

Document Pack



THURSDAY, 26 JANUARY 2023

**PARTNERIAETH JOINT COMMITTEE
ON FRIDAY, 3RD FEBRUARY, 2023, AT 10.00 AM,**

**IN THE CHAMBER, COUNTY HALL,
CARMARTHEN, SA31 1JP AND REMOTELY**

A G E N D A

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST**
3. **MINUTES OF PARTNERIAETH MEETING HELD ON THE 7TH OCTOBER, 2022** 3 - 6
4. **MATTERS ARISING FROM THE MINUTES (IF ANY)**
5. **PARTNERIAETH LEAD CHIEF EXECUTIVE AND PARTNERIAETH LEAD DIRECTOR** 7 - 8
6. **LETTER FROM CHAIR OF THE PARTNERIAETH SCRUTINY COUNCILLOR GROUP** 9 - 12
7. **PARTNERIAETH FINANCIAL REPORT 2022-23 (DECEMBER 2022)** 13 - 24
8. **INTERNAL AUDIT WORK PROGRAMME 2022-23** 25 - 30
9. **PARTNERIAETH UPDATE** 31 - 74
10. **RISK REGISTER** 75 - 102
11. **ANY OTHER ITEMS OF BUSINESS THAT BY REASONS OF SPECIAL CIRCUMSTANCES THE CHAIR DECIDES SHOULD BE CONSIDERED AS A MATTER OF URGENCY PURSUANT OF SECTION 100B (4)(B) OF THE LOCAL GOVERNMENT ACT 1972**







Partneriaeth Joint Committee

Friday, 7 October 2022

Virtual Meeting 10.04am - 10.47 am

CHAIR: Councillor Darren Price, Leader, Carmarthenshire County Council

Voting Members	
Councillor Darren Price	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	
Mrs Wendy Walters	Chief Executive (Carmarthenshire Council)
Mr Martin Nicholls	Interim Chief Executive (Swansea Council)
Directors of Education	
Mr Gareth Morgans	Carmarthenshire County Council (Lead Director)
Mr Steven Richards-Downes	Pembrokeshire County Council (Deputy Lead Director)
Ms. Helen Morgan-Rees	Swansea City and County Council (Deputy Lead Director)
Councillor Guy Woodham	Cabinet Member for Education & Lifelong Learning, (Pembrokeshire County Council)
Councillor Rob Stewart	Leader, Swansea City & County Council
Mr Jonathan Haswell	Partneriaeth S151 Officer (Director of Resources, Pembrokeshire County Council)
Mr Ian Altman	Partneriaeth Lead Officer
Ms Helen Lewis	Partneriaeth HR (Pembrokeshire County Council)
Mr Mark Campion	Estyn
Mrs Sharen Davies	WLGA
Mr Matthew Holder	Partneriaeth Head of Internal Audit (Pembrokeshire County Council)
Matthew Holder	Partneriaeth Head of Internal Audit (Pembrokeshire County Council)
Sarah Edwards	Partneriaeth Deputy S151 Officer (Pembrokeshire County Council)
Mrs Janine Owen	Carmarthenshire County Council (Democratic Services)

Mrs Kelly Evans	Carmarthenshire County Council (Democratic Services, note taker)
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.

RESOLVED that the following member will be elected :-

- 1.1 Councillor Darren Price (Leader, Carmarthenshire County Council) be appointed as Chair of the Partneriaeth Joint Committee**

2. APOLOGIES FOR ABSENCE

An apology for absence was received from William Bramble (Chief Executive, Pembrokeshire County Council) and Chris Llewelyn (WLGA). Sharon Davies (WLGA) attended meeting as substitute.

(Note: Cllr Rob Stewart left the meeting at this point)

3. DECLARATIONS OF INTEREST

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

4. MINUTES OF PARTNERIAETH MEETING HELD ON THE 29 APRIL 2022

RESOLVED that the minutes of the meeting held on the 29th April, 2022 be signed as a correct record.

5. MATTERS ARISING FROM THE MINUTES

There were no matters arising from the minutes of the meeting held on 29th April, 2022.

6. PARTNERIAETH FINANCIAL REPORT 2022-23 (AUGUST 2022)

The Joint Committee received an update on the financial position of Partneriaeth at the end of August 2022 and the projected outturn for 2022-23.

It was noted that the report provided specific detailed information in relation to:

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

The Joint Committee was advised that due to pay offers being in excess of that budgeted, the budget will require amending once the pay offers are finalised. Funding these pressures will need future consideration by the Joint Committee.

Reference was made to the office space used by Partneriaeth and it was suggested of possibly just using Council offices within the three Councils to make efficiency savings. It was commented that office space will be looked at during the year, to see if any budget savings could be made.

UNANIMOUSLY RESOLVED that :-

- 6.1 The budget monitoring report as at August 2022 be noted;**
- 6.2 The projected outturn for 2022-23 be noted**

7. INTERNAL AUDIT CHARTER

The Joint Committee received Partneriaeth's draft Internal Audit Charter to consider.

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.

UNANIMOUSLY RESOLVED that the draft Internal Audit Charter be approved.

8. PARTNERIAETH UPDATE / BUSINESS PLAN 2022-23

The Joint Committee received a presentation regarding an overview of work undertaken this term as well as plans for delivery and monitoring of the Business Plan 2022-23 and an update on current provision across Partneriaeth.

In response to a query raised, the Lead Officer for Partneriaeth informed the Joint Committee that an Evaluation Report will be presented to the committee at the end of the financial year.

UNANIMOUSLY RESOLVED that the Partneriaeth Business Plan for 2022-23, as attached with this report, be approved.

9. RISK REGISTER

The Joint Committee received the overall risk profile of the region. It was indicated that the following risks were of medium probability and High impact:

- Failure to support LA's in relevant areas during their engagement with Estyn
- Timeliness of Welsh Government Funding
- Lack of Clarity regarding functions of Partneriaeth

A query was raised on the curriculum risk, in response the Joint Committee was informed that the narrative would be strengthened by adding in more information.

RESOLVED that:-

- 9.1. The risk profile be noted;
- 9.2. The risk report be accepted, subject to adding in extra information as above.

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

There were no items of urgent business.

CHAIR

DATE



PARTNERIAETH JOINT COMMITTEE 3 FEBRUARY 2023

PARTNERIAETH LEAD CHIEF EXECUTIVE AND PARTNERIAETH LEAD DIRECTOR

PURPOSE:

Appointment of Partneriaeth Lead Chief Executive and Partneriaeth Lead Director.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

Joint Committee confirm appointment of Lead Chief Executive and Lead Director.

REASONS:

Following the retirement of Phil Roberts, Lead Chief Executive in May 2022, a new Lead Chief Executive to be appointed and confirmed by the Joint Committee. Lead Director has been appointed but confirmation required by Joint Committee.

<p>Report Author: Ian Altman</p>	<p>Designation: Lead Officer, Partneriaeth</p>	<p>Tel No.</p> <p>E. Mail: ian.altman@partneriaeth.cymru</p>
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**EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
3 FEBRUARY 2023**

**PARTNERIAETH LEAD CHIEF EXECUTIVE AND
PARTNERIAETH LEAD DIRECTOR**

BRIEF SUMMARY OF PURPOSE OF REPORT

Following the retirement of Phil Roberts, Lead Chief Executive in May 2022, a new Lead Chief Executive to be appointed and confirmed by the Joint Committee. Lead Director has been appointed but confirmation required by Joint Committee.

DETAILED REPORT ATTACHED?

NO

IMPLICATIONS

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

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 JOINT COMMITTEE 3 FEBRUARY 2023

LETTER FROM CHAIR OF THE PARTNERIAETH SCRUTINY COUNCILLOR GROUP

PURPOSE:

The Joint Committee receive the letter from the Chair of the Partneriaeth Scrutiny Councillor Group to the Chair of the Joint Committee reflecting on the views following last meeting of the Partneriaeth Scrutiny Councillor Group on the 24th October 2022.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

The Joint Committee receive the above correspondence for information with further thoughts required on the content of the letter to the Chair of Partneriaeth Scrutiny Group.

REASONS:

Information only

Report Author: Ian Altman	Designation: Partneriaeth Lead Officer	Tel No. E. Mail: ian.altman@partneriaeth.cymru
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**EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
3 FEBRUARY 2023**

**LETTER FROM CHAIR OF THE PARTNERIAETH SCRUTINY
COUNCILLOR GROUP**

BRIEF SUMMARY OF PURPOSE OF REPORT

To receive the letter for information from the Chair of Partneriaeth Scrutiny Councillor Group to the Chair of Partneriaeth Joint Committee reflecting on the views following the last meeting of the Partneriaeth Scrutiny Councillor Group on the 24th October 2022.

DETAILED REPORT ATTACHED?

Yes

IMPLICATIONS

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

N/A

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N/A	N/A	N/A





PARTNERIAETH

To:
Cllr. Darren Price
Chair of Partneriath Joint Committee

Please ask for: **Scrutiny**
Scrutiny Office Line: **01792 637256**
e-mail: scrutiny@swansea.gov.uk
Date: **10 November 2022**

Dear Councillor Price

Partneriath Scrutiny Councillor Group – 24 October 2022

The Scrutiny Councillor Group would like to thank Ian Altman, Lead Officer and Helen Morgan Rees, Lead Director 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.

In this, our first meeting, we received an overview of the role of Partneriaeth and the legal agreement and received feedback from your Partneriaeth Joint Committee meeting on the 7 October 2023. We heard that it is an exciting and challenging time for schools with the introduction of the New Curriculum. We were pleased to hear the effective support for schools and school clusters was seen as a key priority. We were particularly pleased to hear that support for individual schools will be available if needed. We wished to emphasise the importance of good consistent support for teachers who are transitioning to using the New Curriculum, as some may find it more challenging than others. We were also especially pleased to hear that team work is now front and centre of this new partnership and about how this has and will inform the Business Plan moving forward.

