



30 SEPTEMBER 2022

**PARTNERIAETH JOINT COMMITTEE
VIRTUAL MEETING AT 10.00 AM,
ON FRIDAY, 7TH OCTOBER, 2022**

A G E N D A

- 1. ELECTION OF CHAIR OF JOINT COMMITTEE FOR A TWO YEAR TERM**
- 2. APOLOGIES FOR ABSENCE**
- 3. DECLARATIONS OF INTEREST**
- 4. MINUTES OF PARTNERIAETH MEETING HELD ON THE 29 APRIL 2022** 3 - 6
- 5. MATTERS ARISING FROM THE MINUTES**
- 6. PARTNERIAETH FINANCIAL REPORT 2022-23 (AUGUST 2022)** 7 - 14
- 7. INTERNAL AUDIT CHARTER** 15 - 24
- 8. PARTNERIAETH UPDATE / BUSINESS PLAN 2022-23** 25 - 60
- 9. RISK REGISTER** 61 - 86
- 10. ANY OTHER ITEMS OF BUSINESS THAT BY REASONS OF SPECIAL CIRCUMSTANCES THE CHAIR DECIDES SHOULD BE CONSIDERED AS A MATTER OF URGENCY PURSUANT TO SECTION 100B(4)(B) OF THE LOCAL GOVERNMENT ACT, 1972**



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Partneriaeth Joint Committee

Friday, 29 April 2022

Virtual Meeting
13:04pm – 13:47pm

CHAIR: Councillor Emlyn Dole, Leader, Carmarthenshire County Council

Voting Members	
Councillor Emlyn Dole	Leader, Carmarthenshire County Council
Councillor Robert Smith	Cabinet Member for Education, Skills and Lifelong Learning, Swansea Council
Councillor David Simpson	Leader, Pembrokeshire County Council
Chief Executives	
Mr Phil Roberts (Lead Chief Executive)	Chief Executive (Swansea Council)
Mr Will Bramble	Chief Executive (Pembrokeshire Council)
Directors of Education	
Mr Gareth Morgans	Carmarthenshire County Council (Lead Director)
Mr Steven Richards-Downes	Pembrokeshire County Council (Deputy Lead Director)
Cllr Guy Woodham	Cabinet Member for Education & Lifelong Learning, (Pembrokeshire County Council)
Mr Jonathan Haswell	ERW/Partneriaeth S151 Officer (Director of Resources, Pembrokeshire County Council)
Ms Tracey Meredith	ERW/Partneriaeth Monitoring Officer (Swansea Council)
Mr Ian Altman	Partneriaeth Lead Officer
Ms Helen Lewis	Partneriaeth HR (Pembrokeshire County Council)
Mr Mark Campion	Estyn
Matthew Holder	ERW/Partneriaeth Head of Internal Audit (Pembrokeshire County Council)
Mark McLaughlin	ERW/Partneriaeth Principal Accountant (Pembrokeshire County Council)
Sarah Edwards	ERW/Partneriaeth Deputy S151 Officer (Pembrokeshire County Council)
Ms Emma Bryer	Carmarthenshire County Council (Democratic Services)

Mrs Kelly Evans	Carmarthenshire County Council (Democratic Services)
Mr Aled Eynon	Carmarthenshire County Council (Translation)

1. ELECTION OF CHAIR OF JOINT COMMITTEE FOR A TWO YEAR TERM.

The Joint Committee considered nominations for appointment to the position of Chair for a two year term. This will be reviewed after the Elections on May 5th, 2022.

RESOLVED that the following members will be elected in the interim and reviewed after the elections on May 5th 2022 :-

- 1.1 Councillor Emlyn Dole (Carmarthenshire County Council) be appointed as Chair of the Partneriaeth Joint Committee**
- 1.2 Councillor David Simpson (Pembrokeshire County Council) be appointed as Deputy Chair of the Partneriaeth Joint Committee**
- 1.3 Councillor Robert Stewart (Swansea County Council) be appointed as Deputy Chair of the Partneriaeth Joint Committee**

2. APOLOGIES FOR ABSENCE

Apologies of absence were received from Wendy Walters, (Chief Executive of Carmarthenshire County Council), Councillor Rob Stewart (Leader of City and County of Swansea) and Councillor Glynog Davies, (Carmarthenshire County Council).

3. DECLARATIONS OF INTEREST

There were no declarations of personal interests made at the meeting.

4. PARTNERIAETH LEGAL AGREEMENT AND FUNCTIONS OF THE JOINT COMMITTEE.

The Joint Committee received a report to endorse the Partneriaeth legal agreement and to make key governance and operational decisions in accordance with the Joint Committee terms of reference.

UNANIMOUSLY RESOLVED that

- The legal agreement which has been agreed and signed by each of the three Councils be endorsed.**
- The establishment of the Strategic Group, the Operations Group and the Stakeholder Group in accordance with the terms of reference at Schedule 4 and 5 of the legal agreement be approved**
- The terms of reference for the Joint Scrutiny Councillor Group at Schedule 6 be endorsed**
- The Lead Councils to undertake the Functions set out in the table at paragraph 5 of this report be appointed**
- The appointments of Lead Chief Executive, Lead Director of Education and Lead Chief Finance Officer of Partneriaeth be agreed**
- The decision of each of the councils for Partneriaeth to provide services to other councils who are not parties to the legal agreement,**

namely Neath Port Talbot County Borough Council, Ceredigion County Council and Powys County Council in accordance with clause 14 of the legal agreement with authority delegated to Lead Council with responsibility for Contracts and Procurement to draft the appropriate service level agreements and contracts necessary to protect the interests of Partneriaeth be endorsed.

5. PARTNERIAETH OUTLINE BUDGET 2022/23

The Joint Committee received a report on the outline budget for 2022-23 prior to approval by the Councils. It was noted that the report provided specific detailed information in relation to :

- Assumptions and estimates
- Local Authorities contributions
- Service Level Agreements (SLA's)
- Risks

UNANIMOUSLY RESOLVED that :-

- **The assumptions and estimates made in compiling the outline budget for 2022-23 be noted**
- **The Local Authority contributions for 2022-23, the Service Level Agreement (SLA's) for 2022-23 and the outline budget for 2022-23 be endorsed, prior to approval by the Councils**
- **The Partneriaeth S151 Officer be authorised to make amendments to the outline budget for 2022-23 as assumptions and estimates are confirmed.**

6. PARTNERIAETH UPDATE / DRAFT BUSINESS PLAN 2022-23

The Joint Committee received a report on evaluation of the 2021-22 Business Plan and a draft Business Plan 2022-23 with an update on current provision in Partneriaeth.

UNANIMOUSLY RESOLVED that :-

- **the contents of the draft Business Plan 2022-23 as attached with this report be noted**
- **the final version of Business Plan 2022-23 be brought back to Joint Committee for approval.**

7. ANY OTHER ITEMS OF BUSINESS THAT BY REASONS OF SPECIAL CIRCUMSTANCES THE CHAIR DECIDES SHOULD BE CONSIDERED AS A MATTER OF URGENCY PURSUANT TO SECTION 100B(4)(B) OF THE LOCAL GOVERNMENT ACT, 1972.

The Chair noted that there were no other items of business that should be considered as a matter of urgency.

Before closing the meeting the Chair took the opportunity to thank everyone involved for their hard work in setting up Partneriaeth and that it was a beginning of a successful partnership.

CHAIR

DATE



**PARTNERIAETH
JOINT COMMITTEE
7 OCTOBER 2022**

Partneriaeth Financial Report 2022-23 (August 2022)

PURPOSE: To provide an update of the financial position of Partneriaeth at the end of August 2022

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

The Partneriaeth Joint Committee note the budget monitoring report as at August 2022 and the projected outturn for 2022-23.

REASONS:

Compliance with Financial Regulations

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**EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
7 OCTOBER 2022**

Partneriaeth Financial Report 2022-23 (August 2022)

BRIEF SUMMARY OF PURPOSE OF REPORT

To provide the Joint Committee with a financial update on the following

- Service Level Agreements
- LA Contributions
- Partneriaeth Outline Budget 2022-23
- Budget Monitoring – August 2022
- Grant Income for 2022-23
- Risks and Opportunities

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

Policy, Crime & Disorder and Equalities	Legal	Finance	Risk Management Issues	Staffing Implications
NONE	NONE	YES	YES	NONE

1. Finance

The financial implications are outlined in the report.

2. Risk Management

The key risks and opportunities are outlined in the report.

CONSULTATIONS

N/A

Section 100D Local Government Act, 1972 – Access to Information

List of Background Papers used in the preparation of this report:

THESE ARE DETAILED BELOW

Title of Document	File Ref No.	Locations that the papers are available for public inspection
N/A	N/A	N/A



**Partneriaeth
Financial Report
2022-23
(August 2022)**

**Partneriaeth Joint Committee
7 October 2022**

**Partneriaeth
S151 Officer**

1. Introduction

This report presents the Joint Committee with a financial update at 31 August 2022. All costs are for the 5-month period.

As its meeting on 29 April 2022, the Partneriaeth Joint Committee resolved that 'The assumptions and estimates made in compiling the outline budget for 2022-23 be noted, 'The Local Authority contributions for 2022-23, the Service Level Agreements (SLA's) for 2022-23 and the outline budget for 2022-23 be endorsed, prior to approval by the Councils' and 'the Partneriaeth S151 Officer be authorised to make amendments to the outline budget for 2022-23 as assumptions and estimates are confirmed.

In accordance with the Partneriaeth Legal Agreement dated 20 April 2022, 'Approving the first Annual Budget of the Partneriaeth and any subsequent Annual Budget which would exceed the scope of the authority delegated to the Joint Committee within its terms of reference' is a matter reserved for each Council. On 5 September 2022, Pembrokeshire County Council approved the first annual budget for Partneriaeth and it will be considered by Carmarthenshire County Council and Swansea Council in October 2022.

