



25TH JANUARY 2024

MEETING OF THE PARTNERIAETH JOINT COMMITTEE WHICH WILL BE HELD IN THE CHAMBER - COUNTY HALL, CARMARTHEN. SA31 1JP AND REMOTELY AT 10.00 AM ON FRIDAY, 2ND FEBRUARY, 2024 FOR THE TRANSACTION OF THE BUSINESS OUTLINED ON THE ATTACHED AGENDA

A G E N D A

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF INTEREST**
- 3. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE PARTNERIAETH MEETING HELD ON THE 6TH OCTOBER 2023** 3 - 8
- 4. MATTERS ARISING FROM THE MINUTES (IF ANY)**
- 5. LETTER FROM CHAIR OF PARTNERIAETH SCRUTINY COUNCILLOR GROUP** 9 - 12
- 6. FINANCIAL REPORT OUTTURN 2022-23** 13 - 20
- 7. PARTNERIAETH FINANCIAL REPORT 2023-24 (DECEMBER 2023)** 21 - 30
- 8. PARTNERIAETH DRAFT BUDGET FOR 2024-25** 31 - 40
- 9. LEAD OFFICER UPDATE** 41 - 52
- 10. PARTNERIAETH RISK REGISTER** 53 - 78
- 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**



This page is intentionally left blank



Partneriaeth Joint Committee

Friday, 6 October 2023

Virtual Meeting - 10.05am - 10.51 am

CHAIR: Councillor Robert Smith, Cabinet Member for Education and Learning
(voting member)

Voting Members	
Councillor Glynog Davies	Cabinet Member for Education & Welsh Language, (Carmarthenshire County Council)
Councillor Guy Woodham	Cabinet Member for Education & Welsh Language, (Pembrokeshire County Council)
Chief Executives	
Mr Martin Nicholls	Swansea Council (Lead Chief Executive)
Directors of Education	
Mr Gareth Morgans	Carmarthenshire County Council (Deputy Lead Director)
Mr Steven Richards-Downes	Pembrokeshire County Council (Deputy Lead Director)
Ms. Helen Morgan-Rees	Swansea City and County Council (Lead Director)
Officers	
Mr Ian Altman	Partneriaeth Lead Officer
Ms. Linda Rees Jones	Monitoring Officer (Carmarthenshire County Council)
Mr Matthew Holder	Partneriaeth Head of Internal Audit (Pembrokeshire County Council)
Mrs Sarah Edwards	Deputy S151 Officer (Pembrokeshire County Council)
Mrs Andrea Davies	Estyn
Mrs. Ruth Lee	Partneriaeth Business Manager
Mrs. Kelly Evans	Carmarthenshire County Council (Democratic Services, note taker)
Mrs. Siwan Rees	Carmarthenshire County Council (Translation)
Mr. Martin Runeckles	Carmarthenshire County Council (Webcasting)
Observers	
Cllr Lyndon Jones	Scrutiny Chair of Councillor Group

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Darren Price (Leader, Carmarthenshire County Council), Wendy Walters, Chief Executive of Carmarthenshire County Council, Cllr Rob Stewart, Leader of Swansea Council and Cllr David Simpson, Leader of Pembrokeshire County Council.

In view of the fact that the Chair and deputies had tendered apologies, Councillor Robert Smith was voted in to chair today's meeting.

2. DECLARATIONS OF INTEREST

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

3. MINUTES OF PARTNERIAETH MEETING HELD ON THE 23 JUNE 2023

Resolved that the minutes of the Partneriaeth Joint Committee held on the 23 June 2023 be signed as a correct record.

4. MATTERS ARISING FROM THE MINUTES (IF ANY)

There were no matters arising from the minutes.

5. OPTION RE NOMINATION OF VOTING MEMBERS OF PARTNERIAETH JOINT COMMITTEE

The Joint Committee received a report to amend the choice of voting member on Partneriaeth's Joint Committee. This would provide flexibility for the three local authorities and give them the option of nominating their Cabinet member with the education portfolio as their voting member instead of their Leader.

UNANIMOUSLY RESOLVED that the revised wording to the Terms of Reference (as appended to report) be approved.

6. LETTER FROM THE CHAIR OF THE PARTNERIAETH SCRUTINY COUNCILLOR GROUP

The Joint Committee received a letter from the Chair of Scrutiny Councillor Group, reflecting on the views following the last meeting of the Partneriaeth Scrutiny Councillor Group, held on the 19th June 2023.

UNANIMOUSLY RESOLVED that the letter be received.

7. PARTNERIAETH FINANCIAL REPORT 2023-24

The Joint Committee received an update on the financial position of Partneriaeth as of August 2023.