We discussed and agreed our Forward Work Programme for this school year. Our meetings will coincide with your Joint Committee meetings, so that we can look at what is discussed and give our views. We will meet with yourself and the Lead Directors this year, consider the Business Plan, Financial matters, the risk profile and at each meeting we will receive an update on the progress in the implementation of the New Curriculum. We have agreed to receive an update on the implementation of the six Partneriaeth key priorities and we will do this in a rolling programme, one at each of our meetings.

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 Partneriath Scrutiny Councillor Group
Cllr.lyndon.jones@swansea.gov.uk

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PARTNERIAETH JOINT COMMITTEE 3 FEBRUARY 2023

PARTNERIAETH FINANCIAL REPORT 2022-23 (DECEMBER 2022)

PURPOSE:

To provide an update of the financial position of Partneriaeth at the end of December 2022

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

- The Partneriaeth Joint Committee note the financial report as at December 2022 and the projected outturn for 2022-23.
- The Partneriaeth Joint Committee approve the revised budget for 2022-23 and the grant income and allocation for 2022-23.

REASONS:

Compliance with Financial Regulations

<p>Report Author: Jon Haswell</p>	<p>Designation: Partneriaeth S151 Officer</p>	<p>Tel No. 01437 775836</p> <p>E. Mail: jonathan.haswell@pembrokeshire.gov.uk</p>
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**PARTNERIAETH JOINT COMMITTEE
3 FEBRUARY 2023**

**PARTNERIAETH FINANCIAL REPORT 2022-23
(DECEMBER 2022)**

BRIEF SUMMARY OF PURPOSE OF REPORT

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

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

DETAILED REPORT ATTACHED?

YES



IMPLICATIONS

Policy, Crime & Disorder and Equalities NONE	Legal NONE	Finance YES	Risk Management Issues YES	Staffing Implications NONE
<p>1. Finance The financial implications are outlined in the report.</p>				
<p>2. Risk Management The key risks and opportunities are outlined in the report.</p>				

CONSULTATIONS

N/A

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

**Partneriaeth Joint Committee
3 February 2023**

**Partneriaeth
S151 Officer**

1. Introduction

This report presents the Joint Committee with a financial update at 31 December 2022. All costs are for the 9-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. Pembrokeshire County Council approved the first annual budget for Partneriaeth in September 2022 and Carmarthenshire County Council and Swansea Council approved the first annual budget for Partneriaeth 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. Budget Monitoring – December 2022

Budgeted Expenditure	Original Budget 2022-23 £'000	Revised Budget at December 2022 £'000	Actual to December 2022 £'000	Committed December 2022 £'000	Projected Outturn 2022-23 £'000
Staffing Costs					
Salaries	1,930	2,168	1,391	396	1,787
Secondments, Specialists		103	83	86	169
Travel, Subsistence, Training & Development	15	17	6	11	17
IT Hardware & Mobiles	20	20	22	0	22
	1,965	2,308	1,502	493	1,995
Development and Running Costs					
Rent and Accommodation	25	25	18	7	25
General Office Expenses	7	7	5	2	7
Stationary, Telephone & Photocopying	5	5	2	3	5
Translation	40	50	15	35	50
Software & Marketing	26	27	0	27	27
Service Level Agreements	214	214	0	214	214
External Audit	15	15	0	15	15
Other Contracted Services	0	529	55	474	529
Business Plan Objectives	3,058	4,270	2,576	2,007	4,583
	3,390	5,142	2,671	2,784	5,455
Total Expenditure	5,355	7,450	4,173	3,277	7,450
Budgeted Income					
Local Authority Contributions	300	300	65	235	300
Grant Funding RCSIG	4,159	4,802	1,985	2,817	4,802
Grant Funding RCSIG EIG Retained	841	841	358	483	841
PDG Co-ordinator*	55	1,030	0	1,030	1,030
EWC	0	381	127	254	381
Other LA Income**	0	96	0	96	96
Total Income	5,355	7,450	2,535	4,915	7,450
Overspend/(Underspend)	-	-			-

*PDG Co-ordinator now includes PDG LAC (£708,400) and Consortia led funding (£271,136)

** £81k from NPT (Higher level teaching assistant and future leaders programme) and £15k from Ceredigion removed from RCSIG Funding to Other LA Income

The original budget contained the Indicative RCSIG Funding that Partneriaeth expected to receive, and this has now been revised based on the final allocation and variations we have received from Welsh Government.

The pay offers for non-teaching and teaching (post September 2022) staff were in excess of that detailed in the original budget, so the revised budget has been adjusted to reflect this.

Due to the additional grant funding received, there was a projected underspend for 2022-23, this has been re-allocated to the business plan objectives within the projected outturn.

5. Grant Income 2022-23

According to the National Ministerial Priorities, Grants received are allocated based on the Partneriaeth Business Plan Strategic Objectives 2022-23:

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.

5.1 Regional Consortia School Improvement Grant (RCSIG)

Funding from this grant covers Priority 1, 2, 3 listed above, and the working within these priorities also support priorities 5 and 6. Part of Variation 1 below covers Priority 4.

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

Grant Offer	Date	Amount £'000
Main Grant	3 rd May 2022	27,620
Variation 1	26 th September 2022	108
Variation 2	14 th December 2022	23
Total		27,751

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 2022-23 Main Grant and Variation offer letters have been accepted by the Lead Officer and Section 151 Officer.

Welsh Government are distributing the RCSIG on a quarterly basis and two instalments of the Main Grant and Variation 1 have been received to date, totalling £11,738,567. Instalment 3 is due by end of January 2023 and the final instalment is due early March 2023.

The table below shows how the RCSIG is allocated.

	£'000
EIG retained by Partneriaeth	841
EIG passported to LA's	20,108
Professional Learning to be passported to LA's	2,000
Partneriaeth RCSIG Priorities	4,802
Total	27,751

A) Main Grant

The RCSIG contain the following elements

- Education Improvement Grant
- Professional Learning

Funding for EIG totalling £20,108,162 and £2,000,120 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 RCSIG:

EIG Breakdown by Authority	Grant Funding £'000
Carmarthenshire	7,119
Pembrokeshire	4,522
Swansea	8,467
Total	20,108

As per the Award Letter from Welsh Government, Local Authorities are to provide match funding to the EIG funding and the 2022-23 level is set at the match funding level of previous years.

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

PL Breakdown by Authority	Grant Funding £'000
Carmarthenshire	717
Pembrokeshire	424
Swansea	859
Total	2,000

The EIG and Professional Learning amounts to be passported to Local Authorities have not been included in the figures in Section 4 above.

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

Priority 1

	£
1.1 Curriculum Reform - Regional support for curriculum and assessment reform	588,745
1.2 Curriculum Reform - National Network schools' engagement	519,480
1.3 Curriculum Reform - Schools curriculum and assessment reform, inc learning progression	1,098,875
1.4 Curriculum Reform - Wellbeing in learning	57,143
1.5 Curriculum reform PL programme (Curriculum Design and Development + New PL for curriculum)	400,000
Total	2,664,243

Priority 2

	£
2.1 Professional learning, enquiry and research to realise curriculum - school-led (NPEP, research, pedagogy school funding)	554,113
2.2 Professional learning for developing practice and reflection (RALD/ WCLD, SLO, Pedagogy, Professional Standards)	137,499
2.3 Literacy & Numeracy Grant	62,499
2.4 Primary LNF Oracy Scheme for Wales	69,264
2.5 Welsh - Professional Development	467,533
2.6 A Level Improvement	73,600
2.7 Regional support for Modern languages - (Modern Foreign Languages (Global Futures))	57,750
2.8 Modern Foreign Languages – building capacity for MFL in the primary sector	46,927
2.9 Digital Competence Framework	12,501
2.10 Coding & Digital Skills	51,947
Total	1,533,633

Priority 3

	£
3.1 Induction / Early Career support package	31,251
3.2 Higher Level Teaching Assistants (HLTA) - & TALP	118,749
3.3 Future Leadership Programme (Aspiring, middle leaders including Coaching & Mentoring support)	125,001
3.4 National Professional Qualification for Headship (NPQH)	198,000
Total	473,001

B) Variation 1

	£	
NPQH Retakes	15,750	Priority 3
Welsh-Medium Capacity Grant	46,518	Priority 2
Tranche 2 Development cost	46,250	Priority 4
Total	108,518	

C) Variation 2

	£	
National support for Curriculum Reform	22,986	Priority 1
Total	22,986	

5.2 Pupil Development Grant (PDG)

Funding from this grant covers Priority 4 listed above and the working within this priority also support priorities 5 and 6.

The following Grant offer has been received for the region:

Grant Offer	Date	Amount £000
Main Grant	27 th October 2022	20,272
Total		20,272

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 2022-23 Main Grant has been accepted by the Lead Officer and Section 151 Officer.

Welsh Government are distributing the PDG in 3 Instalments. Instalment 1 has been claimed in December 2022 to the amount of £10,136,242.50, income not yet received. Instalment 2 is due by end of January 2023 and the final instalment is due early March 2023.

The grant is to be allocated as follows:

To be passported to Local Authorities	Amount £'000
Local Authorities	19,243
To be retained by Partneriaeth	
Looked After Children	708
Consortia Led Funding	271
PDG Strategic Advisor	50
Total	20,272

6. Risks and Opportunities

Continued reliance on grant funding remains a risk for Partneriaeth.

It is anticipated that a reserve and working balance for Partneriaeth will be funded using remaining ERW reserve and EWC balances.

Recommendations

- The Partneriaeth Joint Committee note the financial report as at December 2022 and the projected outturn for 2022-23.
- The Partneriaeth Joint Committee approve the revised budget for 2022-23 and the grant income and allocation for 2022-23.



PARTNERIAETH JOINT COMMITTEE 3 FEBRUARY 2023

INTERNAL AUDIT WORK PROGRAMME 2022-23

PURPOSE:

For the Joint Committee to consider and approve the proposed 2022-23 Internal Audit Work Programme for Partneriaeth.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

That the Joint Committee approves the proposed 2022-23 Internal Audit Work Programme.