2. 2022-23 Service Level Agreements (SLA's)

The SLA's for 2022-23 are outlined in the table below:

SLA's	2022-23 £'000
Committee Services (Carmarthenshire)	5
Scrutiny (Swansea)	5
Finance (Pembrokeshire)	121
Internal Audit (Pembrokeshire)	26
Human Resources (Pembrokeshire)	6
Information Technology (Pembrokeshire)	31
Procurement (Pembrokeshire)	20
Total Budgeted SLA's	214

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

The Local Authority contributions for 2022-23 are outlined in the table below and are based on PLASC-20 figures (80%) and the number of schools within each Local Authority (20%):

Local Authority	2022-23 £'000
Carmarthenshire	107
Pembrokeshire	65
Swansea	128
Total Contributions	300

4. Partneriaeth Outline Budget 2022-23

The outline budget for 2022-23, endorsed by the Partneriaeth Joint Committee on 29 April 2022, is shown in the table below:

Budgeted Expenditure	Core Funded £'000	Grant Funded £'000	Total £'000
Staffing Costs			
Salaries*, Secondments, Specialists	-	1,930	1,930
Travel, Subsistence, Training & Development	-	15	15
IT Hardware & Mobiles	8	12	20
	8	1,957	1,965
Development and Running Costs			
Rent and Accommodation	25	-	25
General Office Expenses	7	-	7
Stationary, Telephone & Photocopying	5	-	5
Translation	-	40	40
Software & Marketing	26	-	26
Service Level Agreements	214	-	214
External Audit	15	-	15
Business Plan Objectives	-	3,058	3,058
	292	3,098	3,390
Estimated Total Expenditure	300	5,055	5,355
Budgeted Income	Core Funded £000	Grant Funded £000	Total £000
Local Authority Contributions	300	-	300
Grant Funding RCSIG**	-	4,159	4,159
Grant Funding RCSIG EIG Retained	-	841	841
PDG Co-ordinator	-	55	55
Estimated Total Income	300	5,055	5,355

*The pay offers for non-teaching and teaching (post September 2022) staff are in excess of that budgeted, so the budget will be amended once the pay offers are finalised.

**Includes £80k from NPT (Higher level teaching assistant and future leaders programme).

5. Budget Monitoring – August 2022

Budgeted Expenditure	Budget 2022-23 £'000	Exp. August 2022 £'000	Committed August 2022 £'000	Projected Outturn 2022-23 £'000
Staffing Costs				
Salaries*, Secondments, Specialists	1,930	821	1,150	1,971
Travel, Subsistence, Training & Development	15	10	5	15
IT Hardware & Mobiles	20	15	5	20
	1,965	846	1,160	2,006
Development and Running Costs				
Rent and Accommodation	25	9	12	21
General Office Expenses	7	-	7	7
Stationary, Telephone & Photocopying	5	1	1	2
Translation	40	-	40	40
Software & Marketing	26	-	26	26
Service Level Agreements	214	-	214	214
External Audit	15	-	15	15
Business Plan Objectives	3,058	33	2,991	3,024
	3,390	43	3,306	3,349
Total Expenditure	5,355	889	4,466	5,355
Budgeted Income				
Local Authority Contributions	300	65	235	300
Grant Funding RCSIG**	4,159	1,234	2,925	4,159
Grant Funding RCSIG EIG Retained	841	249	592	841
PDG Co-ordinator	55	-	55	55
Total Income	5,355	1,548	3,807	5,355
Overspend/(Underspend)	-	-	-	-

* The pay offers for non-teaching and teaching (post September 2022) staff are in excess of that budgeted, so the budget will be amended once the pay offers are finalised.

**Includes £80k from NPT (Higher level teaching assistant and future leaders programme).

The salaries, secondments and specialists budget is projecting an overspend of £41k. It is proposed that this is offset using reductions in the expenditure for rent and accommodation (£4k), stationary, telephone and photocopying (£3k) and Business Plan objectives (£34k).

6. Grant Income for 2022-23

It is anticipated that Partneriaeth will receive grant funding of £27.15m for 2022-23, of which £5.055m will be retained as above and £22.10m will be passported to each of the Council's and its Schools.

7. Risks and Opportunities

Continued reliance on grant funding will remain a risk for Partneriaeth.

It is anticipated that there will be ERW reserve and EWC balances remaining at the cessation of ERW and these will have to be distributed in accordance with the ERW Legal Agreement, however, there should be sufficient funds available to create reserves for Partneriaeth.

Recommendation

The Partneriaeth Joint Committee note the budget monitoring report as at August 2022 and the projected outturn for 2022-23.

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PARTNERIAETH JOINT COMMITTEE 07 OCTOBER 2022

INTERNAL AUDIT CHARTER

PURPOSE:

For the Joint Committee to consider and approve the draft Internal Audit Charter for Partneriaeth.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

That the Joint Committee approves the draft Internal Audit Charter.

REASONS:

To inform the Joint Committee of the Governance Arrangements the Internal Audit Service will conform to.

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EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
07 OCTOBER 2022

INTERNAL AUDIT CHARTER

BRIEF SUMMARY OF PURPOSE OF REPORT

The Internal Audit Charter defines the purpose, role and scope of Internal Audit, along with the authority to access information and personnel, as well as accountability and reporting lines. The Charter has been written in accordance with Standard 1000 of the Public Sector Internal Audit Standards (PSIAS) which came into force from April 2013, (which were updated in 2017).

The PSIAS states the mission of Internal Audit is “to enhance and protect organisational value by providing risk-based and objective assurance, advice and insight”, and defines Internal Audit as “an independent, objective assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes”.

A professional, independent and objective Internal Audit Service is one of the key elements of good governance. Internal Audit has specific responsibilities and rights of access to people and documents written into the Pembrokeshire County Council’s Financial Regulations, which have been adopted by Partneriaeth due to Pembrokeshire County Council being the nominated lead for Finance, which are included within the Charter, along with its objectives, roles and responsibilities, the staff involved and how it demonstrates its organisational independence. The expectations and responsibilities of the Head of Internal Audit are also included within the Charter.

The Charter reinforces the point that Internal Audit provides assurance to Members and Senior Management and should not be involved with operational matters of service delivery. It includes an important reference to the Code of Ethics for those working within the team in that they need to conform to the principles of Integrity, Objectivity, Confidentiality and Competency when undertaking their duties.

The expectations of how Internal Auditors will approach their work in terms of due professional care, integrity, independence and impartiality is written into the Charter. The reporting and quality assurance processes are also included. The Internal Audit Service plays an important part in helping to deter and identify fraud and corruption in order to safeguard public money, and this aspect is included within the Charter.

The Internal Audit Charter will be periodically reviewed by the Head of Internal Audit and will be presented back to the Joint Committee should any revisions be required.

DETAILED REPORT ATTACHED?

YES



IMPLICATIONS

Policy, Crime & Disorder and Equalities NONE	Legal YES	Finance NONE	Risk Management Issues NONE	Staffing Implications NONE
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1. Legal

The Joint Committee has ultimate responsibility and accountability for decisions taken in relation to the operation of Partneriaeth. The Legal agreement for Partneriaeth stipulates that the Joint Committee's functions include:

- Approving the Internal Audit Plan, Internal Audit Charter and receiving the Head of Internal Audit annual assurance opinion.

CONSULTATIONS

None.

Section 100D Local Government Act, 1972 – Access to Information

List of Background Papers used in the preparation of this report:

THESE ARE DETAILED BELOW

Title of Document	File Ref No.	Locations that the papers are available for public inspection
N/A	N/A	N/A



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INTERNAL AUDIT SERVICE



Internal Audit Charter

1. Purpose and Mission

- 1.1 The Internal Audit Service for the Partneriaeth Consortium will be provided by Pembrokeshire County Council's Internal Audit Service in accordance with the Joint Committee decision on 29 April 2022.
- 1.2 The purpose of the Internal Audit Service is to provide independent, objective assurance and consulting services designed to add value and improve Partneriaeth's operations. The Internal Audit Service helps the Partneriaeth Consortium accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, internal control and financial management arrangements. The provision of assurance services is the primary role for the Internal Audit Service. The mission of Internal Audit is to enhance and protect organisational value by providing risk based and objective assurance, advice and insight.

2. The Role of Internal Audit in Local Government

- 2.1 Section 151 of the Local Government Act 1972 states that every local authority in England and Wales should 'make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs'. The Director of Resources for Pembrokeshire County Council is the designated Section 151 Officer for Partneriaeth and has statutory responsibility for ensuring an effective internal audit function is resourced and maintained.
- 2.2 The Accounts and Audit Regulations (Wales) 2014 (as amended) state that a local government body 'must maintain an adequate and effective internal audit of its accounting records and its system of internal control. Any officer or member of that body must, if the body requires:
 - a) Make available such documents of the body which relate to its accounting and other records as appear to that body to be necessary for the purpose of the audit, and;
 - b) Supply the body with such information and explanation as that body considers necessary for that purpose.
- 2.3 The Relevant Internal Audit Standards Setters¹ introduced a common set of Public Sector Internal Audit Standards (PSIAS) in April 2013, which were updated in 2016 and 2017. The PSIAS are mandatory for every internal audit service provider for the public sector, whether internal, shared service or external. There are defined as 'proper internal audit practices'.

¹ CIPFA, Department of Health, Welsh Government, Department of Finance & Personnel, HM Treasury, The Scottish Government, in collaboration with the Chartered Institute of Internal Auditors.

