Welsh-medium capacity grant	33,227
<b>Total</b>	<b>3,351,806</b>

#### Priority 2 - Equity

	<b>£</b>
2.1 Supporting Vulnerable Learners	18,750
<b>Total</b>	<b>18,750</b>

#### Priority 3 – Research and Enquiry

	<b>£</b>
3.1 School-led professional learning, enquiry and research to realise curriculum	510,322
3.2 Professional learning for developing practice and reflection	112,500
<b>Total</b>	<b>622,822</b>

#### Priority 4 – Career Pathways

	<b>£</b>
4.2 Teaching Assistants Learning Pathway	118,749
4.1 Induction / Early Career support package	31,251
4.3 Future Leadership Programme (Aspiring, middle leaders including Coaching & Mentoring support)	106,251
4.5 Aspiring Headteachers Programme	76,500

4.4 National Professional Qualification for Headship (NPQH)	TBC
<b>Total</b>	<b>332,751</b>

## B) Variation 1

	£
National support for Curriculum Reform	26,800
Welsh-medium capacity building grant	94,666
National Pedagogy Lead	60,000
<b>Total</b>	<b>181,466</b>

## 5.2 Pupil Development Grant (PDG)

Welsh Government have made changes this year to the distribution of the PDG Funding with the PDG for eFSM Learners, PDG for Early Years settings and PDG for learners educated other than at school being passported directly to the Local Authorities.

The PDG grant offer letter for 2023-24 was received on 21 November 2023, which included the following allocations:

	£'000
Looked After Children	675
Consortia Led Funding	113
PDG Strategic Advisor	50
<b>Total</b>	<b>838</b>

The terms and conditions of the grants are carefully adhered to, and wherever possible clear links are made between the grants to enable greater value for money when planning expenditure. The 2023-24 PDG Grant has been accepted by the Lead Officer and Section 151 Officer.

## 6. Risks and Opportunities

Continued reliance on grant funding remains a risk for Partneriaeth. Given the change in funding methodology from 2024-25, there is a risk that Local Authority priorities may change with grant money received from Welsh Government being retained by Local Authorities and not used to commission Partneriaeth services.

## Recommendations

- The Partneriaeth Joint Committee note the financial report as at December 2023 and the projected outturn for 2023-24.
- The Partneriaeth Joint Committee approve the revised budget for 2023-24 and the grant income and allocation for 2023-24.



# Risk Register

April 2023 - March 2024

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## 1. INTRODUCTION

Partneriaeth's Risk Register contains the strategic business risks (threats) to the achievement of Partneriaeth's Vision and Aims as outlined within the Partneriaeth business plan.

### 1.1. Partneriaeth's Vision

#### **Mission Statement**

Partnership working to achieve excellence for all.

#### **Our Aims**

- 1) We lead schools and settings to design, develop and deliver a curriculum with equity and excellence at its core.
- 2) We support schools and settings to become ambitious, self-improving learning organisations.
- 3) We provide professional learning and opportunities for collaboration in order to develop strong and supportive partnerships.

### 1.2. Partneriaeth's Priorities:

**Priority 1** – Support all schools and settings to design and deliver their own high quality equitable curriculum.

**Priority 2** – Embed principles and processes which underpin educational equity in all schools and settings.

**Priority 3** – Support schools and settings to develop a range of research and enquiry skills as a key part of their professional learning.

**Priority 4** – Provide career pathways for leaders, practitioners and support staff at all levels of the system.

Partneriaeth's risks (threats) are scored against the risk (threats) evaluation matrix shown on page 5, using the impact and probability criteria shown on pages 6 and 7.

Partneriaeth's Risk Register is a live document which is subject to regular review by Partneriaeth's senior leadership team. New risks identified or escalated are included in the updated Partneriaeth Risk Register and is then formally reviewed on a quarterly basis by the Partneriaeth Joint Committee.