REASONS:

To receive approval from the Joint Committee for the scope of the 2022-23 Internal Audit Work Programme, and to ensure compliance with the Internal Audit Charter.

Report Author: Matthew Holder	Designation: Partneriaeth Head of Internal Audit	Tel No. 01437 776581 E. Mail: Matthew.holder@pembrokeshire.gov.uk
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**EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
03 FEBRUARY 2023**

INTERNAL AUDIT WORK PROGRAMME

BRIEF SUMMARY OF PURPOSE OF REPORT

The Internal Audit Work Programme sets out the arrangements for the 2022-23 Internal Audit review of Partneriaeth. The Internal Audit Work Programme for 2022-23 has been prepared in accordance with the requirements of the Public Sector Internal Audit Standards.

The attached Work Programme sets out the key objective, scope, approach and reporting arrangements. The scope includes governance, business planning, financial management and risk management. The Work Programme has been developed in consultation with the Lead Director of Education, the Section 151 Officer, the Monitoring Officer and the Lead Officer for Partneriaeth.

Upon approval by the Joint Committee, it is envisaged that the Internal Audit fieldwork will be conducted between March and May 2023. On conclusion of the internal audit fieldwork, an Internal Audit report will be issued to respective Officers for consideration. Once feedback has been provided to Internal Audit, the report will be presented to the Joint Committee during the Summer term.

DETAILED REPORT ATTACHED?	YES
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IMPLICATIONS

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

Joint Committee consideration and approval of the Internal Audit Work Programme for 2022-23, namely the governance issues included.

2. Finance

Joint Committee consideration and approval of the Internal Audit Work Programme for 2022-23, namely the financial issues included.

3. Risk Management

Joint Committee consideration and approval of the Internal Audit Work Programme for 2022-23, namely the risk management issues included.

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



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INTERNAL AUDIT WORK PROGRAMME 2022-23

1. Introduction

As part of the annual internal audit plan, an audit review of Partneriaeth will be undertaken. The Internal Audit work programme for 2022-23 has been prepared in accordance with the requirements of the Public Sector Internal Audit Standards.

2. Objectives

- To provide assurance to the Joint Committee that the Partneriaeth partnership has adequate governance, internal control, financial management and risk management arrangements in place for, which are operating effectively.
- To identify areas of weakness and risk, good practice and opportunity.

3. Scope

The review will cover the following key areas:

- Governance arrangements, including Legal Agreement, Code of Corporate Governance, Roles and Responsibilities, Decision Making Arrangements, Register of Business Interests and Working Arrangements with Authorities who exited the partnership;
- Business Plan, including approval and implementation, costing, monitoring, value for money and progress reporting;
- Financial management arrangements, including funding arrangements, budgetary setting and control, financial control arrangements and grant funding arrangements;
- Risk management arrangements, including risk register development, control and monitoring, and compliance with UKGDPR and the Data Protection Act.

4. Audit Approach

The audit will involve:

- Interviews with the relevant officers
- Examining relevant documents
- Recording systems in operation
- Evaluation of the adequacy of internal controls
- Compliance and substantive testing
- Reporting to management and making recommendations where appropriate

5. Reporting Arrangements

The draft report will be issued to the Partneriaeth Lead Officer, the Lead Chief Executive, the Lead Education Director, the Section 151 Officer and the Monitoring Officer. Discussions will then take place to agree the report and any action in respect of any recommendations for improvement that may be made. Upon approval of the draft report, the final report will be issued to the Partneriaeth Lead Officer, the Lead Chief Executive, the Lead Education Director, the Section 151 Officer, the Monitoring Officer and the Joint Committee.

Matthew Holder

Partneriaeth Head of Internal Audit

Date: 03 February 2023

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PARTNERIAETH JOINT COMMITTEE 3 FEBRUARY 2023

PARTNERIAETH UPDATE

PURPOSE:

To provide Partneriaeth Joint Committee with an update of current provision in Partneriaeth.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

That the Joint Committee note the update and accept the report.

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

Report Author: Ian Altman	Designation: Lead Officer, Partneriaeth	Tel No. E. Mail: ian.altman@partneriaeth.cymru
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**EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
3 FEBRUARY 2023**

PARTNERIAETH UPDATE

BRIEF SUMMARY OF PURPOSE OF REPORT

The report reflects the level of support currently offered by Partneriaeth in line with the Legal Agreement. Partneriaeth is currently offering a good range of support in line with expectations. However, a few areas have been identified as needing further development and additional resources.

Partneriaeth is offering an appropriate range of support for its schools and local authorities (LA) This is evidenced in a range of stakeholder groups as well as strong collaborative working with LA colleagues. Officers are providing suitable bespoke support for schools and clusters.

The Business Plan is monitored quarterly and Partneriaeth is on track to deliver on expectations in the Business Plan. Areas for development have been identified and resources and performance are discussed regularly with Directors of Education.

Schools are recognising the benefit of working as clusters and this is reflected in the officer support across clusters in each LA. However, further work is needed to ensure targeted schools are attending PL events.

During the first six months, Partneriaeth officers have received honest feedback from LA officers in order to refine provision to meet local needs. As a result, engagement, trust and quality has improved. It is expected that open and direct feedback between LA and Partneriaeth officers will be mutually beneficial to shape professional learning and leadership development.

DETAILED REPORT ATTACHED?

Yes



IMPLICATIONS

Policy, Crime & Disorder and Equalities NONE	Legal NONE	Finance YES	Risk Management Issues YES	Staffing Implications YES
<p>1. Finance</p> <p style="text-align: center;">Areas in report directly relate to BP are linked to Welsh Government funding</p>				
<p>2. Risk Management</p> <p style="text-align: center;">Report includes areas linked to the Risk Management process</p>				
<p>3. Staffing Implications</p> <p style="text-align: center;">The report reflects the current capacity within the organisation and additional support will be discussed with Directors of Education when appropriate.</p>				

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



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PARTNERIAETH

ADRODDIAD MONITRO INTERIM INTERIM MONITORING REPORT HYDREF/AUTUMN 2022





PRIORITY 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

Secondary Curriculum Networks have continued to run throughout the autumn term with a specific focus on assessment and progression in all meetings.

Mike Gershon has been commissioned to ensure a focussed Professional Learning offer is developed around metacognition, questioning and Assessment for Learning strategies, including feedback. Partneriaeth officers will work alongside Mike to ensure that core messages are aligned with Curriculum for Wales. All regional staff have worked to develop an understanding of assessment in Curriculum for Wales and CAMAU work in order to be in a strong position to support schools and clusters across Partneriaeth.

Partneriaeth officers are currently reviewing a range of assessment approaches to share with leaders and practitioners across the region. These approaches will be shared through a range of networks. Case-studies will be developed in order to share emerging practice from schools and these will be recorded on the Partneriaeth platform.

Areas for development/Actions:

- Develop range of assessment approaches to support schools.
- Develop case-studies of emerging practice to share across Partneriaeth.

1.2 Curriculum Reform - National Network schools' engagement

The National Networks are overseen by colleagues in Welsh Government. Senior officers in Partneriaeth have supported in reviewing the provision for these networks from 2021-22 in order to develop thinking in 2022-23. The funding stream is ring-fenced for practitioners either attending these conversations or 'engaging' with these conversations via a range of mechanisms.

Partneriaeth officers work with other regions to facilitate and support this process where appropriate and comms to promote direct engagement in the National networks has been shared through the newsletter, Senior Strategic Advisers and cluster link officers. The strategic approach to allocating this funding will be drawn up to align with the introduction of AoLE networks.

Areas for development/Actions:

- Ensure funding is utilised effectively to enable attendance at a range of networks – national and regional level.





1.3 Curriculum Reform -Schools curriculum and assessment reform, inc learning progression

A regional cluster link officer from Partneriaeth has been established in all schools across the region. Careful consideration has been given to this role and this has been communicated with all Headteachers, School Improvement Advisers and Partneriaeth Joint Committee. The PRU and Special Schools networks have also been allocated cluster link officers to ensure that there is equity of support across all settings.

Funding has been allocated to each cluster in order for them to support their own priorities and work with Partneriaeth staff to engage in Professional Learning on, for example, 3-16 progression conversations. The funding mechanism allows for additional funding to be delegated to schools and clusters when appropriate/available. All schools/clusters are required to provide a plan for their spending and evaluation of the work at the end of the process. Senior Strategic Advisers and cluster link officers will work with LA officers to ensure that this process is completed.

All cluster link officers have made initial contact with their partner schools and around half have already attended cluster meetings. This engagement has been well-received and is improving visibility of the support and enabling clusters to have focussed conversations. However, a minority of clusters are at the early stages of this way of working and may require additional time to develop a culture of cluster level collaboration. In addition, a few schools/clusters have been slow to engage in the process and senior officers will continue to work in a co-ordinated way in order to develop strong relationships.

Partneriaeth officer capacity has been identified as a potential issue, particularly in some Areas of Learning and Experience (Areas). For example, support for Welsh Medium clusters will need additional capacity to be brokered from practitioners in schools and conversations are underway with Welsh Medium colleagues in how to address this to ensure the continued commitment to quality and equity.

There are already strong examples of effective cluster/Partneriaeth working in each local authority and these have been shared with improvement advisers in order for them to exemplify this emerging work. The range of priorities across Partneriaeth will lead to opportunities to share practice across the three local authorities to ensure all schools in the region benefit from this learning. This will be done through case-studies and sharing practice at key conferences and events throughout the academic year.

Areas for development/Actions:

- Ensure consistent engagement with clusters. Liaise with SIAs and share overview with directors to develop consistent approach.
- Continue to develop effective networks across Welsh medium clusters in order to share emerging practice and benefit from collaboration across Partneriaeth LAs.