3. Standards for the Professional Practice of Internal Auditing

- 3.1 The Internal Audit Service will govern itself by adherence to the Institute of Internal Auditors (IIA) mandatory Core Principles for the Professional Practice of Internal Auditing, Code of Ethics, Public Sector Internal Audit Standards and Definition of Internal Auditing.
- 3.2 The Head of Internal Audit for Partneriaeth will report periodically to the Section 151 Officer, the Partneriaeth Lead Chief Executive, and the Joint Committee regarding the Internal Audit Service's conformance with the Public Sector Internal Audit Standards.
- 3.3 The IIA's Practice Advisories, Practice Guides, and Position Papers will also be adhered to as applicable to guide operations. In addition, the Internal Audit Service will adhere the relevant policies and procedures of Pembrokeshire County Council and Partneriaeth policies and procedures where defined.

4. Authority

- 4.1 The Partneriaeth Head of Internal Audit will adhere to the CIPFA Statement on the Role of the Head of Internal Audit in Public Service Organisations 2019, and will report functionally to the Joint Committee and Section 151 Officer (as outlined below in 4.3) and administratively to the Partneriaeth Lead Chief Executive. To ensure that the Internal Audit Service has sufficient authority to fulfil its duties, the Joint Committee will:
- Approve the Internal Audit Charter;
 - Approve the risk-based Internal Audit plan;
 - Receive communications from the Head of Internal Audit on the outcome of assurance and consulting activities;
 - Receive the annual Head of Internal Audit opinion and report, that can be used by Partneriaeth to inform its governance statement;
 - Make appropriate enquiries of management and the Head of Internal Audit to determine whether there are inappropriate scope or resource limitations.
- 4.2 The Internal Audit Service must be free from interference in determining the scope of internal auditing, performance work and communicating results. In order to ensure independence, the Head of Internal Audit will communicate and interact directly with the Joint Committee and will have a direct reporting line to the Chair of the Joint Committee.
- 4.3 In order to ensure that the Section 151 Officer can fulfil his statutory duty and comply with the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2016), the Head of Internal Audit will:
- Consult with the Section 151 Officer when scoping the annual internal audit work plan to ensure sufficient assurance can be provided in line with CIPFA's Code of Practice on Local Authority Accounting in the UK;
 - Inform the Section 151 Officer immediately of any significant governance issues, high risks, material inaccuracies and any suspicions of fraudulent or irregular activity (as appropriate);
 - Inform the Section 151 Officer of any resource limitations that may impact on the delivery of the Internal Audit work plan;
 - Provide assurance to the Section 151 Officer on delivery of the Quality Assurance and Improvement Programme; the outcome of the annual self-assessment of conformance with

the PSIAS; and, the outcome of the 5-yearly external assessment. Any factors of material non-compliance with the PSIAS will be brought to the attention of the Section 151 Officer.

- 4.4 The Internal Audit Service, with strict accountability for confidentiality and safeguarding records and information, is authorised full, free, and unrestricted access to any and all of the Partneriaeth records, physical properties, and personnel pertinent to carrying out any engagement. All employees (either directly employed by Partneriaeth or employed in a Partner Organisation) are required to assist the internal audit activity in fulfilling its roles and responsibilities. The Internal Audit Service will also have free and unrestricted access to the Joint Committee.

5. Independence and Objectivity

- 5.1 The Head of Internal Audit will ensure that the Internal Audit Service remains free from all conditions that threaten the ability of Internal Auditors to carry out their responsibilities in an unbiased manner, including matters of audit selection, scope, procedures, frequency, timing and report content. If the Head of Internal Audit determines that independence or objectivity may be impaired in fact or appearance, the details of the impairment will be disclosed to appropriate parties.
- 5.2 Internal Auditors will maintain an unbiased mental attitude that allows them to perform engagements objectively and in such a manner that they believe in their work product, that no quality compromises are made, and that they do not subordinate their judgement on audit matters to others.
- 5.3 Internal Auditors will have no direct operational responsibility or authority over any of the activities audited. Accordingly, Internal Auditors will not implement internal controls, develop procedures, install systems, prepare records, or engage in any activity that may impair their judgement including;
- Assessing specific operations for which they had responsibility within the previous year;
 - Performing any operational duties for Partneriaeth or any operational duties for Pembrokeshire County Council that would conflict with the interests of Partneriaeth;
 - Directing the activities of any Partneriaeth employee, except to the extent that such employees have appropriately assigned to assist Internal Auditors.
- 5.4 Internal Auditors will;
- Disclose any impairment of independence or objectivity, in fact or appearance, to appropriate parties;
 - Exhibit professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined;
 - Make balanced assessments of all available and relevant facts and circumstances;
 - Take necessary precautions to avoid being unduly influenced by their own interests or by others in forming judgements.

- 5.5 The Head of Internal Audit will confirm to the Joint Committee, at least annually, the organisational independence of the Internal Audit Service.
- 5.6 All auditors are required to sign an annual declaration of interest to ensure that the allocation of audit work avoids a conflict of interest. Auditors who undertake any consultancy work will be prohibited from auditing those areas. Audits are rotated within the team to avoid over-familiarity and complacency.

6. Scope of Internal Audit Activities

- 6.1 The scope of internal auditing encompasses, but is not limited to, the examination and evaluation of the adequacy and effectiveness of Partneriaeth's governance, risk management, financial management and internal control arrangements in relation to defined objectives. Internal control objectives considered by Internal Audit include:
- Risks relating to the achievement of Partneriaeth's strategic objectives are appropriately identified and managed.
 - Consistency of operations or programmes with established objectives and effective performance.
 - Effectiveness and efficiency of operations and employment of resources;
 - Compliance with policies, plans, procedures, laws and regulations;
 - Reliability and integrity of management and financial information processes, including the means to identify, measure, classify, and report such information;
 - Resources and assets are acquired economically, used efficiently and protected adequately.
- 6.2 Due to its detailed knowledge and understanding of risks and controls, Internal Audit is well placed to provide advice and support on emerging risks and issues. As a result, Internal Audit may perform consulting and advisory services related to governance, risk management, internal control and financial management as appropriate, subject to the availability of resources and full cost recovery.
- 6.3 The Head of Internal Audit will report periodically to the Section 151 Officer, Partneriaeth Lead Chief Executive and the Joint Committee regarding;
- The Internal Audit Service's purpose, authority and responsibility;
 - The scope and outcome of the annual Internal Audit work plan;
 - The Internal Audit Service's conformance with the IIA's Code of Ethics and Standards, and action plans to address any significant conformance issues;
 - Significant risk exposures and control issues, including fraud risks, governance issues, and other matters requiring the attention of, or requested by, the Joint Committee;
 - Resource requirements;
 - Any response to risk by management that may be unacceptable to Partneriaeth.
- 6.4 The Head of Internal Audit has the responsibility to:
- Submit an annual risk-based work plan to the Joint Committee for approval, following consultation with the Section 151 Officer (as outlined in Section 4.3);
 - Communicate to the Section 151 Officer, Partneriaeth Lead Chief Executive and the Joint Committee the impact of resource limitations on the internal audit plan;

- Review and adjust the internal audit plan, as necessary, in response to changes in Partneriaeth's business risks, operations, programmes, systems and controls;
- Ensure that the audit engagement process is undertaken in accordance with the Public Sector Internal Audit Standards (PSIAS);
- Follow-up on engagement findings and corrective actions, and report periodically to Senior Management and the Joint Committee any corrective actions not effectively implemented;
- Ensure the principles of integrity, objectivity, confidentiality and competency are applied and upheld;
- Ensure that the Internal Audit Service collectively possesses or obtains the knowledge, skills, and other competencies needed to meet the requirement of the Internal Audit Charter;
- Ensure trends and emerging issues that could impact on Partneriaeth are considered and communicated to Senior Management and the Joint Committee as appropriate;
- Ensure emerging trends and successful practices in Internal Auditing are considered and implemented where appropriate.

6.5 Provide a 'Head of Internal Audit Annual Opinion and Report' to the Joint Committee to provide assurance on the overall adequacy and effectiveness of Partneriaeth's governance, internal control, risk management and financial management arrangements in place.

7. Quality Assurance Improvement Programme

7.1 The Head of Internal Audit is responsible for documenting and continuously reviewing a Quality Assurance Improvement Programme. This will involve ensuring appropriate supervisory checks are in place within the service to monitor continued compliance with the Public Sector Internal Audit Standards on all audit engagements. Additionally, a skills gap analysis will be undertaken to ensure the existing skills base is sufficient to meet the demands of Partneriaeth. Where a skills gap is identified, this will be highlighted to the Section 151 Officer who may also consider providing additional funding for training purposes or procuring specialist knowledge or skills where applicable.

8. Periodic Assessment

8.1 The Head of Internal Audit is responsible for periodically providing a self-assessment on the internal audit activity as regards its compliance with the Audit Charter (purpose, authority, responsibility) and performance relative to its annual plan. Results will be reported at least annually to the Section 151 Officer, Partneriaeth Lead Chief Executive and the Joint Committee.

8.2 In accordance with the requirements of the Public Sector Internal Audit Standards, an external assessment must be conducted at least once every five years by a qualified independent assessor or assessment team from outside Pembrokeshire County Council. Arrangements for an external assessment is undertaken as part of Pembrokeshire County Council's responsibility for Internal Audit, however, the results will be communicated to the Section 151 Officer and the Joint Committee.

9. Role in Counter Fraud

- 9.1 The internal audit plan is designed, in part, to help deter and identify fraud and corruption. Internal Audit bases its planning on regular risk assessment, and works with the Section 151 Officer (responsible for implemented appropriate measures to prevent and detect fraud and corruption) and the Lead Officer as well as the Joint Committee when determining its work programme.
- 9.2 The Section 151 Officer or Joint Committee may commission the Internal Audit service to undertake an investigation into purported fraud or irregularity, subject to the availability of resources and full cost recovery for additional work over and above the approved internal audit work plan and annual Head of Internal Audit Opinion and Report.