**Partneriaeth risks are scored at inherent level (before any control measures are applied) and at residual level (after control measures have been applied).**

Although control measures are applied, they may not be sufficient to reduce the residual score if external factors (outside of officer control) still have a high influence on the probability of the risk occurring or the impact should it occur. The heat map on page 8 shows the highest residual risks on Partneriaeth's Risk Register.

**Each risk has its own table showing the inherent and residual risk score along with the tolerance for the risk.**

To assist with the monitoring of changes to Partneriaeth's Risk Register between reviews, the risk score table for each risk includes a movement column which shows if the residual risk has increased↑, decreased↓, or stayed the same↔. Where there is no arrow icon, this process will commence from the report presented to the next Joint Committee.

The Corporate Risk Register for April 2023 - March 2024 contains 10 business risks (threats), each of which is indexed on page 9 and 10, and shown in detail on pages 13 to 23.

**Risks are categorised under one of the four following groupings**

1. Central Risks
2. Financial Risks
3. Governance Risks

**Every risk is explained in seven steps:**

- Event
- Description of Risk
- Background
- Objectives at Risk
- Risk Control Measures
- Risk Owner
- Risk Scores

1.3. Risk Evaluation Matrix

Threats					
<b>Probability</b>	<b>Very High</b>	Low (4)	Medium (8)	High (12)	High (16)
	<b>High</b>	Low (3)	Medium (6)	Medium (9)	High (12)
	<b>Medium</b>	Low (2)	Low (4)	Medium (6)	Medium (8)
	<b>Low</b>	Low (1)	Low (2)	Low (3)	Low (4)
		<b>Low</b>	<b>Medium</b>	<b>High</b>	<b>Very High</b>
		<b>Impact</b>			

1.4. Impact assessment criteria

(Review the risk against the following criteria, chose the one that best describes the impact and rate accordingly from 1 – 4)

Rating	Description	Financial Capital / Revenue	Political	Service / Operations
4	<b>Very High</b>	>40% to <100% budget	<ul style="list-style-type: none"> <li>Political intervention required.</li> </ul>	<ul style="list-style-type: none"> <li>Catastrophic fall in service quality and statutory service standards are not met.</li> <li>Long term interruption to service provision.</li> <li>Report from regulator or inspectorate requiring major project for corrective action.</li> </ul>
3	<b>High</b>	>15% to <40% budget	<ul style="list-style-type: none"> <li>Major adverse political reaction.</li> </ul>	<ul style="list-style-type: none"> <li>Major impact to service quality, statutory service standards are not met, long term disruption to operations, multiple partnerships affected.</li> <li>Report of breach to regulator with immediate correction to be implemented.</li> </ul>
2	<b>Medium</b>	>5 % to < 15 % budget	<ul style="list-style-type: none"> <li>Significant adverse regional political reaction.</li> </ul>	<ul style="list-style-type: none"> <li>Significant fall in service quality, major partnership relationships strained, serious disruption to statutory service standards.</li> <li>Reportable incident to regulator(s).</li> </ul>
1	<b>Low</b>	< 5% budget	<ul style="list-style-type: none"> <li>Minor adverse political reaction and complaints which are quickly remedied.</li> </ul>	<ul style="list-style-type: none"> <li>Minor impact to service quality, minor statutory service standards are not met.</li> </ul>

< = Less than

> =More than

1.5. Probability assessment criteria

(Select one of the ratings from the definitions below)

Rating	Annual Frequency			Probability	
	Description	Definition		Description	Definition
4	Very High	More than once in last 12 months		Very High	>85 % chance of occurrence
3	High	Once in last 2 years		High	>45% to <85 % chance of occurrence
2	Medium	Once in 3 years up to 10 years		Medium	>15% to < 45 % chance of occurrence
1	Low	Once in 10 years		Low	<15 % chance of occurrence

< = Less than

> =More than

## 2. CORPORATE BUSINESS RISKS

The heat map below summarises the highest residual risks contained on Partneriaeth's Risk Register.