1.4 Curriculum Reform - Wellbeing in learning

The Emotion Coaching programme is a well-established provision and has been well-received across Partneriaeth. Five cohorts have been through the programme and cohort 6 is now scheduled. Emotion Coaching has also been promoted with the Implementation Leads for Whole School Approach to Mental and Emotional Well-being leads. However, this is only one element of work for a Partneriaeth officer and their capacity to provide ongoing support to trainees is potentially limited.

A review of the Emotion Coaching provision will allow officers to consider whether to continue with current plans or move to a more self-sustaining model. This will include a mapping exercise across clusters to plan a strategic approach to the next phase and identify strengths and areas for development.

Partneriaeth has supported and developed the Anti-Racist Wales 2030 agenda and has worked closely with colleagues at DARPL to ensure professional learning is developed and available to our officers and schools. For example, all Improvement Advisers and Central Team staff have had a first session of training with future delivery available synchronously/asynchronously. However, this is one element of work for a Partneriaeth officer and the capacity to support the delivery with trainees is potentially limited.

Further work is underway to develop the 'Decolonising the Curriculum' PL with all AoLE leads and the PL offer for the autumn term is available for schools.

Areas for development/Actions:

- Officer capacity. Strengthened linked with LA officers to enable proportionate support for schools and the related PL.

1.5 Curriculum reform PL programme (Curriculum Design and Development + New PL for curriculum)

Progression Workshops were planned and delivered online in the first quarter for each Area. Feedback provided resulted in targeted follow-up conversations with leaders and practitioners. However, these were online sessions initially and this led to some limitations in terms of delivery and opportunity to collaborate.

Further sessions delivered in the autumn term across each AoLE. Central Team have worked closely with LA stakeholder groups to ensure that the work aligns and supplements the LA delivery and local workshops. Feedback will be analysed and follow-up targeted work will ensure continued support for schools. However, a lack of internal capacity and expertise in some areas means that there is a risk that some disciplines will be supported less-effectively. For example: Partneriaeth does not have officers with expertise in all the disciplines within Expressive Arts and Science and Technology, there is only one officer working on the Health and Well-being Area of Learning and Experience and Welsh medium support is limited by the number of Welsh speakers in the organisation. Current recruitment will address some of these areas and planning is developed to ensure identified school-based practitioners support the process moving forward.





All AoLEs have provided targeted support to 3-16 cluster conversations in each of the local authorities and this work is being developed effectively across a range of clusters in Partneriaeth. This has allowed us to supplement the local authority brokered support. For example, Lucy Crehan has worked across two of the local authorities to develop and Partneriaeth have supported schools to work on elements of the emerging work.

Planning and preparation is underway to develop Primary Networks to ensure equity with secondary colleagues and Partneriaeth will continue to work with schools on a cluster level to support coherent conversations in terms of design and implementation.

Partneriaeth senior officers have been central to the design and delivery of the national Professional Learning offer for Curriculum for Wales. These sessions have been designed to support leaders and practitioners through a range of synchronous and asynchronous sessions and are part of a wider cross-regional offer available to our schools.

Areas for development/Actions:

- Utilise school-based practitioners from across the LAs in areas where capacity is limited.
- Ensure effective sharing of emerging practice on Partneriaeth platform.

PRIORITY 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)

Fifty-six schools have currently committed to undertaking research and enquiry through NPEP. A launch event in October 2022 established expectations and ensured focussed sharing of research already embedded in schools. This process is well-supported by HEI colleagues. The post-16 NPEP is now incorporated into the regional NPEP work and this has improved coherence for school across the region.

Cluster communication will continue to develop to ensure that the focus of research within a cluster is shared beyond the schools undertaking NPEP. Clear roles and expectations have been established with research schools and the Partneriaeth support plan with HEIs will be completed during the autumn term. This will enable a more effective approach to research and enquiry.

Many of the 2021-22 NPEP schools have completed their Section 3 submissions from 2021-22. However, a minority have not yet submitted and will need to do so in order to undertake NPEP for 2022-23 and access the available funding to support the process.

Areas for development/Actions:

- Ensure expectations from NPEP schools are met





2.2 Professional learning for developing practice and reflection (RALD/ WCLD, SLO, Pedagogy, Professional Standards)

Partneriaeth has created and shared the PL offer for SLO and officers work closely with identified LA staff to ensure a consistent approach to this work. This includes an integral skills offer.

Partneriaeth Lead Adviser attends a range of national for a such as Talk Pedagogy and ensures that core messages are shared with schools and LA staff. The regional pedagogy PL includes session with Mike Gershon. These sessions have been co-constructed with officers to ensure that they meet the needs of schools.

School Improvement Advisers form a key part of this work and there is strong collaboration with these officers to establish impact within schools. The 'Into the classroom' approach will allow evidence to be gathered and impact evaluated over time and shared through case-studies. However, a range of expectations on schools in terms of release time etc. can be a stumbling block to engagement.

Areas for development/Actions:

- Develop clarity for schools in terms of pedagogy funding and expectations.
- 'Into the classroom' approach to be trialled as part of the Partneriaeth evaluation process.

2.3 Literacy & Numeracy Grant / 2.4 Primary LNF Oracy Scheme for Wales

Partneriaeth Lead Adviser has co-ordinated and established secondary networks for literacy and numeracy coordinators. Close collaboration with LA colleagues has ensured a coherent approach and will allow some collaboration between and across local authorities. Planning for literacy and numeracy conferences is underway and will ensure effective approaches to cluster/secondary/primary literacy/numeracy and utilise external expertise and Partneriaeth schools.

There is also a need to consider the approach for primary networks. However, a lack of internal capacity means that links between LA officers and Partneriaeth need to be strengthened further. This will enable support to be developed in an effective and timely manner.

Support for targeted literacy and numeracy is underway in schools identified as in need of bespoke support. The brokerage between LA officers and Partneriaeth is effective. However, officer capacity is potentially an issue given the range of priorities officers support in their role as advisers across the business plan priorities.

Examples of effective practice will be gathered and shared across the region. However, limitations of the current platform sometimes hamper the pace this happens. Further investment in the Partneriaeth site will allow this to happen.

Partneriaeth and LA staff have collaborated and developed a draft operational plan to ensure Primary Oracy funding is utilised appropriately and delivers the support our schools need. This work will be developed with LA officers to ensure consistency and coherence.





The 'Let's Think' Oracy within Numeracy project will be trialled with schools across the Partneriaeth with the agreement of LA officers. At this stage Carmarthenshire and Swansea have committed to this. Pembrokeshire are currently considering where this work fits in with local priorities already developed and an alternative grant funded mechanism will be explored if appropriate.

Areas for development/Actions:

- Continued dialogue and collaboration with LA colleagues to develop effective networks for literacy and numeracy.
- Ensure consistent funding for projects to meet the needs of each partner LA.
- Develop emerging practice and align to the 'Into the classroom' approach.

2.5 Welsh - Professional Development

Partneriaeth officers are key contributors in all cross-regional meetings and develop, review and implement national plans. Partnership working with LA leads is strong and this effectively supports the strategic planning and delivery. This enables officers to discuss and plan a joint PL offer and utilise funding appropriately and meet the needs of schools.

A range of high-quality resources have been developed and shared with schools. These include a range of resources that support the teaching of Welsh at GCSE level (First Language and Second Language). In addition, new resources such as *Rhwng y Llinellau: Hybu sgiliau darllen (promoting reading skills)* have been developed, and *Hanes y Iaith* videos and supplementary resources have been commissioned and case studies are continuously shared to ensure the sharing of effective practice.

Network meetings for both first and second language Welsh have enabled schools to collaborate on agreed agenda items such as progression, assessment and pedagogy. Nearly all schools attended and submitted very positive feedback reflecting that the sessions are meeting the needs of schools.

LA and regional support and resources linked to the Siarter Iaith have been agreed and grant forms have been submitted by all LAs and authorised by Partneriaeth. Siarter Iaith resources created by Partneriaeth are being used nationally and promoted by Welsh Government.

Partneriaeth, in collaboration with LA officers will offer targeted provision to support the aims of the WESPs within the LAs. Partneriaeth is not responsible for the development or the direct delivery of the WESPs as these are statutory, and the responsibility for the plans lie with the LAs.

Appointing a regional strategic lead for Welsh is a WG funding requirement, therefore we are currently recruiting for a Partneriaeth Strategic Adviser for Welsh in Education. There are Welsh speakers at every level of the organisation to support the delivery of PL through the medium of Welsh, however, this is less than originally anticipated, and recruitment process is underway to address this at adviser level.





Areas for development/Actions:

- Recruit strategic adviser to support regional and national priorities (secondment).
- Recruit Welsh Second Language adviser to supplement team (secondment) or consider lead practitioner route.

2.6 A Level Improvement

The cross-regional development programme for post-16 is now established and accredited/endorsed. Four sessions are planned with around half of the post-16 settings in Partneriaeth sending delegates to the programme. However, internal capacity within schools has meant lower numbers than initially anticipated. In addition, a post-16 module for NQT has been developed with the cross-regional team with a draft outline agreed.

VESPA professional learning sessions have been planned for the spring term. Bespoke training has been agreed with schools in Pembrokeshire and Carmarthenshire. However, release of staff for the programme is an emerging issue. In response to this, further communication has been sent to all post-16 settings. It is intended that VESPA case-studies will be developed over time.

The A level conferences for English and Welsh are well-established and have been very well-received across the partnership. Planning is in progress for the 2022-23 conference and dates have been agreed.

Areas for development:

- Support schools to engage in Post-16 research and funded projects.

2.7 Regional support for Modern languages - (Modern Foreign Languages (Global Futures))

In 2021/22, 8 schools were part of the regional *'Bilingual To Multilingual: A Toolkit for Developing Translanguaging and Plurilingual Skills to Build Inclusive Classrooms'* pilot programme, and a successful conference was held in July to share the findings and experiences of the schools. Key note speakers such as Mererid Hopwood and Deirdre Kirwan were also invited and delivered exceptional presentations with new and interesting materials being shared. The region's work in this area was praised and described by Linda Fisher, Professor of Language Education at the University of Cambridge as being "ahead of the world". The 8 pilot schools gave presentations on their work showing the positive impact of this project, ranging from a substantial increase in confidence as learners to improved social cohesion and a decrease in bullying. Over 60 attended the conference, and the feedback from the day was very positive.