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

- Service Level Agreements

- LA contributions
- Budget Monitoring – August 2023
- Grant Income for 2023-24
- Risks and Opportunities

UNANIMOUSLY RESOLVED that:-

7.1 the financial report as at August 2023 be noted

7.2 the projected outturn for 2023-24 be noted

**8. PARTNERIAETH HEAD OF INTERNAL AUDIT ANNUAL ASSURANCE
OPINION 2022-23**

The Joint Committee were provided with the annual assurance opinion on the effectiveness of Partneriaeth's Governance, Internal Control, Risk Management and Financial Management Arrangements for 2022-23.

The Head of Internal Audit informed the committee that Partneriaeth has a moderate framework.

UNANIMOUSLY RESOLVED that the :-

8.1 report be noted;

8.2 Annual Assurance Opinion for 2022-23 be noted

9. PARTNERIAETH ANNUAL GOVERNANCE STATEMENT 2022-23

The Joint Committee considered the findings from the annual review of governance arrangements for Partneriaeth for 2022-23.

The Internal Audit review gave a moderate assurance rating on the adequacy and effectiveness of the governance, internal control, risk management and financial management arrangements in place. Areas requiring further improvement have been included within the priorities for improvement of the Annual Governance Statement 2022-23 Action Plan.

UNANIMOUSLY RESOLVED that the Partneriaeth Annual Governance Statement 2022-23 be received.

10. INTERNAL AUDIT WORK PROGRAMME 2023-24

The Joint Committee received Partneriaeth's Internal Audit Work Programme 2023-24 for approval.

The Work Programme has been prepared in accordance with the requirements of the Public Sector Internal Audit Standards. It has been developed in consultation with the Lead Chief Executive, the Lead Director of Education, the S151 Officer, the Monitoring Officer and the Lead Officer for Partneriaeth.

The Joint Committee were informed that Internal Audit fieldwork would begin in February 2024 and on conclusion, a report would be issued to officers for consideration. Once feedback has been provided to Internal Audit, the report will be presented to the Joint Committee during the Summer term.

In response to a query regarding the broadness of the scope, the Joint Committee were advised that a sample approach across organisations, would be the preferred option, as this provided coverage to deliver.

UNANIMOUSLY RESOLVED that the 2023-24 Internal Audit Work Programme be approved.

11. PARTNERIAETH PERFORMANCE FINANCIAL YEAR 2023-2024 BUSINESS PLAN CYCLE

The Joint Committee received a report providing information of provision and performance of the financial year 2023-24 business plan.

The business plan is monitored quarterly and it was noted that nearly all actions were on track for full delivery by March 2024.

The Joint Committee were informed of areas of support for schools Partneriaeth offers, in line with business plan expectations. Areas for development and resources are regularly discussed as part of the Director Strategy Group.

The Joint Committee thought that this was an interesting and key piece of work moving forward.

UNANIMOUSLY RESOLVED that the :-

11.1 update be noted

11.2 the report be received

12. PARTNERIAETH STAKEHOLDER PERCEPTION SURVEY (NET PROMOTER SURVEY)

The Joint Committee received a report with a response to the Partneriaeth stakeholder perception survey (Net Promoter Survey) from summer term 2023.

The Joint Committee expressed disappointment at the low take up of the survey from Headteachers. In response, the committee were advised this was due to a number of reasons, including the Action Short of Strike. This impacted negatively on the completion rate and it was decided to extend the survey to discreet groups.

The Joint Committee were informed that a Net Promoter Survey would be conducted annually at the end of the business planning cycle during March. The survey results will be shared with all staff in Partneriaeth and an action plan co-constructed and those who indicated that they were happy to provide further feedback would be contacted within a working month of survey completion.

UNANIMOUSLY RESOLVED that the :-

12.1 update be noted

12.2 the report be accepted

12.3 the annual survey at end of business plan cycle be agreed

13. PARTNERIAETH 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:

- Timeliness of Welsh Government Funding
- Lack of Clarity regarding functions of Partneriaeth

There has been a reduction in Risk 2 due to the inspections across the local authorities.

UNANIMOUSLY RESOLVED that:-

13.1. The risk profile be noted;

13.2. The risk report be accepted

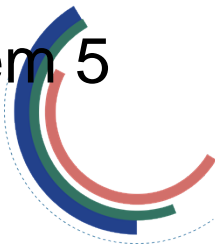
14. ANY OTHER ITEMS OF BUSINESS THAT BY REASONS OF SPECIAL CIRCUMSTANCES THE CHAIR DECIDES SHOULD BE CONSIDERED AS A MATTER OF URGENCY PURSUANT OF SECTION 100B (4)(B) OF THE LOCAL GOVERNMENT ACT 1972

There were no items of urgent business.