<b>High Probability</b>	<b>9</b>	<b>12</b>
<b>Medium Probability</b>	<b>6</b> <ul style="list-style-type: none"> <li>• Lack of clarity regarding functions of Partneriaeth</li> </ul>	<b>8</b> <ul style="list-style-type: none"> <li>• Partneriaeth not found to provide value for money</li> </ul>
	<b>High Impact</b>	<b>Very High Impact</b>

### 3. INDEX AND SUMMARY OF RESIDUAL BUSINESS RISK SCORES

#### 3.1. Central Risks

No.	Risk	Probability	Impact	Residual Risk	Movement ↑↓↔	Page
1	Failure to deliver the 4 priority areas of Partneriaeth's business plan	1	4	4	↔	13
2	Failure to deliver against LA priorities included in Partneriaeth's business plan	1	3	3	↔	15
3	Failure to support LAs in relevant areas during their engagement with Estyn	1	3	3	↔	16
4	Data Protection	1	4	4	↔	17
5	Partneriaeth found not to provide Value for Money	2	4	8	↑	18

#### 3.2. Financial Risks

No.	Risk	Probability	Impact	Residual Risk	Movement ↑↓↔	Page
1	Timeliness of Welsh Government Funding	1	3	3	↓	19
2	Failure to comply with RCG T&Cs	1	4	4	↔	20

### 3.3. Governance Risks

No.	Risk	Probability	Impact	Residual Risk	Movement ↑↓↔	Page
1	Lack of clarity regarding functions of Partneriaeth	2	3	6	↔	21
2	Lack of Communication with all stakeholders	1	3	3	↔	22
3	Partneriaeth Governance	1	4	4	↔	23



## 4. CONTEXTUALISATION

Partneriaeth strives to deliver a consistent school improvement service, focused on challenge and support strategies that improve teaching and learning in classrooms and lead to improved pupil attainment and progress in all schools.

Our aim is to build school capacity through support, challenge and intervention so that schools become self-improving, resilient organisations. We facilitate school led support and intervention programmes at a peer to peer, department to department and school to school level according to the area of need that has been identified within the school.

The region will build school capacity through continuing support, challenge and intervention to become self-improving, resilient organisations which continually improve outcomes for learners. This regional strategy for a self-improving system is well underway and is firmly founded in the principles of school-to-school improvement.

Partneriaeth is committed to the Welsh Language and its prosperity, and the language is an integral part of all the administrative procedures of the organisation. We consider Welsh to be a central element of the identity of the region, and we will continue to do as much as we can to promote the language and its use.

Partneriaeth is governed by a legally constituted Joint Committee whose membership is made up of relevant officers from Partneriaeth and the three partner Local Authorities, with the three Council Leaders being voting members. The Joint committee is advised by scrutiny, strategic, operational and stakeholder groups, as detailed below:

<b>Governance Group</b>	<b>Members</b>
<b>Joint Committee</b>	<ul style="list-style-type: none"> <li>• 3 Leaders. Voting member.</li> <li>• 3 Cabinet Members for Education. These will be non-voting members.</li> <li>• 3 Chief Executives with a Lead Chief Executive, non-voting.</li> <li>• 3 Directors of Education with a Lead Director, non-voting.</li> <li>• Lead Officer Partneriaeth</li> <li>• S151 Officer and Monitoring Officer, as required.</li> <li>• External observers and advisers, on request – Estyn, WG, Audit Wales.</li> <li>• Chair of scrutiny Councillors' group, as non-voting observer</li> </ul>
<b>Scrutiny Councillor Group</b>	<ul style="list-style-type: none"> <li>• 3 Education Scrutiny Chairs</li> <li>• 3 Education Scrutiny Vice Chairs</li> <li>• 3 Directors of Education to attend together at least once per annum</li> <li>• Lead Officer Partneriaeth</li> <li>• Chair of Joint Committee to attend at least once per annum</li> <li>• External observers and advisers, on request</li> </ul>
<b>Strategic Group</b>	<ul style="list-style-type: none"> <li>• 3 Directors of Education</li> <li>• Lead Officer Partneriaeth</li> <li>• 3 Partneriaeth Strategic Advisers</li> </ul>
<b>Operations Group</b>	<ul style="list-style-type: none"> <li>• 3 local authority Lead School Improvement Officers</li> <li>• Lead Officer Partneriaeth</li> <li>• Partneriaeth Strategic Advisers, as required according to business plan priorities</li> </ul>