Building on the success of last year's pilot project, the pilot will be extended in 2022-23 with the 8 pilot schools going into a second year of trialling the toolkit, and new pilot schools appointed. A second conference will also be planned for June 2023.





Limited internal capacity or expertise for 2.7/2.8 has meant . However, discussions are underway to ensure that school practitioners are available to support the Global Futures agenda and also plan and deliver International Language Networks.

2.8 Modern Foreign Languages – building capacity for MFL in the primary sector

(See 2.7)

Areas for development/Actions :

- Secure practitioner support for International Language Networks.
- Ensure attendance at and engagement with the Global Futures agenda.

2.9 Digital Competence Framework / 2.10 Coding & Digital Skills

The PL offer has been developed and co-constructed with relevant Partneriaeth and LA officers. The offer has been shared with schools via the Partneriaeth website.

Arrangements have been made to ensure that all schools receive funding in a timely fashion for their Online Safety and DCF engagement. A single grant form has been developed to minimise administration for schools and allow them to maximise their engagement.

PRIORITY 3: Leadership - supporting inspirational leaders working collaboratively to raise standards

3.1 Induction / Early Career support package

Partneriaeth Professional Learning opportunities for Newly Qualified Teachers (NQTs) have been developed in order to allow for equity of access to Professional Learning for all, whether practitioners are full-time, part-time or supply.

We ensure that Professional Learning is of the highest quality provision and support with easy access to this support across the consortia. Professional Learning encourages engagement in enquiry and is supported by Induction Mentors (IM), External Mentors (EM) and External Verifiers (EV).

Professional Learning offers are also made available to mentors so that they are able to support the NQTs in a professional and informed way.

Partneriaeth currently support 299 NQTs at various stages of their induction, 76 in Carmarthenshire, 75 in Pembrokeshire and 148 in Swansea. This includes 206 contracted NQTs and 93 short-term supply NQTs.

Three hundred and sixty-three Induction Mentors, working in Partneriaeth schools, are currently supported. Forty-five External Verifiers are also supported within Partneriaeth Clusters, some have dual roles working with more than one cluster to support the Induction Mentors in their role. Some of the External Verifiers also work with short term supply NQTs as their External Mentor. These





forty-five EVs are spread across the region, as follows, 16 in Carmarthenshire, 9 in Pembrokeshire and 20 in Swansea.

A timetable of training sessions has been developed for the Autumn term, to be delivered by the National Induction Group, including sessions on the following:

1. National Briefing
2. Writing PLEs
3. Wellbeing (Overview)
4. Wellbeing in practice/Learning environment
5. Curriculum for Wales
6. Enquiry

The timetable of sessions planned for the Spring term will be delivered by Partneriaeth colleagues, consists of a large variety of topics, including the following:

- Primary and Secondary Literacy
- Primary and Secondary Numeracy
- Primary and Secondary Cymraeg
- Post 16 education
- ALN
- DCF and Online Safety
- Equality in the classroom
- Poverty Proofing
- Anti-Racism

3.2 Higher Level Teaching Assistants (HLTA) - & TALP

The Teaching Assistant Learning Pathway (TALP) is a national programme of professional learning that has been developed for Teaching Assistants across Wales which is being offered by all Regional Consortia. The pathway has been developed to support Teaching Assistants identify and access a development programme appropriate to their current need.

Induction Programme

The Induction Programme for Newly Appointed Teaching Assistants is in the form of a playlist accessed on demand via Hwb. There are 4 sessions, each session introduced by a regional coordinator. The programme is reviewed annually, during the summer term. Twenty-three TAs have engaged with these playlists since September 2022.

Practising Teaching Assistant Programme

This programme was put on hold at the beginning of lockdown and has now been adapted for delivery on-line. The four modules have been facilitated by experienced HLTAs from Partneriaeth's local authorities.

Twenty-five TAs engaged with Cylch 1 of the programme between January and March 2022
Cylch 2 will run between January and March 2023.





Aspiring HLTA Development Programme

Cylch 3 commenced in September 2021, being delivered on-line.

From 31 applications, 26 Teaching Assistants from across Partneriaeth accepted their place on the programme.

Cylch 4 commenced in January 2022, again adopting an on-line delivery method.

From 39 applications, 33 Partneriaeth Teaching Assistants accepted their place on the programme.

Cylch 5 commenced in September 2022. A hybrid delivery method is being used with both face to face meetings and on-line delivery.

From 46 applications, 38 Partneriaeth Teaching Assistants accepted their place on the programme.

HLTA Assessment

Cylch 2 – Twenty-five candidates applied for assessment for HLTA status during the autumn term 2021. All were successful. They were congratulated for their achievement during the National Development Day for HLTAs held on-line on during March 2022.

Cylch 3 – Twenty-five candidates applied for assessment for HLTA status during the summer term 2022. All were successful.

Cylch 4 – Thirteen candidates have applied for assessment which will take place during October and November 2022.

A Partneriaeth HLTA Development Day will be held in-person during the spring term 2023, where Cylch 3 and 4 successes will be celebrated. HLTAs will share effective practice identified and a guest speaker to inspire is also planned.

Cylch 5 – candidates will be assessed during May and June 2023.

Specialised Teaching Assistants National HLTA Assessor Training

Cylch 2 – four new assessors were trained during Autumn 2021 and update training provided for thirteen experienced assessors.

Cylch 3 - four new assessors were trained during the spring and summer terms of 2022 and update training provided for four experienced assessors.

Cylch 4 – training will commence during the spring term of 2023.

Partneriaeth TALP Team

January 2022 -

Eight experienced HLTAs from across Partneriaeth attended a train the trainer session during January 2022, in preparation to promote and facilitate the national programmes





3.3 Future Leadership Programme (Aspiring, middle leaders including Coaching & Mentoring support)

National Middle Leader Development Programme

This national programme is available to all middle leaders across Wales who have areas of responsibility and/or line management of staff. The programme is delivered by regional consortia and partnerships and promotes highly effective leadership through self-evaluation and reflection, exploring the relationships between leadership, successful schools and the wider community.

Cohort 3 (English): 44 participants

Cohort 4 (English): 29 participants

Cohort 3&4 (Cymraeg): 14 participants

MLDP – new Cohort to commence in January 2023 closing date for applications 28/10/2022

National Senior Leader Development Programme

This one-year programme is a national programme for leaders who have overall responsibility for an aspect of leadership across an establishment. This includes senior curriculum/pastoral leaders and members of a senior leadership team, such as assistant or deputy headteachers. The programme is delivered by regional consortia and consists of five modules that allows the participant to reflect on their individual effectiveness as a leader.

The participant will work individually and collectively with others as leaders of learning organisations. This is a national programme co-ordinated by regional consortia, utilising a range of delivery partners, in collaboration with Local Authorities.

Cohort 2 (English and Welsh): 30 participants

Cohort 3 (English): 26 participants

SLDP – new Cohort to commence in January 2023 closing date for applications 23/11/2022

Aspiring Headteacher Development Programme – Preparing for NPQH

This programme is for aspiring headteachers in preparation for undertaking the assessment required for the National Professional Qualification for Headship (NPQH). It is a five-module programme that will be delivered over three terms spanning two academic years, commencing at the start of the spring term and being completed by the end of the Autumn Term. Completion of this programme is an expectation for all future NPQH applicants.

Total participants: 44

Aspiring Head teacher Programme to commence in January 2023 closing date for applications 27/10/2022





National New and Acting Headteacher Development Programme

This programme has been designed to support New Headteachers to obtain the information they need to work effectively on a National and local basis along with providing individual development focusing on the knowledge and skills required to become a successful Headteacher. It is designed to ensure that, wherever you are as a new Headteacher in Wales, you have access to the same high quality professional learning as your colleagues.

The English programme will commence 9th November and the Welsh programme will commence on 10th November with a total number of 48 participants.

3.4 National Professional Qualification for Headship (NPQH)

See Aspiring Headteacher Programme.

Assessment Centre will be run for ERW footprint Spring 2022 with support from current headteachers across the region.

Areas for development/Actions:

- Ensure SLA is developed to formalise support for programmes from NPT (not induction).
- Secure secondments/fixed term contracts for temporary roles.

PRIORITY 4: Strong & inclusive schools committed to excellence, equity & well-being

4.1 Pupil Development Grant (PDG)

PDG update session has been delivered with a majority of headteachers and senior leaders in attendance. School Improvement Officers from our three local authorities were also in attendance and this enabled shared messages around changes to the PDG terms and conditions and the Partneriaeth PL offer and whole school programme opportunities.

The Think Equal Programme has been launched across the region. Seventy-five schools have signed up to this programme and are now ready to launch. This is the first fully bilingual programme in Wales.

The Poverty Proofing pilot has been launched with Swansea schools and there are twelve practitioners involved with this train the trainer model and the first model audit is now complete. A second train the trainer model and audit dates are set for November 2022 with secondary settings.

The RADY / Thinking Differently programme has been reviewed in terms of current school participation and opportunities for expansion are being considered. An Effective Practice Network





session scheduled for this term and continued funding of RADY programmes is being utilised in each Local Authority.

There is a comprehensive Equity and Wellbeing PL offer available and this has resulted in an improved range of offer for our schools across Partneriaeth. For example, the Equitable Curriculum PL offer will support schools to consider their curriculum through the lens of poverty, neurodiversity and trauma and the development of equity. In addition, Partneriaeth PDG lead works closely with implementation Leads across the LAs on the whole school approach to emotional and mental wellbeing.

The range of PL is being very well received. However, there is not a consistent take up from each LA and there is a need to review how the programme is communicated with stakeholders to ensure that all practitioners are aware of the offer.