CHAIR

DATE

This page is intentionally left blank



**PARTNERIAETH JOINT COMMITTEE
2 FEBRUARY 2024**

**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 the last meeting of the Partneriaeth Scrutiny Councillor Group held on the 23 October 2023.

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:
Lead Officer, Partneriaeth

Tel No.

E. Mail:
ian.altman@partneriaeth.cymru



**EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
2 FEBRUARY 2024**

**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 23rd October 2023.

DETAILED REPORT ATTACHED?

No

IMPLICATIONS

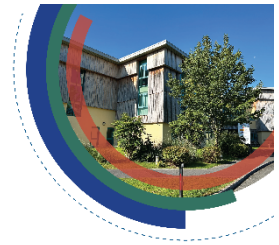
Policy, Crime & Disorder and Equalities NONE	Legal NONE	Finance NONE	Risk Management Issues NONE	Staffing Implications NONE
--	----------------------	------------------------	---------------------------------------	--------------------------------------

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



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: **16 November 2023**

Dear Councillor Price

Partneriath Scrutiny Councillor Group – 23 October 2023

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

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

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

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

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

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

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

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

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

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

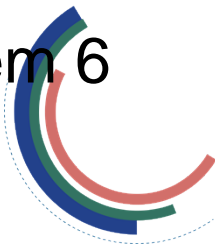
We heard from the Strategic Adviser that Partneriaeth are increasing their role, with every cluster having a link officer who will be 'a critical friend with expertise'. We heard that the last few years had been about universal support but this is now moving towards a more targeted model.

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

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

Yours sincerely,

Cllr Lyndon Jones
Chair of Partneriaeth Scrutiny Councillor Group
Cllr.lyndon.jones@swansea.gov.uk



**PARTNERIAETH JOINT COMMITTEE
2 FEBRUARY 2024**

FINANCIAL REPORT OUTTURN 2022-23

PURPOSE:

To present the Joint Committee with the financial outturn for 2022-23.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

The Partneriaeth Joint Committee approve the Partneriaeth financial outturn for 2022-23.

REASONS:

Approval of the Partneriaeth financial outturn for 2022-23 will enable completion of the Partneriaeth Statement of Accounts 2022-23.

Report Author:

Sarah Edwards

Designation:

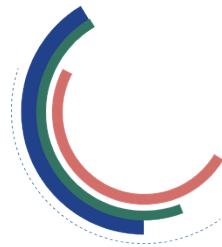
Deputy Section 151

Tel No.

01437 775548

E. Mail:

Sarah.Edwards@pembrokeshire.gov.uk



**EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
2 FEBRUARY 2024**

FINANCIAL REPORT OUTTURN 2022-23

BRIEF SUMMARY OF PURPOSE OF REPORT

To provide the Joint Committee with a financial outturn for 2022-23:

- Service Level Agreements
- Local Authority Contributions
- Outturn 2022-23
- Grant Income for 2022-23
- Risks and Opportunities
- Reserves

DETAILED REPORT ATTACHED?

Yes

IMPLICATIONS

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

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

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



Partneriaeth Financial Outturn 2022-23

**Partneriaeth Joint Committee
2 February 2024**

**Partneriaeth
S151 Officer**

1. Introduction

This report presents the Joint Committee with the Partneriaeth financial outturn at 31 March 2023. Preparation of the final Statement of Accounts for 2022-23 may result in a slight revision of this position over the coming weeks. It is not envisaged that any changes will be material.

2. Partneriaeth Budget 2022-23

The Partneriaeth budget for 2022-23 was approved by the Joint Committee on 29 April 2022, with a revised budget for 2022-23 approved by the Joint Committee on 3 February 2023.

It has been noted that grant dependency has risks but these were accepted by the Joint Committee.

3. 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.

4. 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

All contributions have been received.

5. Outturn 2022-23

Central Team	Original Budget 2022-23 £000	Revised Budget 2022-23 £000	Actual 2022-23		
			Central Team £'000	Grants £'000	Total £'000
Staffing Costs					
Salaries	1,930	2,168	730	1,377	2,107
Secondments, Specialists	-	103	57	159	216
Travel, Subsistence, Training & Development	15	17	11	20	31
IT Hardware & Mobiles	20	20	31	-	31
	1,965	2,308	829	1,556	2,385
Development and Running Costs					
Rent and Accommodation	25	25	16	6	22
General Office Expenses	7	7	4	13	17
Stationary, Telephone & Photocopying	5	5	-	2	2
Translation	40	50	7	48	55
Software & Marketing	26	27	-	-	-
Service Level Agreements	214	214	214	-	214
External Audit	15	15	15	-	15
Other Contracted Services	-	529	35	540	575
Business Plan Objectives	3,058	4,270	14	5,378	5,392
	3,390	5,142	305	5,987	6,292
Grants Passported to LA's	-	-	-	41,434	41,434
Total Gross Expenditure	5,355	7,450	1,134	48,977	50,111
Income					
Contributions from Member Authorities	(300)	(300)	(300)	-	(300)
Grant Funding RCSIG	(4,159)	(4,802)	-	(28,378)	(28,378)
Grant Funding RCSIG EIG Retained	(841)	(841)	(841)	-	(841)
PDG	(55)	(1,030)	-	(20,242)	(20,242)
EWC	-	(381)	-	(423)	(423)
Other LA Income	-	(96)	(96)	-	(96)
Siarter laith	-	-	(15)	(83)	(98)
Other Income	-	-	(7)	(6)	(13)
Total Income	(5,355)	(7,450)	(1,259)	(49,132)	(50,391)
Net Surplus	-	-	(125)	(155)	(280)
Appropriation to/(from) Reserve	-	-	125	155	280