<b>Stakeholder Group</b>	<ul style="list-style-type: none"><li>• Lead Officer Partneriaeth</li><li>• 3 Partneriaeth Senior Strategic Advisers linked to each local authority</li><li>• 9 headteachers covering primary, secondary, special and pupil referral unit sectors</li></ul>
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## 5. CENTRAL RISKS

<b>1. FAILURE TO DELIVER THE 4 PRIORITY AREAS OF PARTNERIAETH'S BUSINESS PLAN</b>
<b>Description of Risk</b>
<p>The Partneriaeth business plan is not delivered in its entirety and to a sufficiently high standard, against the following priorities:</p> <p><b>Priority 1</b> – Support all schools and settings to design and deliver their own high quality equitable curriculum.</p> <p><b>Priority 2</b> – Embed principles and processes which underpin educational equity in all schools and settings.</p> <p><b>Priority 3</b> – Support schools and settings to develop a range of research and enquiry skills as a key part of their professional learning.</p> <p><b>Priority 4</b> – Provide career pathways for leaders, practitioners and support staff at all levels of the system.</p> <p>There is an increased risk linked to Priority 1 of schools not being sufficiently supported to implement Curriculum for Wales. If schools are not provided with appropriate and targeted support, the implementation will not be in line with national expectations, including supporting secondary settings from September 2023.</p>
<b>Background</b>
<p>The business plan for 2023/24 has been written and co-constructed with LA colleagues. Its structure differs from previous regional business plans with Local Authority priorities being an integral part of the plan. As Partneriaeth is funded by the Regional Consortia Grant, the plan consists of operational delivery plans for each of the funding lines of the grant.</p>
<b>Objectives at Risk</b>
All
<b>Risk Control Measures</b>
<ul style="list-style-type: none"> <li>• The business plan is co-constructed by Partneriaeth officers and senior LA officers</li> <li>• A high level business plan is produced setting out main priorities and linking with LA priorities. This is supplemented by detailed operational delivery plans with specific key performance indicators</li> <li>• These are shared with specific stakeholders including Central Team, LA colleagues, schools and Joint Committee, which includes the detailed operational delivery plans</li> <li>• Each operational delivery plan will have a named member of SLT to lead on the plan, as well as named officers to deliver the plan. These will include LA officers, where appropriate</li> <li>• Quarterly monitoring of the business plan, including every operational delivery plan</li> <li>• Over-sight of every operational delivery plan by a member of Partneriaeth's SLT</li> <li>• Appropriate levels of officer time are linked to each of the business plan priorities and as such greater resource is allocated to Priority 1</li> </ul>

Risk Owner				
Lead Officer, Senior Strategic Advisers, Lead Advisers				
Risk Scores				
Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	4	12	↔
Residual	1	4	4	↔
Tolerance			4	

## 2. FAILURE TO DELIVERY AGAINST LA PRIORITIES INCLUDED IN PARTNERIAETH'S BUSINESS PLAN

### Description of Risk

The priorities agreed with the three LAs and included in the Partneriaeth business plan are not supported to a sufficiently high standard.

### Background

The relevant priorities of each of the three partner LAs are included in the Partneriaeth business plan. These are mapped against each operational delivery plan included in the business plan.

### Objectives at Risk

All

### Risk Control Measures

- Quarterly monitoring of the business plan, including every operational delivery plan
- Regular meetings between the Senior School Improvement Adviser and Senior Strategic Adviser linked with each LA

### Risk Owner

Lead Officer, Senior Strategic Advisers

### Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	3	9	↔
Residual	1	3	3	↔
Tolerance			4	

### 3. FAILURE TO SUPPORT LOCAL AUTHORITIES IN RELEVANT AREAS AS THEY ENGAGE WITH ESTYN

#### Description of Risk

Partneriaeth does not provide the required support in the relevant areas to LAs as they engage with Estyn

#### Background

Pembrokeshire have successfully been removed from an Estyn category in Autumn 2022. Partneriaeth supported a range of relevant priorities in the Post Inspection Action Plan (PIAP).