Areas for development/Actions:

- Work with LA leads to ensure consistent take up across partner LAs.
- Review communication of the offer.

4.2 PDGLAC

Regional PDGLAC priorities have been agreed with LA leads as part of the regional PDG Support Plan 2022-23. However, strategic spending of PDGLAC within clusters has been slowed due to WG timeframe and need for plan to be agreed by WG.

There has been an agreed return to the regional funding model for PDGLAC as well as the agreement to fund Out of Wales LAC from Partneriaeth centrally retained funding.

This funding has also supported a comprehensive PL offer for Equity and Wellbeing with increased opportunities for schools. There is a focused programme for practitioners in schools with responsibility for Care Experienced Learners and a Equity in Education Framework for Partneriaeth will draw together a strategic plan for development and roll out to schools.

The PL offer has been shared through the Partneriaeth website and is available to all schools. However, there is a concern that not all practitioners are aware of the offer and do not regularly access the website or get the appropriate communications.

Areas for development/Actions:

- Work with LA leads to ensure consistent take up across partner LAs.
- Review communication of the offer.
- Challenge Welsh Government on timeframe of this funding and expectations on evaluation process.





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 5 in the business plan is unique in fact that it hasn't got an allocated budget, but the principles that lie within this priority run across all of Partneriaeth's work. The sharing of good practice, and the effective sharing of resources is an expectation across all areas of work, and alongside the resources shared on Hwb, on the Partneriaeth website and in various Teams, officers continuously share resources and best practice in network meetings, during school visits, and as part of providing bespoke support.

Developing effective peer and school-to-school working is part of an ongoing process of responding to identified needs, as is the brokering of bespoke support for identified schools. Effective processes are in place for accessing and delivering all methods of support.

In reporting on this area of the business plan, as we reach the fourth quarter we will be able to pull in various examples and case studies, and where appropriate case studies and evaluations will be shared wider.

Areas for development/Actions:

- Consider merging Priority 5 into other areas of the BP. This will be reviewed when WG work planning is shared as well as the RCSIG And T&Cs.

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

The high-level Business Plan for 2022-23 has been co-constructed with Senior LA colleagues with LA priorities being noted at the start of the plan and referenced throughout. A draft version of the Business Plan was presented to, and accepted by, Joint Committee. Detailed operational plans have been written for every area of the Business Plan, noting the officer with overall responsibility, timeline for delivery and budget.

Financial planning is on-track and reviewed regularly, to ensure early identification of potential funding issues, including any underspend against the budget. Salaries and costs, including Service Level Agreements (SLAs) and office leasing have been calculated and budgets have been allocated for every line of the Regional Consortia School Improvement Grant (RCSIG) and Pupil Development Grant (PDG). An RCSIG variation letter was received in September 2022 and the 3 new funding lines detailed in that letter have been included in our financial planning. Quarter 1 and 2 monitoring of the Business Plan is also complete with successes, challenges and next steps identified for all lines, with each being RAYG rated.

Partneriaeth's Professional Learning Offer has been written and shared with all stakeholders via the website, engagement with Headteachers and newsletters to schools. An agreed method of





evaluation of work, driven by the review and improvement of provision and reporting requirements, has been shared with all Partneriaeth colleagues.

Partneriaeth's three Senior Strategic Advisers have engaged with relevant LA groups and meetings, such as Headteacher meetings, School Improvement Adviser meetings and other strategic groups, as required. They also have regular meetings with relevant senior colleagues from each LA, both as a collective and individually.

A network of officers has been put in place to support clusters of schools, with a named officer allocated to every cluster. The cluster 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

The Risk Register has been produced. Having firstly been shared with LA Directors, it has been presented to Joint Committee and accepted, with a suggestion to strengthen the monitoring of risk of failure to support the realisation of Curriculum for Wales in schools.

Areas for development/Actions

- Review Risk Register.
- Review Website/Support Log.
- Ensure regular meetings between finance colleagues and Partneriaeth Finance Lead.





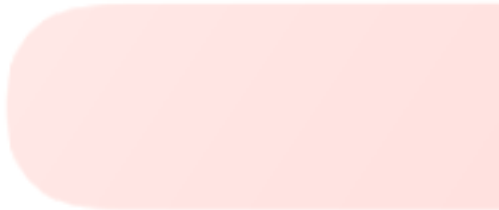
PARTNERIAETH

Chwefror/February 2023



PARTNERIAETH

ADRODDIAD MONITRO INTERIM
INTERIM MONITORING REPORT
HYDREF/AUTUMN 2022



Meysydd Blaenoriaeth Cynllun Busnes - Business Plan Priority Areas

**BLAENORIAETH
1**

Cwricwlwm ac Aseu – Cefnogi cwricwlwm cenedlaethol sydd â thegwch a rhagoriaeth yn greiddiol iddo sy'n gosod safonau uchel i bob dysgwr

**BLAENORIAETH
2**

Datblygu proffesiwn addysg o ansawdd uchel – gwella'r addysgu a'r dysgu yn ein hysgolion

**BLAENORIAETH
3**

Arweinyddiaeth – cefnogi arweinwyr ysbrydoledig sy'n cydweithio i godi safonau. Yn cynnwys rhwydweithiau proffesiynol ac arweinyddiaeth y dyfodol

**BLAENORIAETH
4**

Ysgolion cryf a chynhwysol sydd wedi ymrwmo i ragoriaeth, tegwch a lles

**BLAENORIAETH
5**

Cefnogi system hunanwella – cefnogi system lle mae gan y proffesiwn addysg y sgiliau, y gallu a'r cyfrwng i ddysgu a gwella ei ymarfer yn barhaus

**BLAENORIAETH
6**

Sicrhau bod gan Partneriaeth drefniadau llywodraethu cadarn a chymorth busnes a gweithredol effeithiol sy'n darparu gwerth am arian

Meysydd Blaenoriaeth Cynllun Busnes - Business Plan Priority Areas

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

Cwricwlwm ac Asesu – Cefnogi cwricwlwm cenedlaethol sydd â thegwch a rhagoriaeth yn greiddiol iddo ac sy'n gosod safonau uchel i bob dysgwr

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

Meysydd i'w Datblygu/Camau Gweithredu

1.1 Diwygio'r Cwricwlwm – Cymorth rhanbarthol ar gyfer diwygio'r cwricwlwm a'r trefniadau asesu

- Datblygu amrywiaeth o ddulliau asesu i gefnogi ysgolion.
- Datblygu astudiaethau achos o arfer sy'n dod i'r amlwg i'w rhannu ledled Partneriaeth.

1.2 Diwygio'r Cwricwlwm – Ymgysylltu ag Ysgolion y Rhwydwaith Cenedlaethol

- Sicrhau bod cyllid yn cael ei ddefnyddio mewn modd effeithiol i alluogi presenoldeb mewn amrywiaeth o rwydweithiau – lefel genedlaethol a rhanbarthol.

1.3 Diwygio'r Cwricwlwm – Diwygio'r cwricwlwm a'r trefniadau asesu mewn ysgolion, gan gynnwys dilyniant dysgu

- Sicrhau yr ymgysylltir yn gyson â chlystyrau. Cysylltu â Chynghorwyr Gwella Ysgolion a rhannu trosolwg â'r cyfarwyddwyr er mwyn datblygu dull cyson.
- Parhau i feithrin rhwydweithiau effeithiol ledled clystyrau cyfrwng Cymraeg er mwyn rhannu arfer sy'n dod i'r amlwg ac elwa o gydweithio ar draws ALLau Partneriaeth.

Cwricwlwm ac Asesu – Cefnogi cwricwlwm cenedlaethol sydd â thegwch a rhagoriaeth yn greiddiol iddo sy'n gosod safonau uchel i bob dysgwr

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

Areas for Development/Action

1.1 Curriculum Reform - Regional support for curriculum and assessment reform

- Develop range of assessment approaches to support schools.
- Develop case-studies of emerging practice to share across Partneriaeth.

1.2 Curriculum Reform - National Network schools' engagement

- Ensure funding is utilised effectively to enable attendance at a range of networks – national and regional level.

1.3 Curriculum Reform - Schools curriculum and assessment reform, including learning progression

- Ensure consistent engagement with clusters. Liaise with SIAs and share overview with directors to develop consistent approach.
- Continue to develop effective networks across Welsh medium clusters in order to share emerging practice and benefit from collaboration across Partneriaeth LAs.

Cwricwlwm ac Asesu – Cefnogi cwricwlwm cenedlaethol sydd â thegwch a rhagoriaeth yn greiddiol iddo ac sy'n gosod safonau uchel i bob dysgwr

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

Meysydd i'w Datblygu/Camau Gweithredu

1.4 Diwygio'r Cwricwlwm – Llesiant mewn dysgu

- Gallu swyddogion. Cryfhau cysylltiadau â swyddogion yr ALLau er mwyn galluogi cymorth cymesur ar gyfer ysgolion o ran y Dysgu Proffesiynol perthnasol.

1.5 Rhaglen Dysgu Proffesiynol diwygio'r cwricwlwm (Cynllunio a Datblygu'r Cwricwlwm, a Dysgu Proffesiynol newydd ar gyfer y cwricwlwm)

- Defnyddio ymarferwyr mewn ysgolion ledled yr ALLau mewn meysydd lle mae'r gallu'n gyfyngedig.
- Sicrhau bod arfer sy'n dod i'r amlwg yn cael ei rannu mewn modd effeithiol ar lwyfan Partneriaeth.

Cwricwlwm ac Asesu – Cefnogi cwricwlwm cenedlaethol sydd â thegwch a rhagoriaeth yn greiddiol iddo sy'n gosod safonau uchel i bob dysgwr

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

Areas for Development/Action

1.4 Curriculum Reform - Wellbeing in learning

- Officer capacity. Strengthened linked with LA officers to enable proportionate support for schools and the related PL.