- £280k appropriated to reserve, is made up of £125k core underspend and £155k EWC underspend.

6. Passported Grants

6.1 Regional Consortia School Improvement Grant (RCSIG)

The RCSIG funding was allocated on the following basis:

RCSIG Breakdown	Grant Funding £000's
Partneriaeth	4,802
EIG Retained	841
Passported to Local Authorities	22,108
Total	27,751

Individual Local Authorities have been passported the amounts below for each of the EIG and Professional Learning Elements of RCSIG:

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

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

The 2020-21 (£570,210) and 2021-22 (£1,091,587) underspend was distributed to Carmarthenshire, Pembrokeshire, Swansea and Powys based on their Local Authority contribution percentage for each corresponding financial year. £195,098 of RCSIG funding received in 2022-23 was not spent and will be returned to Welsh Government.

6.2 Pupil Development Grant (PDG)

The PDG funding was allocated on the following basis:

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

Individual Local Authorities have been passported the below amounts of the PDG funding:

PDG Breakdown by Authority	Grant Funding £000's
Carmarthenshire	6,636
Pembrokeshire	3,214
Swansea	9,393
Total	19,243

£30,349 of PDG funding received in 2022-23 was not spent and will be returned to Welsh Government.

6.3 Siarter Iaith

The Siarter Iaith funding was allocated on the following basis:

Siarter Iaith Breakdown	Grant Funding £000's
Partneriaeth Retained	15
Passported to Local Authorities	83
Total	98

Individual Local Authorities have been passported the below amounts of the PDG funding:

Siarter Iaith Breakdown by Authority	Grant Funding £000's
Carmarthenshire	31
Pembrokeshire	19
Swansea	33
Total	83

7. Risks and Opportunities

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

8. Reserves

At the ERW Joint Committee on 17 May 2023, approval was given to distribute £1.492m of the ERW reserves and balances to Partneriaeth.

The table below shows the reserve position at the end of 2022-23.

Usable Reserves	Balance 1 April 2022 £000	Contribution from Revenue Accounts £000	Contribution to Revenue Accounts £000	Balance 31 March 2023 £000
Earmarked Reserves	(1,392)	(280)	-	(1,672)
General Working Reserve	(100)	-	-	(100)
Total Useable Reserves	(1,492)	(280)	-	(1,772)

At the Joint Committee meeting held on 23 June 2023 a contribution from reserve in lieu of the Local Authority contributions was approved for 2023-24 due to the level of reserves and balances transferred to Partneriaeth following the cessation of ERW.

9. Recommendations

- The Joint Committee approve the Partneriaeth financial outturn for 2022-23.

This page is intentionally left blank



**PARTNERIAETH JOINT COMMITTEE
2 FEBRUARY 2024**

**PARTNERIAETH FINANCIAL REPORT 2023-24
(DECEMBER 2023)**

PURPOSE:

To provide an update of the financial position of Partneriaeth as at December 2023.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

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

REASONS:

Compliance with Financial Procedure Rules.

Report Author:

Sarah Edwards

Designation:

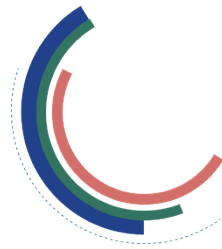
Deputy Section 151

Tel No.

01437 775548

E. Mail:

Sarah.Edwards@pembrokeshire.gov.uk



**EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
2 FEBRUARY 2024**

**PARTNERIAETH FINANCIAL REPORT 2023-24
(DECEMBER 2023)**

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 2023
- Grant Income for 2023-24
- Risks and Opportunities

DETAILED REPORT ATTACHED?	Yes
----------------------------------	------------

IMPLICATIONS

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

CONSULTATIONS

N/A

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

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



Partneriaeth Financial Report 2023-24 (December 2023)

**Partneriaeth Joint Committee
2 February 2024**

**Partneriaeth
S151 Officer**

1. Introduction

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

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

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

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

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

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

3. Local Authority Contributions

There are no Local Authority contributions for 2023-24.