10. Assurance Mapping

- 10.1 In accordance with the PSIAS, the Head of Internal Audit will liaise with other assurance providers when scoping the internal audit work plan. To avoid duplication of effort, the Internal Audit service will place reliance on the work of other assurance providers where the scope and standards of work are sufficient to fulfil the assurance requirements of Partneriaeth.

Signatures:

Head of Internal Audit:

Date:

Partneriaeth Section 151 Officer:

Date:

Partneriaeth Lead Chief Executive:

Date:

Chair of the Joint Committee:

Date:



PARTNERIAETH JOINT COMMITTEE 7 OCTOBER 2022

PARTNERIAETH UPDATE / BUSINESS PLAN 2022-23

PURPOSE:

To provide Partneriaeth Joint Committee with a Business Plan for 2022-23 and an update of current provision in Partneriaeth.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

That Joint Committee approves Business Plan for 2022-23.

REASONS: To ensure delivery of regional priorities in line with RCSIG funding expectations.

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EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
7 OCTOBER 2022

PARTNERIAETH UPDATE / BUSINESS PLAN 2022-23

BRIEF SUMMARY OF PURPOSE OF REPORT

Presentation on key areas of the Business plan and an update on current provision across Partneriaeth.

The presentation will include an overview of work undertaken this term as well as plans for delivery and monitoring of the 2022-23 Business Plan.

DETAILED REPORT ATTACHED?

No

IMPLICATIONS

Policy, Crime & Disorder and Equalities	Legal	Finance	Risk Management Issues	Staffing Implications
NONE	NONE	YES	YES	YES

1. Finance

Lines in BP are linked to Welsh Government funding

2. Risk Management

The BP includes areas related to the risk management process

3. Staffing Implications

The BP reflects the current capacity within the organisation and additional support will be discussed with Directors of Education when appropriate.

CONSULTATIONS

N/A

Section 100D Local Government Act, 1972 – Access to Information
List of Background Papers used in the preparation of this report:
THESE ARE DETAILED BELOW

Title of Document	File Ref No.	Locations that the papers are available for public inspection
N/A	N/A	N/A





Cyngor Sir Gâr
Carmarthenshire
County Council



Cyngor Abertawe
Swansea Council

PARTNERIAETH

Partneriaeth Business Plan 2022-2023



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INTRODUCTION

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.



VISION

Partneriaeth 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.

REGIONAL CONTEXT

Partneriaeth services the 3 Local Authorities in South-West Wales, namely Pembrokeshire, Carmarthenshire and Swansea. We realise the value of working collaboratively and our new approach is based on a vision of a partnership working on behalf of our local authorities and contributing to the improvement in the performance of our schools and the education of our children and young people. The Partnership is a regional collaborative arrangement designed to promote excellence in all of our schools.

Each of the 3 Senior Strategic Advisers are directly linked with one of the Local Authorities to ensure effective support for schools in each LA. This reflects the agile approach and relies on high-quality collaboration between Partneriaeth Senior Strategic Advisers and LA senior officers.



Lead Officer, Partneriaeth
Ian Altman





Priority 1 – Raise standards in schools, particularly in literacy, numeracy and Welsh second language

- Develop strategies for the teaching of English/Welsh and mathematics
- Further strengthen cross-curricular provision for literacy & numeracy
- Maintain monitoring and promoting effective use of RRRS/PDG for lit/num catch-up programmes (link to disadvantage in R2)
- Provide strong support and challenge to schools causing concern

Priority 2 – Improve the outcomes for all groups of learners, including those eligible for free school meals and those who are more able

- Further develop and embed RADY approaches to support disadvantaged pupils across schools (R3)
- Further develop vocational pathways to support pupils with different skills and aptitudes
- Provide specialist support and training to schools to develop their own whole school approaches: Trauma Informed Schools, Emotion Coaching, ELSA, refocused Counselling Service

Priority 3 – Improve the effectiveness of the authority’s work to improve teaching and school leadership

- Promote evidenced-informed approaches to teaching and learning that support CfW, assessment and WG’s NSERE and SLO approaches
- Strengthen school-to-school working in various forms
- Support schools with leadership development and planning

Priority 4 – Strengthen the quality of evaluation by officers at all levels to improve the precision of planning for improvement

- Work with the newly formed Partneriaeth to ensure Pembrokeshire’s schools receive high-quality support



Key Focus areas – DRAFT – based on focus areas of SFGs, HT survey and HT wellbeing charter

Priority 1 - High-quality education services profession

- Ensure effective communications, including sharing platforms and response times.
- Clarify the aims and expectations of the WESP and all related professional learning.
- Ensure that our Professional Learning offer meets the needs of School- based staff and LA officers. (CCC and Partneriaeth).

Priority 2 - Inspirational leaders working collaboratively to raise standards

- Ensure stakeholder engagement in strategic development and review.
- Ensure the development of leaders at all levels (Including recruitment) .

Priority 3 - Strong and inclusive schools and services committed to excellence, equity and wellbeing

- Ensure the Wellbeing of all.
- Ensure that schools are well equipped to address pupil behaviours and wellbeing needs.
- Ensure robust attendance and pupil engagement support for schools.
- ALN transformation .
- Ensure appropriate range of learning pathways to ensure engagement, equity, Welsh language considerations, response to RSLP.

Priority 4 - Robust assessment, evaluation and accountability arrangements supporting a self-improving system

- Ensure learner progress through effective support relating to the Curriculum for Wales (Including Skill development, Transition and Evaluation)
- Net Zero Carbon principles to underpin all strategy .



Priority 1. Curriculum, Teaching and Assessment

- Support schools to design and deliver Curriculum for Wales
- Develop Welsh language provision
- Develop support for schools in STEM subjects

Priority 2. Support for Learners (Equity and inclusion)

- Ensure staff are supported to identify and remove barriers to learning so all learners can reach their potential
- Embed ALN, well-being and behaviour strategies to provide safe and supportive learning environments

Priority 3. Leadership

- Support the development of current and future leaders to build resilience and sustainability into the system.
- Support leaders to work collaboratively to raise standards

Priority 4. Workforce

- Work with ITE providers to ensure Swansea has highly qualified staff now and in the future
- Ensure that there is quality teaching in every classroom

Priority 5. Environments

- Support schools to ensure that all learners have access to learning environments that make effective use of the outdoors.



All Partneriaeth officers work in an agile way across all LAs and deliver on a range of strategic priorities linked to the RCSIG. SLT of the Lead Officer and 3 Senior Strategic Advisers develop the high-level planning in conjunction with Extended SLT including the 3 Lead Advisers.

Members of Extended SLT have oversight and responsibility for budget lines in the Business Plan and leading operational delivery teams.

All Central Team officers are involved in the development of the Operational Delivery Plans.

STRATEGIC OBJECTIVES

Priority 1 – Curriculum & Assessment - Supporting a national curriculum with equity & excellence at its core that sets high standards for all learners

Priority 2 – Developing a high-quality education profession - improving the teaching & learning in our schools

Priority 3 – Leadership and Career Pathways - supporting inspirational leaders working collaboratively to raise standards. Includes future leadership & professional networks

Priority 4 – Strong & inclusive schools committed to excellence, equity & well-being

Priority 5 – Supporting a self-improving system - supporting a system in which the education profession have the skills, capacity & agency to continually learn & improve their practice

Priority 6 – Ensure that Partneriaeth has strong governance and effective business and operational support that provides value for money

Priority 1 – Curriculum & Assessment - Supporting a national curriculum with equity & excellence at its core that sets high standards for all learners

SSA: Cressy Morgan			
1. Curriculum & Assessment Reform			
2. Curriculum reform professional learning programme (Curriculum Design and Development + New PL for curriculum)	P3	P1	P1
<ul style="list-style-type: none"> a. To develop the capacity of schools to engage in curriculum reform through a flexible, implemented programme of targeted interventions. b. To continue to support the national PL programme for Curriculum for Wales. c. To continue to provide asynchronous CfW support for middle leaders and teachers. d. To support schools with the collaborative development of shared understandings on curriculum and assessment in line with Curriculum for Wales guidance. e. To continue to support schools in progression conversations. f. To continue to support schools in their reform journey from curriculum vision to design and implementation. g. To ensure high-quality collaboration within Partneriaeth and with partners in the middle-tier. h. To deliver bespoke support for schools with furthest to go on reform journey. i. To support and facilitate local and national engagement through a range of focused networks. j. To develop and deliver a range of support for current qualifications and the Qualified for the Future agenda. 			

Priority 2 – Developing a high-quality education profession - improving the teaching & learning in our schools

SSA: Gwennan Schiavone			
1. Professional learning, enquiry and research to realise curriculum - school-led (NPEP, research, pedagogy school funding)	P3	P1	P1&4
<ul style="list-style-type: none"> a. To support school-to-school working to enable schools to deliver professional learning on a cluster, local or regional basis b. To facilitate joint-working with HEI on the delivery of key programmes such as NPEP/Post-16 NPEP/National Pedagogy Network to support the transition to a national approach. 			
2. Professional learning for developing practice and reflection (RALD/ WCLD, SLO, Pedagogy, Professional Standards)	P3	P1	P1&4
<ul style="list-style-type: none"> a. To support school-to-school working to enable schools to deliver professional learning on a cluster, local or regional basis b. To continue to support national implementation of the Schools as Learning Organisations (SLOs) approach, leading to a significant increase in engagement with the national SLO survey 			
3. Regional support for Modern Languages - (Modern Foreign Languages (Global Futures))	P1	P1	P1
<ul style="list-style-type: none"> a. To support secondary schools to engage and collaborate with quality improvement practitioners, innovation schools and professional learning pioneer schools within other Consortia to improve the teaching of MFL and to support planning for International Languages provision b. To support secondary schools to work with Language Institutes, HEIs (including the Open University) to provide opportunities and support for the teaching and learning of international languages 			
4. Literacy & Numeracy Grant	P1	P1	P1

a. To continue to provide direct support for literacy and numeracy towards further improvements in 2022-23 as part of a self-improving system			
5. Coding & Digital Skills	P1	P1	P1
a. To support the development of coding and digital skills b. To develop support and resources for schools to improve digital skills at a whole school level			
6. Primary LNF Oracy Scheme for Wales	P1	P1	P1
a. to provide targeted support to schools on developing oracy skills across the curriculum. Oracy (speaking and listening) is a strand of the Literacy component of the Literacy and Numeracy Framework (LNF).			
7. Welsh - Professional Development - Consortia Funding (some lines combined)	P1	P1	P1
a. To support the implementation of the Welsh in Education Action Plan			
8. A Level Improvement	P2&3	P1	P1
a. To provide support to improve teaching and learning of A Levels and the Advanced Welsh Baccalaureate			
9. Modern Foreign Languages – building capacity for MFL in the primary sector	P1&3	P1	P1
a. To build capacity to teach international languages in primary schools in preparation for the new curriculum			
10. Digital Competence Framework	P1	P1	P1
a. To further embed digital competence across the curriculum b. To develop support and resources for schools to improve digital planning and implementation at a whole school level			