1.5 Curriculum reform PL programme (Curriculum Design and Development + New PL for curriculum)

- Utilise school-based practitioners from across the LAs in areas where capacity is limited.
- Ensure effective sharing of emerging practice on Partneriaeth platform.

Datblygu proffesiwn addysg o ansawdd uchel – gwella'r addysgu a'r dysgu yn ein hysgolion

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

Meysydd i'w Datblygu/Camau Gweithredu

2.1 Dysgu proffesiynol, ymholi ac ymchwil i wireddu'r cwricwlwm – dan arweiniad yr ysgol (PYPC, ymchwil, addysgeg, cyllid ysgolion)

- Sicrhau bod disgwyliadau ysgolion yn sgil y PYPC yn cael eu bodloni.

2.2 Dysgu proffesiynol ar gyfer datblygu ymarfer a myfyrio (Cynllunio Dysgu Anghydamserol o Bell/Cynllun Cydweithredol Cymru ar gyfer Cynllunio Dysgu, Ysgolion fel Sefydliadau sy'n Dysgu, Addysgeg, Safonau Proffesiynol)

- Meithrin eglurder i ysgolion o ran cyllido addysgeg a disgwyliadau.
- Treialu dull 'i mewn i'r ystafell ddosbarth' yn rhan o broses werthuso Partneriaeth.

2.3 Grant Llythrennedd a Rhifedd/2.4 Cynllun Llafaredd Cymru y Fframwaith Llythrennedd a Rhifedd Cynradd

- Cynnal deialog barhaus a chydweithredu â chyd-weithwyr yn yr ALLau i feithrin rhwydweithiau effeithiol ar gyfer llythrennedd a rhifedd.
- Sicrhau cyllid cyson ar gyfer prosiectau i ddiwallu anghenion pob ALL partner.
- Datblygu arfer sy'n dod i'r amlwg a chysoni hyn â'r dull 'i mewn i'r ystafell ddosbarth'.

Datblygu proffesiwn addysg o ansawdd uchel – gwella'r addysgu a'r dysgu yn ein hysgolion

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

Areas for Development/Action

2.1 Professional learning, enquiry and research to realise curriculum - school-led (NPEP, research, pedagogy school funding)

- Ensure expectations from NPEP schools are met

2.2 Professional learning for developing practice and reflection (RALD/ WCLD, SLO, Pedagogy, Professional Standards)

- Develop clarity for schools in terms of pedagogy funding and expectations
- 'Into the classroom' approach to be trialled as part of the Partneriaeth evaluation process

2.3 Literacy & Numeracy Grant / 2.4 Primary LNF Oracy Scheme for Wales

- Continued dialogue and collaboration with LA colleagues to develop effective networks for literacy and numeracy.
- Ensure consistent funding for projects to meet the needs of each partner LA.
- Develop emerging practice and align to the 'Into the classroom' approach.

Datblygu proffesiwn addysg o ansawdd uchel – gwella'r addysgu a'r dysgu yn ein hysgolion

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

Meysydd i'w Datblygu/Camau Gweithredu

2.5 Y Gymraeg – Datblygiad Proffesiynol

- Recriwtio cynghorydd strategol i gefnogi blaenoriaethau rhanbarthol a chenedlaethol (secondiad).
- Recriwtio cynghorydd Cymraeg Ail Iaith i ategu'r tîm (secondiad) neu ystyried llwybr yr ymarferydd arweiniol.

2.6 Gwella Safon Uwch

- Cefnogi ysgolion i gymryd rhan mewn ymchwil ôl-16 a phrosiectau a ariennir.

2.7 Cymorth rhanbarthol ar gyfer ieithoedd Modern – Ieithoedd Tramor Modern (Dyfodol Byd-eang)/2.8 Meithrin gallu ar gyfer ITM yn y sector cynradd

- Sicrhau cefnogaeth ymarferwyr ar gyfer Rhwydweithiau Iaith Rhyngwladol.
- Sicrhau presenoldeb yn yr agenda Dyfodol Byd-eang, ynghyd ag ymgysylltiad â'r agenda honno.

2.9 Fframwaith Cymhwysedd Digidol /2.10 Codio a Sgiliau Digidol

- Gwerthuso cymorth a Chynnig Dysgu Proffesiynol eleni.
- Cydweithredu ag Arweinwyr Digidol ALLau i gyd-lunio cynnig y flwyddyn nesaf.

Datblygu proffesiwn addysg o ansawdd uchel – gwella'r addysgu a'r dysgu yn ein hysgolion

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

Areas for Development/Action

2.5 Welsh - Professional Development

- Recruit strategic adviser to support regional and national priorities (secondment).
- Recruit Welsh Second Language adviser to supplement team (secondment) or consider lead practitioner route.

2.6 A Level Improvement

Support schools to engage in Post-16 research and funded projects.

2.7 Regional support for Modern languages - Modern Foreign Languages (Global Futures) / 2.8 Building capacity for MFL in the primary sector

- Secure practitioner support for International Language Networks.
- Ensure attendance at and engagement with the Global Futures agenda.

2.9 Digital Competence Framework / 2.10 Coding & Digital Skills

- Evaluate this year's support and PL Offer
- Collaborate with LA Digital Leads to co-construct next year's offer

Arweinyddiaeth – cefnogi arweinwyr ysbrydoledig sy'n cydweithio i godi safonau. Yn cynnwys rhwydweithiau proffesiynol ac arweinyddiaeth y dyfodol

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

Meysydd i'w Datblygu/Camau Gweithredu

- Gwerthuso pob rhaglen yn y rhanbarth ac yn rhan o'r gwerthusiad cenedlaethol.
- Datblygu'r rhaglenni ymhellach yn unol â disgwyliadau cenedlaethol.
- Adolygu cyfathrebiad y Llwybr Arweinyddiaeth a Llwybr Dysgu Cynorthwywyr Addysgu.
- Sicrhau secondiadau/contractau tymor sefydlog ar gyfer rolau dros dro.

Arweinyddiaeth – cefnogi arweinwyr ysbrydoledig sy'n cydweithio i godi safonau. Yn cynnwys rhwydweithiau proffesiynol ac arweinyddiaeth y dyfodol

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

Areas for Development/Action

- Evaluate all programmes both as a region and as part of the national evaluation.
- Further develop the programmes in line with national expectations.
- Review communication of both Leadership Pathway and Teaching Assistant Learning Pathway (TALP)
- Secure secondments/fixed term contracts for temporary roles.

Ysgolion cryf a chynhwysol sydd wedi ymrwmo i ragoriaeth, tegwch a lles

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

Meysydd i'w Datblygu/Camau Gweithredu

4.1 Y Grant Datblygu Disgyblion

- Gweithio gydag arweinwyr ALLau i sicrhau cysondeb o ran ceisio am y grant ledled ALLau partner.
- Adolygu dulliau o gyfathrebu'r cynnig.

4.2 Y Grant Datblygu Disgyblion ar gyfer Plant sy'n Derbyn Gofal

- Gweithio gydag arweinwyr ALLau i sicrhau cysondeb o ran ceisio am y grant ledled ALLau partner.
- Adolygu dulliau o gyfathrebu'r cynnig.
- Herio Llywodraeth Cymru ynghylch amserlen y cyllid hwn a'r disgwyliadau o ran y broses werthuso.

Ysgolion cryf a chynhwysol sydd wedi ymrwymo i ragoriaeth, tegwch a lles

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

Areas for Development/Action

4.1 Pupil Development Grant (PDG)

- Work with LA leads to ensure consistent take up across partner LAs.
- Review communication of the offer.

4.2 PDGLAC

- Work with LA leads to ensure consistent take up across partner LAs.
- Review communication of the offer.
- Challenge Welsh Government on timeframe of this funding and expectations on evaluation process.

Cefnogi system hunanwella – cefnogi system lle mae gan y proffesiwn addysg y sgiliau, y gallu a'r cyfrwng i ddysgu a gwella ei ymarfer yn barhaus

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

Meysydd i'w Datblygu/Camau Gweithredu

- Ystyried uno Blaenoriaeth 5 â meysydd eraill yn y Cynllun Busnes. Caiff hyn ei adolygu pan fydd cynllun gwaith LIC yn cael ei rannu, ynghyd â'r RCSIG a'r telerau ac amodau.

Cefnogi system hunanwella – cefnogi system lle mae gan y proffesiwn addysg y sgiliau, y gallu a'r cyfrwng i ddysgu a gwella ei ymarfer yn barhaus

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

Areas for Development/Action

- Consider merging Priority 5 into other areas of the BP. This will be reviewed when WG work planning is shared as well as the RCSIG and T&Cs.

Sicrhau bod gan Partneriaeth drefniadau llywodraethu cadarn a chymorth busnes a gweithredol effeithiol sy'n darparu gwerth am arian

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

Meysydd i'w Datblygu/Camau Gweithredu

- Adolygu'r Gofrestr Risgiau.
- Adolygu'r Wefan/Cofnod Cymorth.
- Sicrhau cyfarfodydd rheolaidd rhwng cyd-weithwyr ym maes cyllid ac Arweinydd Cyllid Partneriaeth.

Sicrhau bod gan Partneriaeth drefniadau llywodraethu cadarn a chymorth busnes a gweithredol effeithiol sy'n darparu gwerth am arian

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

Areas for Development/Action

- Review Risk Register.
- Review Website/Support Log.
- Ensure regular meetings between finance colleagues and Partneriaeth Finance Lead.