Swansea Local Authority School Improvement Service was inspected in June 2022.

Partneriaeth's on-going support was recognised during the inspection.

Carmarthenshire Local Authority School Improvement Service was inspected in July 2023. Partneriaeth's on-going support was recognised during the inspection.

#### Objectives at Risk

All

#### Risk Control Measures

- Regular meetings between the Senior School Improvement Adviser and Senior Strategic Advisers linked with each LA
- The 3 Senior Strategic Advisers from Partneriaeth regularly attend relevant LA School Improvement meetings to facilitate a regular two-way conversation between relevant officers
- Regular meetings between Partneriaeth's Lead Officer and the 3 LA Directors of Education

#### Risk Owner

Lead Officer, Senior Strategic Advisers

#### Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	4	12	↔
Residual	1	3	3	↔
Tolerance			4	

#### 4. DATA PROTECTION

##### Description of Risk

Partneriaeth fails to comply with the Data Protection Act 2018, resulting in action from the ICO

##### Background

##### Objectives at Risk

All

##### Risk Control Measures

- Data Protection guidance is detailed in section 25 of the Legal Agreement (p.23)
- Data Processing Agreement to be added to Schedule 13 of the Legal Agreement
  - The Joint Committee shall appoint a Lead Council to assume responsibility for the discharge of functions on behalf of Partneriaeth, including Data Protection Officer Services
  - Agreement in place between constituent LAs and all schools across the region
  - Method, type of data and timings of exchange are detailed in the agreement
  - Partneriaeth staff use email and digital platforms under the Hwb licence, provided by Welsh Government. No personal emails will be used.
  - Partneriaeth staff only use electronic device provided to them, i.e. laptop, mobile phone, tablet. No personal devices will be used.

##### Risk Owner

Lead Officer, Lead Chief Executive, Lead Director

##### Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	4	12	↔
Residual	1	4	4	↔
Tolerance			4	

## 5. PARTNERIAETH FOUND NOT TO PROVIDE VALUE FOR MONEY

### Description of Risk

Partneriaeth is judged to not provide Value for Money (Governance and Compliance)

### Background

There is an expectation that the regional service will provide value for money across all workstreams.

### Objectives at Risk

All

### Risk Control Measures

- Schedule 4 of the Legal Agreement details the Terms of Reference for the Strategic Group (membership detailed on p.11). These include ensuring value for money within a costed business plan
- The costed business plan will be shared with Directors and presented to the Joint Committee for ratification
- Individual spending plans will be developed against every operational delivery plan, with a named senior officer having responsibility for each plan
- Actual spending will be authorised by Lead Officer, Senior Strategic Advisers or Business Support Manager
- Robust evaluation and monitoring processes are in place
- Effective Partneriaeth response to any 'critical' recommendations from internal audit.

### Risk Owner

Lead Officer, Section 151 Officer, Principal Accountant, Lead Director

### Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	4	12	↔
Residual	2	4	8	↑
Tolerance			4	



## 6. FINANCIAL RISKS

<b>1. TIMELINESS OF WELSH GOVERNMENT FUNDING</b>				
<b>Description of Risk</b>				
WG funding may not be timely, resulting in underspend, lateness of planning, or an inability to spend at the end of the financial year.				
<b>Background</b>				
As of January 2024 Welsh Government Grant funding for 2023-24 has now been received and this includes all expected variation awards.				
<b>Objectives at Risk</b>				
All				
<b>Risk Control Measures</b>				
<ul style="list-style-type: none"> <li>Financial forward planning with contingency arrangements so that essential implementation is not hindered. Indicative figures used for initial financial planning.</li> <li>Constant communication with WG to improve expectation, and to improve timeliness of in-year funding</li> <li>3-year indicative funding to be shared by WG</li> </ul>				
<b>Risk Owner</b>				
Section 151 Officer, Lead Banker Authority and Principal Accountant				
<b>Risk Scores</b>				
Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	3	9	↔
Residual	1	3	3	↔
Tolerance			6	