**Priority 3 – Leadership and Career Pathways - supporting inspirational leaders working collaboratively to raise standards.
Includes future leadership & professional networks**

SSA: Greg Morgan			
1. Future Leadership (Aspiring, middle leaders including Coaching & Mentoring support)	P3	P1&2	P3&4
a. To offer and deliver a range of programmes across the different levels of leadership in Wales including those national development programmes for aspiring, senior, middle and experienced Leaders.			
2. National Professional Qualification for Headship (NPQH)	P3	P1&2	P3
a. To deliver an Aspiring Heads Programme that provides access to the NPQH assessment.			
3. Induction / Early career support programme	P3	P1&2	P4
a. To engage with schools, induction mentors, external verifiers to develop a series of blended learning professional learning resources for Newly Qualified Teachers			
b. To deliver additional professional learning to schools and external verifiers who will be engaged with the induction placement programme			
4. Higher Level Teaching Assistants (HLTA) - & TALP	P3	P1&2	P4
a. To offer and deliver a range of suitable programmes across the different levels of Teaching Assistants			
b. To deliver an Aspiring Higher Level Teaching Assistant Programme			

Priority 4 – Strong & inclusive schools committed to excellence, equity & well-being

SSA: Cressy Morgan			
Pupil Development Grant (PDG)	R1&2	P3	P2 &4
<ul style="list-style-type: none"> a. To appoint a strategic adviser to support schools and settings b. To support the educational achievement and attainment of those learners who are eFSM c. To support the educational achievement and attainment of looked after children and other related groups d. To support emotional, learning and developmental needs of EY learners from disadvantaged backgrounds e. To plan and deliver support to children who are in PRUs and EOTAS f. Renew and reform 			

Priority 5 – Supporting a self-improving system - supporting a system in which the education profession have the skills, capacity & agency to continually learn & improve their practice

SSA: Gwennan Schiavone



P3

P1

P4

- a. To develop peer and school-to-school working to ensure effective sharing and development of practice across the region
- b. To communicate with LA partners to provide bespoke support for identified schools
- c. To ensure resources are effectively shared across the region



Priority 6 – Ensure that Partneriaeth has strong governance and effective business and operational support that provides value for money

SSA: Greg Morgan

- a. To develop and review Performance Management processes
- b. To ensure consistent, high-quality communication
- c. To ensure high-quality professional learning for Partneriaeth staff
- d. To ensure a robust and effective business planning cycle
- e. To ensure coherent and transparent self-evaluation and monitoring processes
- f. To ensure accountability is evidenced through impact and VFM reports
- g. To ensure regular preparation of reports for Partneriaeth governance boards
- h. To develop reports for presentation at Partneriaeth Governance Boards
- i. To update regional Risk Register
- j. To support the internal audit process



GOVERNANCE

Governance Group	Members	Meeting Frequency
Joint Committee	<ul style="list-style-type: none"> • 3 Leaders. Voting member. • 3 Cabinet Members for Education. These will be non-voting members. • 3 Chief Executives with a Lead Chief Executive, non-voting. • 3 Directors of Education with a Lead Director, non-voting. • Partneriaeth Lead Officer • S151 Officer and Monitoring Officer, as required. • External observers and advisers, on request – Estyn, WG, Audit Wales. • Chair of scrutiny Councillors’ group, as non-voting observer – TBC 	Quarterly
Scrutiny Councillor Group	<ul style="list-style-type: none"> • 3 Education Scrutiny Chairs • 3 Education Scrutiny Vice Chairs • 3 Directors of Education to attend together at least once per annum • Partneriaeth Lead Officer • Chair of Joint Committee to attend at least once per annum • External observers and advisers, on request 	Quarterly
Strategic Group*	<ul style="list-style-type: none"> • 3 Directors of Education • Partneriaeth Lead Officer • Partneriaeth Senior Strategic Advisers, as required according to business plan priorities 	Fortnightly
Operations Group**	<ul style="list-style-type: none"> • 3 local authority Lead School Improvement Officers • Partneriaeth Lead Officer • 3 Partneriaeth Strategic Advisers • N.B. Senior Strategic Advisers to meet with relevant LA Lead School Improvement Officer fortnightly 	Monthly
Stakeholder Group	<ul style="list-style-type: none"> • Lead Officer Partneriaeth • 3 Partneriaeth Senior Strategic Advisers linked to each local authority • 9 headteachers covering primary, secondary, special and pupil referral unit sectors 	Termly

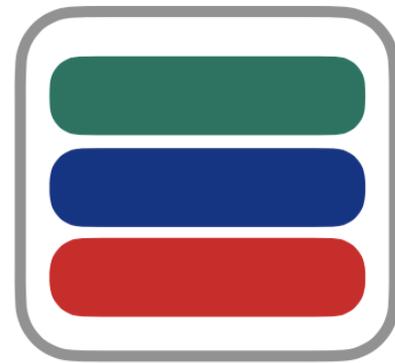
*PARTNERIAETH Strategic Group (fortnightly) – delegated responsibilities from Joint Committee for planning, performance, resource and risk monitoring. This is the group that sees spending plans and makes decisions on distribution of funding streams from WG. Section 151 officer and accountant of PARTNERIAETH to be invited to this group. Section 151 officer produces budget reports for Joint Committee.



**PARTNERIAETH Operations Group (monthly) – this is the group that knows about the operational delivery of work streams (funded by WG work streams). Each strategic adviser will have a costed plan and budget. Cannot go above budget without Directors' approval.



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PARTNERIAETH

Hydref/October 2022





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Professional Learning Offer

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Professional Learning Offer 2022/23

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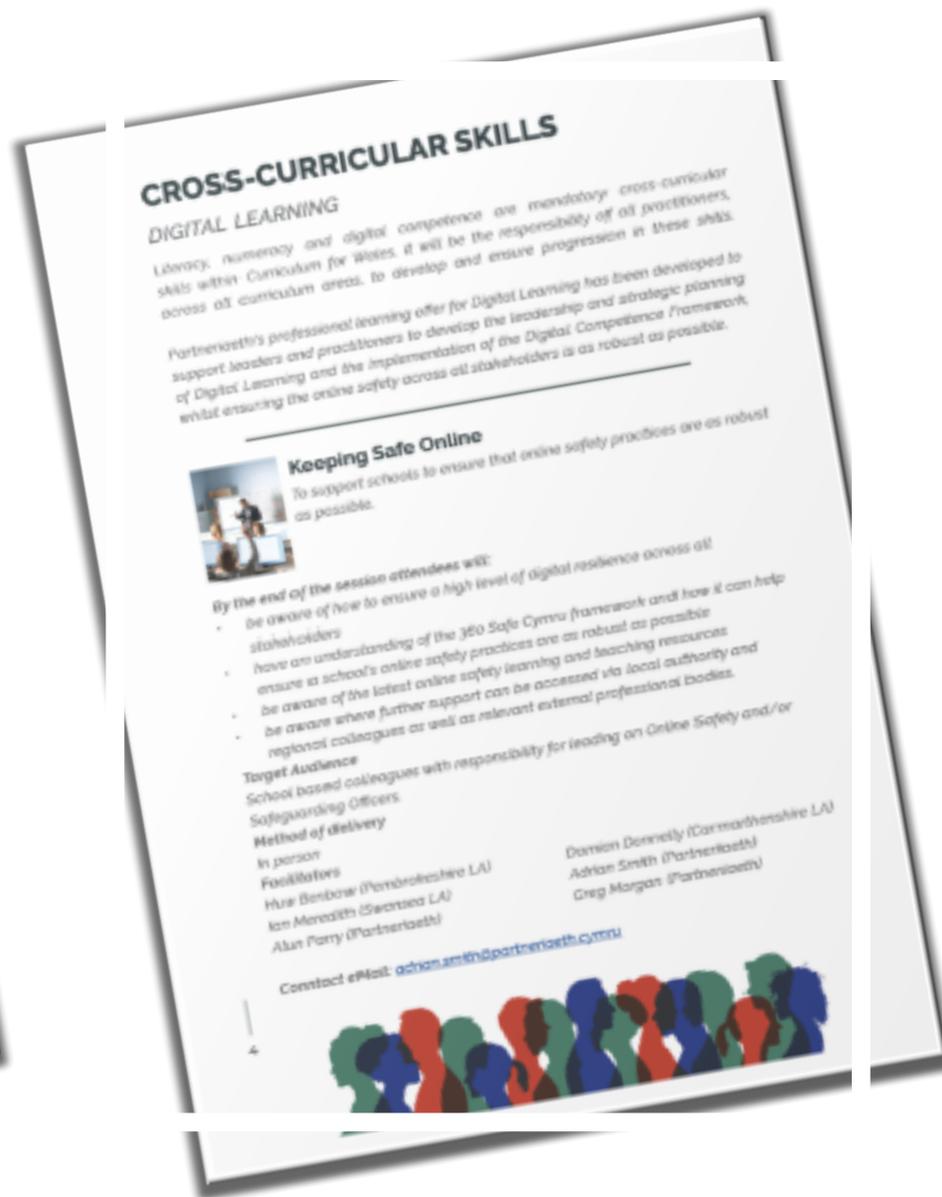
Curriculum for Wales