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

4. Budget Monitoring – December 2023

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

*Grant Funding RCG includes Professional Teaching Awards Cymru (PTAC) (£3,xxx), grants to be passported (£21,298,280) and Variation letter (£181,466)

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

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

5. Grant Income 2023-24

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

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

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

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

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

5.1 Regional Consortia Grant (RCG)

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

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

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

The table below shows how the RCG has been allocated.

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

A) Main Grant

The RCG contains the following elements

- Education Improvement Grant
- Professional Learning

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

Education Improvement Grant (EIG)

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

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

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

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

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

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

Priority 1 - Curriculum

	£
1.1 Regional support for curriculum and assessment reform	578,364
1.2 Schools curriculum and assessment development, including National Networks and learning progression	1,589,824
1.3 Curriculum reform professional learning programme	337,500
1.4 Regional support for Modern languages - (Modern Foreign Languages (Global Futures))	57,750
1.5 Modern Foreign Languages – building capacity for MFL in the primary sector	46,098
1.6 Literacy & Numeracy Grant/ Support for Curriculum Improvements	62,499

1.7 Primary LNF Oracy Scheme for Wales	68,042
1.8 Digital Competence Framework	12,501
1.9 Coding & Digital Skills	51,033
1.10. A Level and Welsh Bacc PL	89,700
1.11. Welsh - Professional Development	425,268
1.12. Welsh-medium capacity grant	33,227
Total	3,351,806

Priority 2 - Equity

	£
2.1 Supporting Vulnerable Learners	18,750
Total	18,750

Priority 3 – Research and Enquiry

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

Priority 4 – Career Pathways

	£
4.2 Teaching Assistants Learning Pathway	118,749
4.1 Induction / Early Career support package	31,251
4.3 Future Leadership Programme (Aspiring, middle leaders including Coaching & Mentoring support)	106,251
4.5 Aspiring Headteachers Programme	76,500
4.4 National Professional Qualification for Headship (NPQH)	TBC
Total	332,751

B) Variation 1

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

5.2 Pupil Development Grant (PDG)

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

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

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

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

6. Risks and Opportunities

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

Recommendations

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

This page is intentionally left blank

**PARTNERIAETH JOINT COMMITTEE
2 FEBRUARY 2024**

PARTNERIAETH DRAFT BUDGET FOR 2024-25

PURPOSE:

Joint Committee consideration and endorsement ‘in principle’ of the Partneriaeth draft budget for 2024-25, with formal approval to be obtained at the Joint Committee meeting on 7 June 2024 once confirmation of funding from Welsh Government, and member Local Authorities has been received.

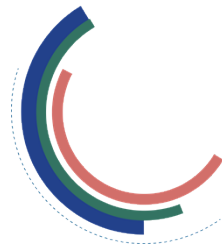
RECOMMENDATIONS / KEY DECISIONS REQUIRED:

- The Draft Budget for 2024-25 is approved ‘in principle’, subject to change once confirmation of funding is received, with referral to the Joint Committee meeting on 7 June 2024 for formal approval.
- The SLAs for 2024-25 are approved.
- The contribution from reserve for 2024-25, in lieu of Local Authority contributions, is approved.

REASONS:

Compliance with the Partneriaeth Legal Agreement and Financial Procedure Rules.

<p>Report Author: Sarah Edwards</p>	<p>Designation: Deputy Section 151</p>	<p>Tel No. 01437 775548 E. Mail: Sarah.Edwards@pembrokeshire.gov.uk</p>
---	--	---



EXECUTIVE SUMMARY PARTNERIAETH JOINT COMMITTEE 2 FEBRUARY 2024

PARTNERIAETH DRAFT BUDGET FOR 2024-25

BRIEF SUMMARY OF PURPOSE OF REPORT

To provide the Joint Committee with the Partneriaeth draft budget for 2024-25, including:

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

The Partneriaeth Legal Agreement (Schedule 9, paragraph 3) states 'The Partneriaeth via the Lead Council with responsibility for Finance, shall provide a draft Annual Budget to the Joint Committee for approval before the start of the following Financial Year'. As funding for 2024-25 has not yet been confirmed, approval of the draft budget for 2024-25 'in principle' is sought, with formal approval to be obtained at the Joint Committee meeting on 7 June 2024 once confirmation of funding from Welsh Government, and member Local Authorities has been received.

DETAILED REPORT ATTACHED?