## 2. FAILURE TO COMPLY WITH REGIONAL CONSORTIA GRANT (RCG) T&CS

### Description of Risk

Partneriaeth fails to deliver against each funding line of the Regional Consortia Grant (RCG). Subsequently, Welsh Government could clawback funding.

### Background

Partneriaeth reports to Welsh Government on a 6 monthly basis followed by a feedback session with government civil servants.

### Objectives at Risk

All

### Risk Control Measures

- Partneriaeth's business plan 2023/24, is closely aligned to the Welsh Government priorities
- As a result, the Partneriaeth's business plan 2023/24, is also closely aligned to the RCG
- Named members of SLT, who lead on each area of the business plan to identify areas of concern regarding delivery of each operational delivery plan, linked to specific grant lines
- Quarterly monitoring of the business plan, resulting in early identification of areas of concern
- Designated senior officer to oversee financial processes and liaise with LA financial leads

### Risk Owner

Lead Officer, LA Directors, Joint Committee, Senior Strategic Adviser

### Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	4	12	↔
Residual	1	4	4	↔
Tolerance			4	

## 7. RISKS ASSOCIATED WITH GOVERNANCE

<b>1. LACK OF CLARITY REGARDING FUNCTIONS OF PARTNERIAETH</b>				
<b>Description of Risk</b>				
That the revised Partneriaeth structure does not bring sufficient clarity on the function of Partneriaeth and its central team, leading to a lack of confidence in the revised structure along with loss of trust within the profession				
<b>Background</b>				
<ul style="list-style-type: none"> <li>Under previous footprint, a perceived lack of clarity regarding the difference between the role of the LA, and the role of the region, among the teaching community</li> </ul>				
<b>Objectives at Risk</b>				
All				
<b>Risk Control Measures</b>				
<ul style="list-style-type: none"> <li>Communications Strategy group established centrally with membership linked to all areas of the business plan.</li> <li>Consistent and ongoing dialogue is being undertaken with LA partners to ensure consistency of communication through both regional and local channels</li> <li>Attendance by Partneriaeth officers at LA meetings, e.g. Headteacher meetings, providing input and relevant updates</li> </ul>				
<b>Risk Owner</b>				
Lead Officer, Lead Director, Senior Strategic Advisers				
<b>Risk Scores</b>				
Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	3	9	↔
Residual	2	3	6	↔
Tolerance			6	

## 2. LACK OF COMMUNICATION WITH ALL STAKEHOLDERS

### Description of Risk

That there is not sufficient, regular communication with all stakeholders, including schools, leaders and school practitioners, as well all middle-tier and Welsh Government colleagues

### Background

### Objectives at Risk

All

### Risk Control Measures

- Ongoing and effective communications provided by the Partneriaeth team on a weekly basis
- Partneriaeth website links to the Professional Offer and accompanying bilingual resources, including access to previously run webinars on-demand
- Regular attendance at all relevant meeting with middle-tier and Welsh Government colleagues
- Regular attendance by Partneriaeth officers at LA meetings, e.g. Headteacher meetings, providing input, relevant updates

### Risk Owner

Lead Officer, Senior Strategic Advisers

### Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	3	9	↔
Residual	1	3	3	↔
Tolerance			4	

### 3. PARTNERIAETH GOVERNANCE

#### Description of Risk

That Partneriaeth's operational governance arrangements do not provide transparency and confidence to the profession.

#### Background

Partneriaeth has adopted some enhanced strategic meetings which include a variety of key stakeholders in the decision-making process. The main aim of this change is that there is increased transparency around decision making and allocation of funding. Should these strategic meetings fail to improve transparency, there will be significant adverse effects.