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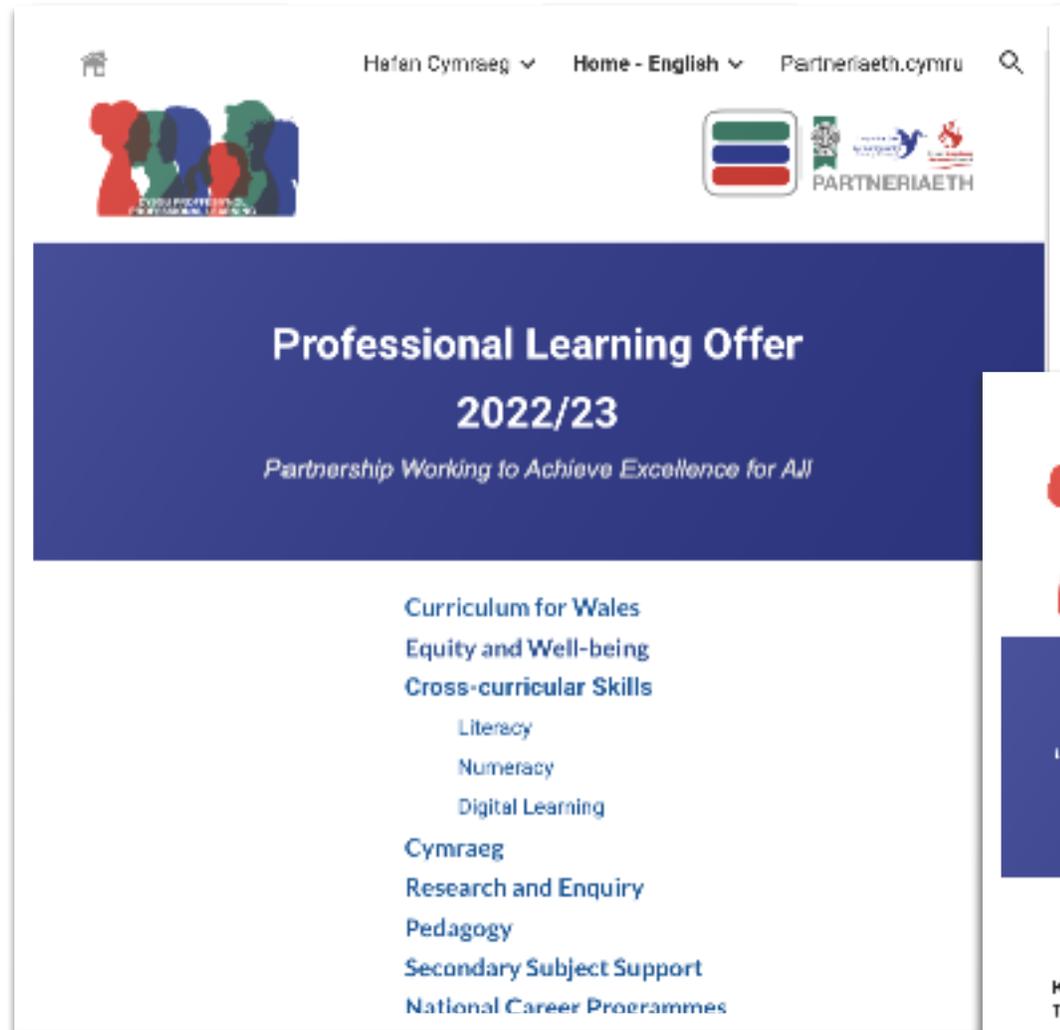


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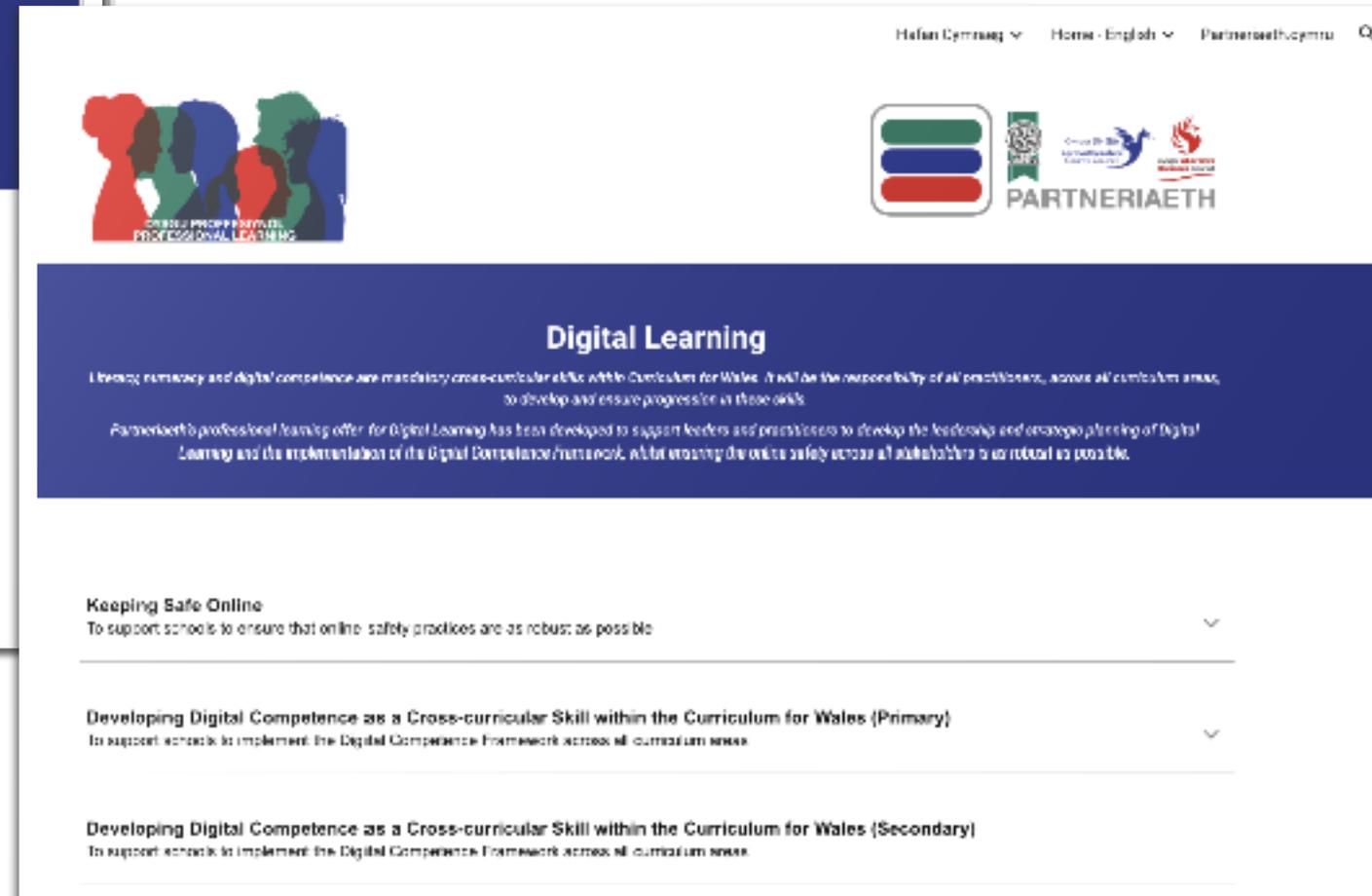


Cynnig Dysgu Proffesiynol / Professional Learning Offer



Professional Learning Offer
2022/23
Partnership Working to Achieve Excellence for All

- Curriculum for Wales
- Equity and Well-being
- Cross-curricular Skills
 - Literacy
 - Numeracy
 - Digital Learning
- Cymraeg
- Research and Enquiry
- Pedagogy
- Secondary Subject Support
- National Career Programmes



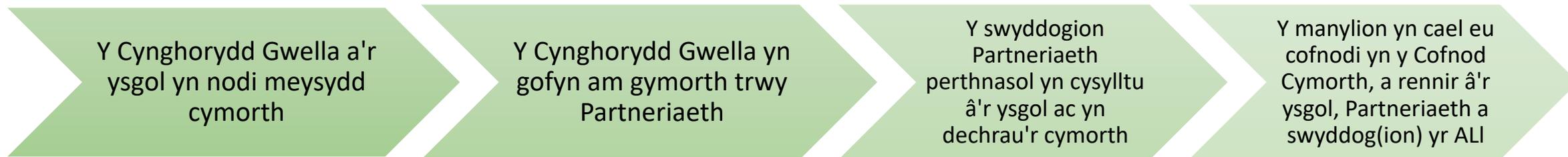
Digital Learning

Literacy, numeracy and digital competence are mandatory cross-curricular skills within Curriculum for Wales. It will be the responsibility of all practitioners, across all curriculum areas, to develop and ensure progression in these skills.

Partneriaeth's professional learning offer for Digital Learning has been developed to support leaders and practitioners to develop the leadership and encourage planning of Digital Learning and the implementation of the Digital Competence Framework, whilst ensuring the online safety across all stakeholders is as robust as possible.