Yes

IMPLICATIONS

Policy, Crime & Disorder and Equalities	Legal	Finance	Risk Management Issues	Staffing Implications
NONE	NONE	YES	YES	NONE
<p>1. Finance As outlined in the detailed report.</p>				
<p>2. Risk Management As outlined in the detailed report.</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

This page is intentionally left blank



Partneriaeth Draft Budget for 2024-25

Partneriaeth S151 Officer

2 February 2024

1.0 Introduction

- 1.1 The report presents the Joint Committee with the Partneriaeth Draft Budget for 2024-25.
- 1.2 The Partneriaeth Legal Agreement (Schedule 9, paragraph 3) states 'The Partneriaeth via the Lead Council with responsibility for Finance, shall provide a draft Annual Budget to the Joint Committee for approval before the start of the following Financial Year'.
- 1.3 For 2024-25 Welsh Government have announced that they will be rationalising and consolidating pre-16 education grants that currently go to Local Authorities and Regional Consortia / Partnerships into one Local Authority Education Grant (LAEG). As a result consortia funding will now go directly to Local Authorities.
- 1.4 Due to the current uncertainty around the funding of Partneriaeth for 2024-25 it has been assumed that grant income received by Partneriaeth direct from Welsh Government in 2023-24 will be received via the member Local Authorities at the same level as 2023-24.
- 1.5 As funding for 2024-25 has not yet been confirmed, approval of the draft budget for 2024-25 'in principle' is sought, with formal approval to be obtained at the Joint Committee meeting on 7 June 2024 once confirmation of funding from Welsh Government, and member Local Authorities has been received.
- 1.5 The Draft Budget for 2024-25 has been developed in consultation with the Lead Officer Partneriaeth and the three Education Directors.

2.0 Service Level Agreements (SLAs)

- 2.1 The SLAs have been increased by CPI of 6.7% for 2024-25.
- 2.2 As in 2023-24, there is no charge for the services of the Partneriaeth Lead Chief Executive, Partneriaeth S151 Officer, Partneriaeth Monitoring Officer or the Partneriaeth Lead Education Director.
- 2.3 The proposed SLAs for 2024-25 are outlined below:

SLAs	2024-25 £'000
Committee Services (Carmarthenshire)	5
Scrutiny (Swansea)	5
Finance (Pembrokeshire)	140
Internal Audit (Pembrokeshire)	30
Human Resources (Pembrokeshire)	7
Information Technology (Pembrokeshire)	36
Procurement (Pembrokeshire)	22
Total Budgeted SLAs	245

3.0 Local Authority Contributions

- 3.1 The element of the Partneriaeth budget funded by Local Authority contributions has been determined based on the estimates and assumptions outlined in 4.3 below.
- 3.2 Prior to 2023-24, Local Authority contributions increased to match the overall increase in expenditure. However, due to the significant financial challenges faced by each Local Authority in 2023-24 and over the MTFP, it was agreed by the Joint Committee on 23 June 2023 that there would be no Local Authority contribution for 2023-24, reduced contributions for 2024-25 and 2025-26, and a return to a full contribution for 2026-27.
- 3.3 It is proposed that due to the continued significant financial challenges faced by each Local Authority in 2024-25 and over the MTFP, there be no Local Authority contribution for 2024-25, with reduced contributions for 2025-26 and 2026-27, and a return to a full contribution for 2027-28.
- 3.3 Due to the level of reserves and balances transferred to Partneriaeth following the cessation of ERW, together with a further contribution to reserve in 2022-23, see 5.0 below, it is felt that the reduction in contributions over the MTFP can be funded from reserve without a significant depletion of reserve levels.
- 3.4 Individual Local Authority contributions are calculated in accordance with the Partneriaeth Legal Agreement (Schedule 9, paragraph 4) based on PLASC figures (80%) and the number of schools within each Local Authority area (20%).
- 3.5 The proposed Local Authority contributions/contributions from reserve for 2024-25 and over the MTFP are outlined below (LA allocation to be determined based on relevant year data):

Local Authority*	2023-24	2024-25	2025-26	2026-27	2027-28
	£'000	£'000	£'000	£'000	£'000
Carmarthenshire }					
Pembrokeshire }	0	0	124	241	384
Swansea }					
Contribution from Reserve	335	358	248	137	0
Total Contributions	335	358	372	378	384

*contributions will be determined based on PLASC figures (80%) and the number of schools within each Local Authority area (20%).

4.0 Draft Budget for 2024-25

4.1 The Draft Budget for 2024-25, both income and expenditure, has been determined based on the estimates and assumptions outlined in 4.3 below.

4.2 Once Welsh Government funding has been confirmed for 2024-25, the Draft Budget will be updated, with an amendment made to the Business Plan objectives budget to match any increase or decrease in funding.