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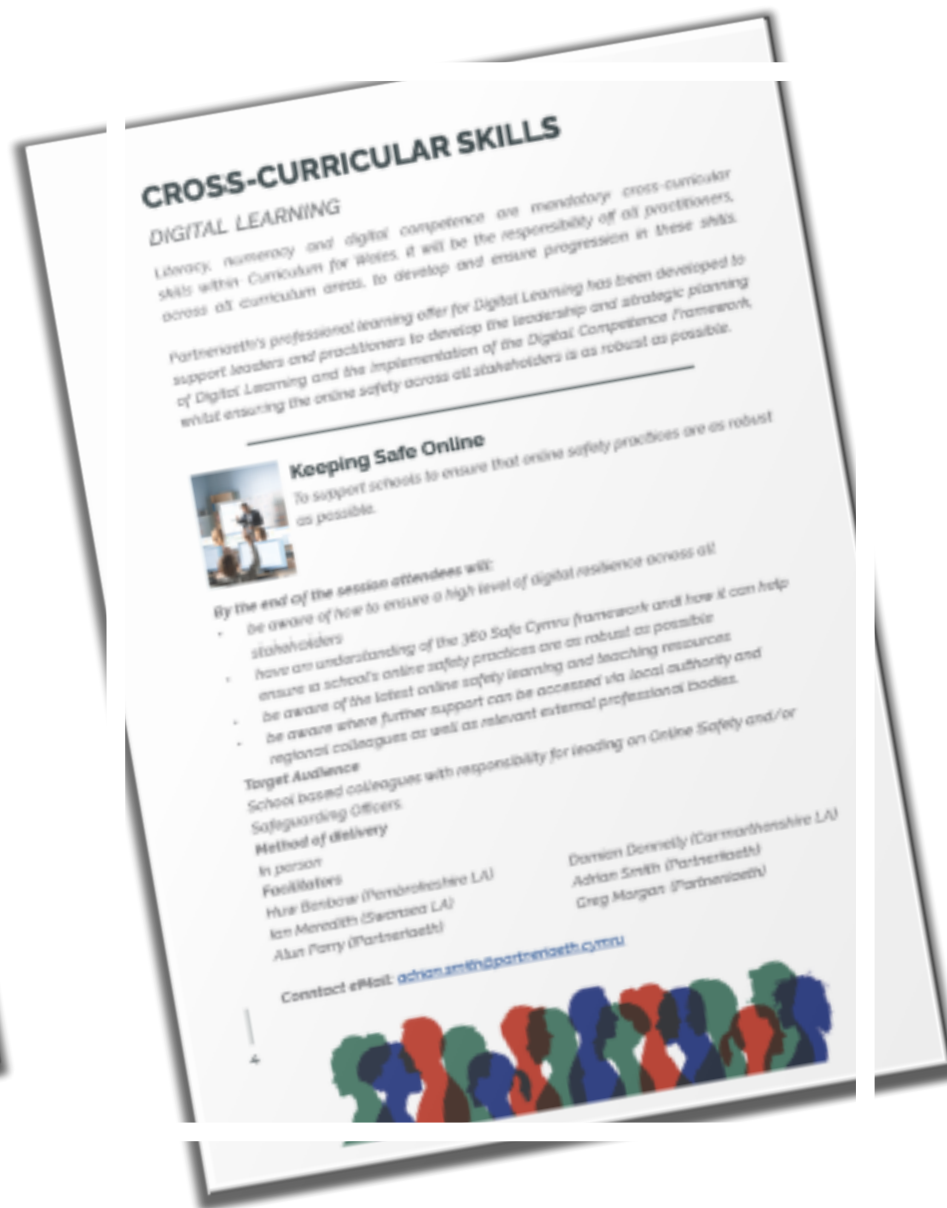
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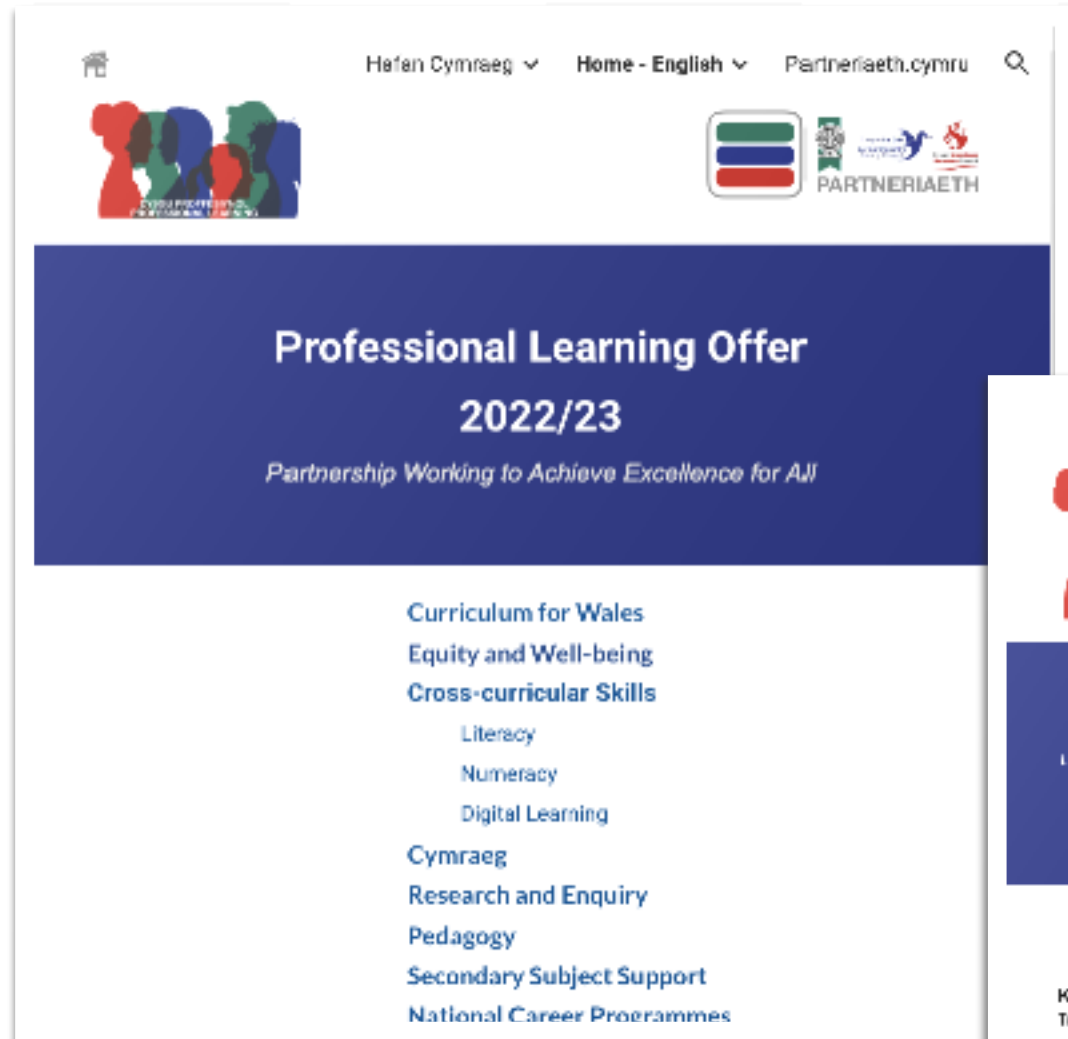


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Cynnig Dysgu Proffesiynol / Professional Learning Offer



Haflen Cymraeg ▾ Home - English ▾ Partneriaeth.cymru 🔍




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



Haflen Cymraeg ▾ Home - English ▾ Partneriaeth.cymru 🔍



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

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PARTNERIAETH JOINT COMMITTEE 3 FEBRUARY 2023

RISK REGISTER

PURPOSE:

To inform the Joint Committee of the regional Risk profile and update on any amendments.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

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

REASONS: Governance Arrangements, Risk Management

<p>Report Author: Ian Altman</p>	<p>Designation: Lead Officer, Partneriaeth</p>	<p>Tel No.</p> <p>E. Mail: ian.altman@partneriaeth.cymru</p>
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**EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
3 FEBRUARY 2023**

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

The register contains a strengthened narrative around the risk linked to Curriculum for Wales.

DETAILED REPORT ATTACHED?

Yes



IMPLICATIONS

Policy, Crime & Disorder and Equalities NONE	Legal NONE	Finance YES	Risk Management Issues YES	Staffing Implications NO
<p>1. Finance There is a section on the register dedicated to Financial Risks</p>				
<p>2. Risk Management The Risk Register is the primary risk analysis mechanism in Partneriaeth's governance system.</p>				

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



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Risk Register

April 2022 - March 2023

Table of Contents

1. Introduction	3
1.1. Partneriaeth's Vision	3
1.2. Partneriaeth's Priorities:	3
1.3. Risk Evaluation Matrix	5
1.4. Impact assessment criteria	6
1.5. Probability assessment criteria	7
2. Corporate Business Risks	8
3. Index and Summary of Residual Business Risk Scores	9
3.1. Central Risks	9
3.2. Financial Risks	9
3.3. Governance Risks	10
4. Contextualisation	11
5. Central Risks	13
1. Failure to deliver the 6 priority areas of Partneriaeth's Business Plan	13
2. Failure to delivery against LA priorities included in Partneriaeth's Business Plan	14
3. Failure to support Local Authorities in relevant areas as they engage with Estyn	16
4. Data Protection	17
5. Partneriaeth found not to provide Value for Money	18
6. Financial Risks	19
1. Timeliness of Welsh Government Funding	19
2. Failure to comply with Regional Consortia School Improvement Grant (RCSIG) T&Cs	20
7. Risks associated with Governance	21
1. Lack of clarity regarding functions of Partneriaeth	21
2. Lack of Communication with all stakeholders	22
3. Partneriaeth Governance	23

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
<p>The Partneriaeth Business Plan is not delivered in its entirety and to a sufficiently high standard, against the following priorities:</p> <ol style="list-style-type: none"> 1. Curriculum & Assessment 2. Developing a high-quality education profession 3. Leadership 4. Strong & inclusive schools 5. Supporting a self-improving system 6. Strong governance and effective business and operational support <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.</p>
Background
<p>The 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.</p>
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 • Appropriate levels of officer time are linked to each of the Business Plan priorities and as such greater resource is allocated to Priority 1, Realising Curriculum for Wales.
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				
<ul style="list-style-type: none"> 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	
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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	