- Keeping Safe Online**
To support schools to ensure that online safety practices are as robust as possible
- Developing Digital Competence as a Cross-curricular Skill within the Curriculum for Wales (Primary)**
To support schools to implement the Digital Competence Framework across all curriculum areas
- Developing Digital Competence as a Cross-curricular Skill within the Curriculum for Wales (Secondary)**
To support schools to implement the Digital Competence Framework across all curriculum areas

Llwybr y Cynghorydd Gwella



Improvement Adviser Route



Llwybr yr Ysgol/y Pennaeth

Yr ysgol yn nodi meysydd cymorth trwy brosesau hunanwerthuso ac yn gofyn am gymorth trwy swyddog cyswllt clwstr Partneriaeth

Rhoddir gwybod i swyddog(ion) perthnasol Partneriaeth a'r Awdurdod Lleol

Y manylion yn cael eu cofnodi yn y Cofnod Cymorth, a rennir â'r ysgol, Partneriaeth a swyddog(ion) yr ALL

Headteacher/School Route

School identifies areas of support through self-evaluation processes and requests support through Partneriaeth cluster link officer

Relevant Partneriaeth and LA officer/s are informed

Details recorded in the Support Log, shared with school, Partneriaeth and LA officer/s

Swyddogion Cyswllt Clwstwr – Cluster Link Officers

Bydd y swyddog cyswllt yn darparu llinell gyfathrebu gyson trwy'r canlynol:

- mynd i gyfarfodydd clwstwr pan fo hynny'n briodol
- cael sgysiau ag arweinwyr ledled y clwstwr
- cysylltu â Phartneriaid Gwella Ysgolion yr ALI ar gyfer yr ysgolion yn y clwstwr
- brocera cymorth trwy gysylltu â'r Partner Gwella Ysgolion ac uwch-swyddog priodol Partneriaeth:
 - Greg Morgan – Sir Benfro
 - Gwennan Schiavone – Sir Gaerfyrddin
 - Cressy Morgan – Abertawe

Ni ddisgwylir o reidrwydd i'r swyddog cyswllt ddatblygu/ddarparu cymorth i'r clwstwr gan y bydd hyn yn parhau i gael ei ddarparu gan gyd-weithwr/gyd-weithwyr mwyaf priodol Partneriaeth, ac nid yw'r rôl hon yn atgynhyrchu rolau rhwydwaith rhanbarthol blaenorol.

The link officer will provide a consistent line of communication by:

- attending cluster meetings when appropriate
- having conversations with leaders across the cluster
- liaising with the LA School Improvement Partners (SIPs) for the schools in the cluster
- brokering support through liaising with the SIP and appropriate Partneriaeth senior officer:
 - Greg Morgan – Pembrokeshire
 - Gwennan Schiavone – Carmarthenshire
 - Cressy Morgan – Swansea

The link officer is not necessarily expected to develop/deliver support for the cluster as this will continue to be provided by the most appropriate colleague/s from Partneriaeth and this role does not replicate previous regional network roles.

Swyddogion Cyswllt Clwstwr – Cluster Link Officers

SIR BENFRO - PEMBROKESHIRE	CYSWLLT PARTNERIAETH LINK
Ysgol Bro Gwaun cluster	Diane Evans
Ysgol Caer Elen cluster	Debbie Moon
Ysgol Bro Preseli cluster	
Ysgol Greenhill School cluster	Anthony Jones
Haverfordwest VC cluster	Jenna Gravelle
Milford Haven School cluster	Kate Andrews
Ysgol Harri Tudur cluster	Kate Andrews
Ysgol Penrhyn Dewi cluster	Sophie Flood

SIR GÂR - CARMARTHENSHIRE	CYSWLLT PARTNERIAETH LINK
Ysgol Bro Dinefwr cluster	Diane Evans
Ysgol Gyfun Gymraeg Bro Myrddin cluster	Debbie Moon
Bryngwyn School cluster	Stuart Jacob
Coedcae School cluster	Helen Davies
Ysgol Dyffryn Aman cluster	Diane Evans
Dyffryn Taf cluster	Sophie Flood
Ysgol Gyfun Emlyn cluster	Julie Hart
Glan Y Mor cluster	Stuart Jacob
Ysgol Maes Y Gwendraeth cluster	Lowri Davies
Queen Elizabeth High School cluster	Anthony Jones
St John Lloyd Catholic Comprehensive School cluster	Jenna Gravelle
Ysgol Gyfun Y Strade cluster	Lowri Davies

ABERTAWE - SWANSEA	CYSWLLT PARTNERIAETH LINK
Birchgrove cluster	Julie Hart
Bishop Gore School cluster	Adrian Smith
Bishop Vaughan School cluster	Jane Shilling
Bishopston Comprehensive cluster	Tom Basher
Cefn Hengoed cluster	Emma Wright
Dylan Thomas Community School cluster	Julian Nicholds
Gowerton Comprehensive School cluster	David Bradley
Ysgol Gyfun Gwyr cluster	Debbie Moon
Ysgol Gyfun Gymraeg Bryn Tawe cluster	Lowri Davies
Morrison Comprehensive cluster	Jane Shilling
Olchfa School cluster	Tom Basher
Pentrehafod School cluster	Emma Wright
Penyrheol Comprehensive School cluster	David Bradley
Pontarddulais Comprehensive School cluster	Adrian Smith

	CYSWLLT PARTNERIAETH LINK
PRU Network	Dylan Williams
Special Schools Network	Julian Nicholds

Operational Planning



Priority Area 2: Developing a high-quality profession – improving teaching and learning in our schools				
Focus: 2.5 Welsh - Professional Development				
Priority Lead:				
Operational Delivery Plan Lead:				
Team Members:				
Budget:				
Delivery Priorities:				
<p><u>Partneriaeth</u> will:</p> <ol style="list-style-type: none"> 1. Continue the role of the regional Welsh strategic lead in order to facilitate cross-regional working and to inform and support national developments; 2. Work with local authorities on the planning and implementation of Welsh in Education Strategic Plan outcomes that are specifically linked to the regional role of school improvement and delivering professional learning; 3. Develop and deliver a national programme of professional learning to support the workforce to prepare to deliver a transformational approach to the learning, teaching and assessment of the Welsh language; 4. Work with Welsh Government, the National Centre for Learning Welsh and Sabbatical Scheme providers to support practitioners to access a national programme of Welsh language skills development and provide post-course support once they return to school to plan the best use of the skills developed; 5. Develop and deliver a national professional learning programme to support schools to improve teaching through the medium of Welsh and immersion education; 6. Ensure that the challenge and support functions for schools advises school leaders on how to strategically plan to address the objectives of Cymraeg 2050 and monitors their progress along with how they use their professional learning and EIG funding for this purpose. 				
How will we achieve this?	Responsible Officer/s	Timescale	Budget	Success criteria
1. <u>Partneriaeth</u> to appoint a Strategic Lead for Welsh in Education (secondment / fixed term contract).	GS	Autumn Term 2022		Appointing a suitable person within the noted timeframe
2.1. Strategic Lead for Welsh to establish a regional group of LA officers to discuss matters relating to the WESBs and share best practice and experience. This group will also feed in to the national and cross regional work linked to the delivery of the new WESBs.	Strategic Lead	December 2022		Regional groups established, meeting every term / half term. Conversations leading to concrete actions that contribute to the delivery of the WESBs.
2.2. Strategic Lead for Welsh to meet with relevant officers from each LA individually to agree on areas within the WESBs that <u>Partneriaeth</u> can support directly. LA level plans to be agreed and funding to be provided, where relevant.				Frequent meetings held with appropriate LA officers. Plans in place, with agreed priorities and actions for each LA by December 2022.

Quarterly Monitoring of Delivery Plans

		RAG
2.1 Professional learning, enquiry and research to realise curriculum - school led (NPEP, research, pedagogy school funding)	Quarter 1	Yellow
	Quarter 2	Green
	Quarter 3	
	Quarter 4	
2.2 Professional learning for developing practice and reflection (RALD/ WCLD, SLO, Pedagogy, Professional Standards)	Quarter 1	Green
	Quarter 2	Green
	Quarter 3	
	Quarter 4	
2.3 Literacy & Numeracy Grant	Quarter 1	Yellow
	Quarter 2	Green
	Quarter 3	
	Quarter 4	
2.4 Primary LNF Oracy Scheme for Wales	Quarter 1	Green
	Quarter 2	Green
	Quarter 3	Green
	Quarter 4	
2.5 Welsh - Professional Development	Quarter 1	Green
	Quarter 2	Green
	Quarter 3	
	Quarter 4	
2.6 A Level Improvement	Quarter 1	Green
	Quarter 2	Green
	Quarter 3	
	Quarter 4	
2.7 Regional support for Modern languages - (Modern Foreign Languages (Global Futures))	Quarter 1	Yellow
	Quarter 2	Green
	Quarter 3	
	Quarter 4	
2.8 Modern Foreign Languages – building capacity for MFL in the primary sector	Quarter 1	Yellow
	Quarter 2	Yellow
	Quarter 3	
	Quarter 4	
2.9 Digital Competence Framework	Quarter 1	Yellow
	Quarter 2	Green
	Quarter 3	
	Quarter 4	
2.10 Coding & Digital Skills	Quarter 1	Yellow
	Quarter 2	Green
	Quarter 3	
	Quarter 4	



BP Priority:	Reporting Officer:	Reporting Period:	Q2
Successes:			
Challenges:			
Forward Look:			
Decisions Required:			
Stakeholder Comms & Feedback:			
Budget Update / Issues:			

	Very Good Progress BP area addressed in nearly all aspects	Strong Progress Project addressed in most aspects. Only minor aspects require further attention.	Satisfactory Progress Project addressed in many aspects. However, a few significant aspects require significant attention.	Limited Progress All or many aspects still awaiting attention.
Overview		Last Report	Current Status	Predicted by next report



Financial Planning and Tracking

Priority Funding Description

Education Improvement Grant for Schools (EIG) - (minus EIG retained)

Professional Learning funding for schools

1. Curriculum & Assessment - Supporting a national curriculum with equity & excellence at its core that sets high standards for all learners