4.3 The proposed Draft Budget for 2024-25 is outlined below:

Budgeted Expenditure 2024-25	Assumption of increase		Core Funded	Grant Funded	Total 2024-25
		%	£'000	£'000	£'000
Staffing Costs					
Salaries, Secondments & Specialists	Salary inflation		-	2,303	2,303
Travel & Subsistence		0%	-	10	10
Training & Development		0%	-	5	5
			-	2,318	2,318
Development and Running Costs					
Rent and Accommodation	CPI	6.9%	16	-	16
Electricity	PCC inflation	-14.57%	2	-	2
Service Charges	CPI	6.9%	12	-	12
General Office Expenses	CPI	6.9%	7	-	7
Mobile Telephone	CPI	6.9%	5	-	5
Translation	CPI	6.9%	-	43	43
Hardware Purchases	CPI	6.9%	24	-	24
Software	CPI	6.9%	11	-	11
Marketing	CPI	6.9%	19	-	19
Service Level Agreements	CPI	6.9%	245	-	245
External Audit	CPI	6.9%	17	-	17
Other Contracted Services	CPI	6.9%	-	51	51
Business Plan Objectives*	Balancing figure		-	4,159	4,159
Total Development and Running Costs			358	4,258	4,611
Total Expenditure			358	6,571	6,929
Budgeted Income					
Local Authority Contributions			-	-	-
Welsh Government Grant Funding received via member Local Authorities**	Assumed at 2023-24 levels		-	6,190	6,190
Education Workforce Council (EWC)	Assumed at 2023-24 levels		-	381	381
Reserves			358	-	358
Total Income			358	6,571	6,929

* Efficiency savings will have to be made to the Business Plan Objectives if grant funding remains flat lined. This is due to inflationary pressures across other budget lines.

**It is assumed that RCSIG, RCSIG EIG retained and PDG funding previously received direct from Welsh Government will be received from Local Authorities at 2023-24 levels.

5.0 Working Balance and Reserves

5.1 At the ERW Joint Committee on 17 May 2023, approval was given to distribute £1.492m of the ERW reserves and balances to Partneriaeth. During 2022-23 a further £0.280m was appropriated to reserve.

5.2 £0.100m of the balance is utilised as the Partneriaeth working balance with the remaining £1.672m utilised as the Partneriaeth reserve.

5.3 The proposed movements in the working balance and reserve for 2024-25 and over the MTFP are outlined below:

Working Balance	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	2027-28 £'000
Opening Balance	100	100	100	100	100
Utilised in Year	0	0	0	0	0
Closing Balance	100	100	100	100	100

Reserve	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	2027-28 £'000
Opening Balance	1,672	1,337	979	731	594
Utilised in Year	335	358	248	137	0
Closing Balance	1,337	979	731	594	594

6.0 Risks and Opportunities

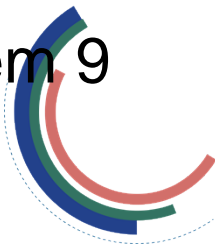
6.1 Continued reliance on grant funding remains a risk for Partneriaeth.

6.2 There is a risk that Local Authority priorities may change with grant funding received from Welsh Government being retained by Local Authorities and not used to commission Partneriaeth services.

Recommendations

- The contents of the report are noted.
- The Draft Budget for 2024-25 is approved 'in principle', subject to change once confirmation of funding is received, with referral to the Joint Committee meeting on 7 June 2024 for formal approval.
- The SLAs for 2024-25 are approved.
- The contribution from reserve for 2024-25, in lieu of Local Authority contributions, is approved.

This page is intentionally left blank



**PARTNERIAETH JOINT COMMITTEE
2 FEBRUARY 2024**

LEAD OFFICER UPDATE

PURPOSE:

To inform the Joint Committee of information sharing strategy and strategic planning group terms of reference to strengthen working between Partneriaeth and partner LAs, as well as an update on Q3 Business Plan delivery.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

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

REASONS:

Governance Arrangements, Risk Management.

Report Author:
Ian Altman

Designation:
Lead Officer, Partneriaeth

Tel No.

E. Mail:
ian.altman@partneriaeth.cymru



**EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
2 FEBRUARY 2024**

LEAD OFFICER UPDATE

BRIEF SUMMARY OF PURPOSE OF REPORT

1. Information Sharing Strategy

The information Sharing Strategy has been developed by senior officers in Partneriaeth and LAs. It sets out a rationale for the effective sharing of information and intelligence in order to ensure effective delivery for schools across the region under the following headings:

- Sharing of documentation
- Planning the Professional Learning offer
- School-based intelligence

2. Strategic Planning Groups – Terms of Reference

The implementation of strategic planning groups from spring 2024 has been agreed in collaboration with LA staff and the Terms of Reference have been co-constructed to ensure consistency across the following groups:

- Literacy
- Numeracy
- Digital
- Cymraeg

3. BP Q3 Monitoring

Overview of Quarter 3 monitoring against the Business Plan. This follows the interim report at the mid-point of the BP shared with Joint Committee in the autumn meeting.