Partneriaeth has a clear schedule of regular meetings of various governance groups. These include Joint Committee, Scrutiny Councillor Group, Strategic Group, Operations Group and Stakeholder. Membership includes Cabinet Members, Directors of Education, headteachers, Partneriaeth Lead Officer, senior officers from Partneriaeth, senior LA officers.

A full list of these groups, including meeting frequency and membership is included in the business plan.

#### Objectives at Risk

All

#### Risk Control Measures

- Clear lines of reporting for all groups
- Regular meetings of named governance groups
- Transparency whilst sharing information with school leaders and other stakeholders

#### Risk Owner

Lead Chief Executive, Lead Officer, Directors of Education, Principal Accountant

#### Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	4	12	↔
Residual	1	4	4	↔
Tolerance			4	



# Agenda Item 8



## Partneriaeth Scrutiny Work Programme 2023/2024

Date	Item
<p><b>23 Oct 2023</b>  <b>10am</b>            Remotely via            Teams</p>	<ol style="list-style-type: none"> <li><b>1. Outline of and Feedback from Partneriaeth Joint Committee held on 6 October 2023</b>                Lead Director and Lead Officer Partneriaeth</li> <li><b>2. Updated Risk Profile</b>                Lead Director and Lead Officer Partneriaeth</li> <li><b>3. Update on Curriculum for Wales</b>                Lead Director and Lead Officer Partneriaeth</li> <li><b>4. A look at Performance of Partneriaeth Priority 2 – Embed principles and processes which underpin educational equity in all schools and educational settings.</b>                Lead Director, Lead Officer and relevant Strategic Advisors</li> </ol>
<p><b>26 Feb 2024</b>  <b>10am</b>            Remotely via            Teams</p>	<ol style="list-style-type: none"> <li><b>1. Outline of and Feedback from Partneriaeth Joint Committee held on 2 February 2024</b>                Lead Director and Lead Officer Partneriaeth</li> <li><b>2. The Joint Committee’s financial affairs, risk Management and Governance arrangements</b>                (The Legal Agreement says the Councillor Group to review, scrutinise and assess the Joint Committee’s risk management, internal control and corporate governance arrangements and review and assess the economy, efficiency and effectiveness with which resources have been used).                Lead Director and Lead Officer Partneriaeth</li> <li><b>3. Updated Risk Profile</b>                Lead Director and Lead Officer Partneriaeth</li> <li><b>4. A look at Performance of Partneriaeth Priority 3 - Support schools and educational settings to develop a range of research and enquiry skills as a key part of their own professional learning. (Include A National and Professional Enquiry Project (NPEP) – School to present a project undertaken).</b>                Lead Director, Lead Officer relevant Strategic Advisors and Headteacher.</li> </ol>
<p><b>24 Jun 2024</b>  <b>10am</b>            Remotely via            Teams</p>	<ol style="list-style-type: none"> <li><b>1. Outline of and decisions for Partneriaeth Joint Committee held on 7 June 2024</b>                Lead Director and Lead Officer Partneriaeth</li> <li><b>2. Chair of the Joint Committee and Directors from each Council</b>                (The Legal agreement says Directors of Education of each of the Council shall attend together at least once per annum and that the Chair of Joint Committee shall attend at least once per annum: with purpose of seeking reassurance and to consider if the Partneriaeth is operating according to the Legal Agreement, its Business Plan and its timetable is being managed effectively)</li> </ol>

	<p><b>3. Updated Risk Profile</b> Lead Director and Lead Officer Partneriaeth</p> <p><b>4. Update on New Curriculum</b> Lead Director and Lead Officer Partneriaeth</p> <p><b>5. A look at the Performance of Partneriaeth Priority 4 - Provide career pathways for leaders, practitioners and support staff at all levels of the system. (Include A National and Professional Enquiry Project (NPEP) – School to present a project undertaken).</b> Lead Director, Lead Officer relevant Strategic Advisors and Headteacher.</p>
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