- 1.1 Curriculum Reform - Regional support for curriculum and assessment reform
- 1.2 Curriculum Reform - National Network schools' engagement
- 1.3 Curriculum Reform - Schools curriculum and assessment reform, inc learning progression
- 1.4 Curriculum Reform - Wellbeing in learning
- 1.5 Curriculum reform PL programme (Curriculum Design and Development + New PL for curriculum)

2. Developing a high-quality education profession - Improving the teaching and learning in our schools

- 2.1 Professional learning, enquiry and research to realise curriculum - school-led (NPEP, research, pedagogy school funding)
- 2.2 Professional learning for developing practice and reflection (RALD/ WCLD, SLO, Pedagogy, Professional Standards)
- 2.3 Literacy & Numeracy Grant
- 2.4 Primary LNF Oracy Scheme for Wales
- 2.5 Welsh - Professional Development
- 2.6 A Level Improvement
- 2.7 Regional support for Modern languages - (Modern Foreign Languages)
- 2.8 Modern Foreign Languages – building capacity for MFL in schools
- 2.9 Digital Competence Framework
- 2.10 Coding & Digital Skills

3. Leadership - supporting inspirational leaders working in schools

- 3.1 Induction / Early Career support package
- 3.2 Higher Level Teaching Assistants (HLTA) - & TALP
- 3.3 Future Leadership Programme (Aspiring, middle leaders in schools)
- 3.4 National Professional Qualification for Headship (NPOH)

2.10 Coding & Digital Skills						
Financial Code: NS210						
Funding Allocation:		£	<input type="text"/>			
Remaining balance:		£	<input type="text"/>			
	Planned		Actuals			
	Spend	Delegated	Spend	Delegated		
Sub-totals	£	£	£	£		
Totals	£		£	-		
Description	Spend	Delegated	Spend	Delegated	Date	Additional Code
Online Safety session - Autumn term - Half day supply cover per school		£				
Digital competence session - Spring term - Half day supply cover per school		£				
SWGFL Assessor Training (3 colleagues)	£					
SWGFL update training (6 colleagues)	£					
Purchase of coding loan kit	£					
Sharing effective practice - Partneriaeth		£	1,440			

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PARTNERIAETH JOINT COMMITTEE 7 OCTOBER 2022

RISK REGISTER

PURPOSE:

To inform the Joint Committee of the regional Risk profile.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

That the Joint Committee note the risk profile, and accept the report.

REASONS:

Governance Arrangements, Risk Management.

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**EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
7 OCTOBER 2022**

RISK REGISTER

BRIEF SUMMARY OF PURPOSE OF REPORT

The report outlines the overall risk profile of the region. The heat map indicates the following risks as scoring:

Medium Probability and High Impact

- Failure to support LAs in relevant areas during their engagement with Estyn
- Timeliness of Welsh Government Funding
- Lack of clarity regarding functions of Partneriaeth

DETAILED REPORT ATTACHED?

Yes

IMPLICATIONS

Policy, Crime & Disorder and Equalities NONE	Legal NONE	Finance YES	Risk Management Issues YES	Staffing Implications NONE
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1. Finance

There is a section on the register dedicated to Financial Risks

2. Risk Management

The Risk Register is the primary risk analysis mechanism in Partneriaeth's governance system.

CONSULTATIONS

Details of any consultations undertaken are to be included here

N/A

Section 100D Local Government Act, 1972 – Access to Information

List of Background Papers used in the preparation of this report:

THESE ARE DETAILED BELOW

Title of Document	File Ref No.	Locations that the papers are available for public inspection
N/A	N/A	N/A





Risk Register

April 2022 - March 2023

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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 – Curriculum & Assessment - Supporting a national curriculum with equity & excellence at its core that sets high standards for all learners

Priority 2 – Developing a high-quality education profession - improving the teaching & learning in our schools

Priority 3 – Leadership - supporting inspirational leaders working collaboratively to raise standards. Includes future leadership & professional networks

Priority 4 – Strong & inclusive schools committed to excellence, equity & well-being

Priority 5 – Supporting a self-improving system - supporting a system in which the education profession have the skills, capacity & agency to continually learn & improve their practice

Priority 6 – Ensure that Partneriaeth has strong governance and effective business and operational support that provides value for money

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 2022 - March 2023 contains 10 business risks (threats), each of which is indexed on page 9 and 10, and shown in detail on pages 13 to 22.

Risks are categorised under one of the four following groupings

1. Central Risks
2. Financial Risks
3. Risks associated with Review and Reform
4. Risks associated with Failure to respond to Covid-19

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					
Probability	Very High	Low (4)	Medium (8)	High (12)	High (16)
	High	Low (3)	Medium (6)	Medium (9)	High (12)
	Medium	Low (2)	Low (4)	Medium (6)	Medium (8)
	Low	Low (1)	Low (2)	Low (3)	Low (4)
		Low	Medium	High	Very High
Impact					

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

< = 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.

High Probability	9	12
Medium Probability	6 <ul style="list-style-type: none"> • Failure to support LAs in relevant areas during their engagement with Estyn • Timeliness of Welsh Government Funding • Lack of clarity regarding functions of Partneriaeth 	8
	High Impact	Very High Impact

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 6 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		14
3	Failure to support LAs in relevant areas during their engagement with Estyn	2	3	6		15
4	Data Protection	1	4	4		17
5	Partneriaeth found not to provide Value for Money	1	4	4		18

3.2. Financial Risks

No.	Risk	Probability	Impact	Residual Risk	Movement ↑↓↔	Page
1	Timeliness of Welsh Government Funding	2	3	6		19
2	Failure to comply with RCSIG 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:

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

Stakeholder Group	<ul style="list-style-type: none">• Lead Officer Partneriaeth• 3 Partneriaeth Senior Strategic Advisers linked to each local authority – to be appointed, we will have one linked to Swansea.• 12 headteachers covering primary, secondary, special and pupil referral unit sectors
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5. CENTRAL RISKS

1. FAILURE TO DELIVER THE 6 PRIORITY AREAS OF PARTNERIAETH'S BUSINESS PLAN				
Description of Risk				
The Partneriaeth Business Plan is not delivered in its entirety and to a sufficiently high standard.				
Background				
The draft Business Plan for 2022/23 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 School Improvement Grant, the plan consists of operational delivery plans for each of the funding lines of the grant.				
Objectives at Risk				
All				
Risk Control Measures				
<ul style="list-style-type: none"> • The business plan is co-constructed by Partneriaeth officers and senior LA officers • 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 • These are shared with specific stakeholders including Central Team, LA colleagues, schools and Joint Committee, which includes the detailed operational delivery plans • 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 • Quarterly monitoring of the business plan, including every operational delivery plan • Over-sight of every operational delivery plan by a member of Partneriaeth's SLT 				
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 Challenge Adviser and Senior Strategic Officer linked with each LA

Risk Owner

Lead Officer, Senior Strategic Officers

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 are currently in an Estyn category and have a well-established Post Inspection Action Plan (PIAP) to deliver.
Swansea Local Authority School Improvement Service will be inspected in June 2022.

Objectives at Risk

All

Risk Control Measures

- Regular meetings between the Senior Challenge Adviser and Senior Strategic Officer linked with each LA
- Partneriaeth's contribution to the delivery of Pembrokeshire's PIAP is monitored every half-term
- The 3 Senior Strategic Officers from Partneriaeth regularly attend relevant LA School Improvement meetings, such as Challenge Adviser meetings, etc. to facilitate a regular two-way conversation between relevant officers

Risk Owner

Lead Officer, Senior Strategic Officers

Risk Scores

Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	4	12	
Residual	2	3	6	
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
 - Data flow agreements exist between the 3 LAs and Partneriaeth
 - 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 Sharepoint platform 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

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 Officers or Business Support Manager
- Robust evaluation and monitoring processes are in place

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	1	4	4	
Tolerance			4	

6. FINANCIAL RISKS

1. TIMELINESS OF WELSH GOVERNMENT FUNDING				
Description of Risk				
WG funding may not be timely, resulting in underspend, lateness of planning, or an inability to spend at the end of the financial year.				
Background				
Objectives at Risk				
All				
Risk Control Measures				
<ul style="list-style-type: none"> Financial forward planning with contingency arrangements so that essential implementation is not hindered. Indicative figures used for initial financial planning. Constant communication with WG to improve expectation, and to improve timeliness of in-year funding 3-year indicative funding to be shared by WG 				
Risk Owner				
Section 151 Officer, Lead Banker Authority and Principal Accountant				
Risk Scores				
Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	3	9	
Residual	2	3	6	
Tolerance			6	

2. FAILURE TO COMPLY WITH REGIONAL CONSORTIA SCHOOL IMPROVEMENT GRANT (RCSIG) T&CS

Description of Risk

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

Background

Objectives at Risk

All

Risk Control Measures

- Partneriaeth's Business Plan 2022/23, is closely aligned to the Welsh Government five priorities
- As a result, the Partneriaeth's Business Plan 2022/23, is also closely aligned to the RCSIG
- 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

Risk Owner

Lead Officer, LA Directors, Joint Committee

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

1. LACK OF CLARITY REGARDING FUNCTIONS OF PARTNERIAETH				
Description of Risk				
<ul style="list-style-type: none"> 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 				
Background				
<ul style="list-style-type: none"> 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 				
Objectives at Risk				
All				
Risk Control Measures				
<ul style="list-style-type: none"> Communications Strategy group established centrally with membership linked to all areas of the business plan. Consistent and ongoing dialogue is being undertaken with LA partners to ensure consistency of communication through both regional and local channels Attendance by Partneriaeth officers at LA meetings, e.g. Headteacher meetings, providing input and relevant updates 				
Risk Owner				
Lead Officer, Lead Director				
Risk Scores				
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
- New Partneriaeth website being populated with details of 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

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	

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