The report reflects that the BP is on track for delivery and a full evaluation of performance and impact will follow at the end of the BP cycle.

DETAILED REPORT ATTACHED?	Yes
----------------------------------	------------



IMPLICATIONS

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

This page is intentionally left blank



PARTNERIAETH

INFORMATION SHARING STRATEGY

Rationale

To ensure that information and intelligence is shared effectively between Partneriaeth and School Improvement Partners in order to influence the planning of support provided to schools and cluster, including the Professional Learning Offer.

1. SHARING OF DOCUMENTATION

WHY	To ensure clarity and transparency and ensure Partneriaeth's business plan and the business plans of the 3 Local Authorities all align.	
WHEN	Early spring	
	WHAT	WHO
	Partneriaeth's Strategic Plan	Partneriaeth
	Partneriaeth's Business Plan	Partneriaeth
	LA Service Plan	LAs
	LA priorities	LAs

2. PLANNING THE PROFESSIONAL LEARNING OFFER

WHY	To ensure all relevant information held by Partneriaeth and the LAs is available to inform the planning of the next Professional Learning Offer	
WHEN	First 2 weeks in January of each business cycle to allow a summary of the PL Offer to be built and made available to schools by May, with a full version including venues, dates, times and booking forms to follow.	
	WHAT	WHO*
	All relevant LA Strategic Plans (Literacy, Numeracy, etc)	LAs
	School priorities (themes from SDPs)	LAs
	Themes from cluster transition plans	LAs
	Themes from Estyn visits	LAs
	Themes from evaluation of current PL offer	Partneriaeth
	Estyn thematic reports	Partneriaeth
	Themes from Partneriaeth Support Log	Partneriaeth
	Themes from Cluster engagement	Partneriaeth

*relevant information will also be discussed in the Strategic Collaboration Groups

3. SCHOOL BASED INTELLIGENCE

WHY	To ensure all officers have the most accurate information regarding our schools	
WHEN	Initial exchange of information to take place early in September. Any changes to these to be communicated asap via Senior SIO and Senior Strategic Officer meetings.	
	WHAT	WHO
	List of allocated Cluster Link Officer	Partneriaeth
	Access to Partneriaeth's Support Log	Partneriaeth
	List of allocated SIOs	LAs
	List of Headteachers plus email address	LAs
	List of soft/hard school federations	LAs

Senior colleagues from Partneriaeth and the LAs will be reminded by email when relevant documentation and information outlined above is due.

All documentation and information should be uploaded to the shared virtual area set up to facilitate this sharing.

The Strategic Collaboration Groups will be able to access the relevant information, as required.



PARTNERIAETH Strategic Planning Groups

Terms of Reference

1. Purpose

- Provide the mechanism for regional collaboration in the development of professional learning and support for the key areas of literacy, numeracy, digital and Cymraeg;
- Provide value for money, avoid duplication of resources and achieve a greater scale of economy through co-operation and collaboration.

2. Membership

- Partneriaeth officer(s) with responsibility for key area
- Local authority officers(s) with responsibility for key area
- Representative from the regional Equity in Education Steering Group (tbc)

3. Chair

- Members of the Strategic Planning Groups will elect a chair and agree the term of office

3. Frequency

- The Strategic Planning Groups will be convened on a half termly basis
- Duration and date of meetings to be determined and agreed by members

4. Proceedings of meetings

- An action log will be completed at each meeting and saved centrally
- The action log will not be circulated – group members will have responsibility to ensure that they complete any actions set

5. Expectations

- Providing value for money should be a prime consideration at all times and decisions to commission external providers will need to be signed off by Partneriaeth's Directors of Education
- Reinforcing a regional commitment to equity in education should be a key priority for the group
- Partneriaeth officer(s) will be responsible for bringing any national message/communications to the group providing members with the opportunity to provide feedback and cascade messages locally
- Local authority officer(s) will share relevant local authority priorities, intelligence and professional learning plans with the group
- Group members will recognise that whilst there may at times be local variance there must remain a degree of regional consistency

6. Reporting

- Updates will be provided to Partneriaeth's monthly Operations Group when required

This page is intentionally left blank



PARTNERIAETH

Gweithio mewn partneriaeth i gyflawni rhagoriaeth i bawb
Partnership working to achieve excellence for all

Quarter 3 Monitoring

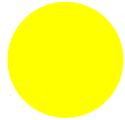
Overview of priority areas

PRIORITY 1: SUPPORT ALL SCHOOLS AND EDUCATIONAL SETTINGS TO DESIGN AND DELIVER THEIR OWN HIGH QUALITY EQUITABLE CURRICULUM.		Q1	Q2	Q3	Q4
1.i	We will continue to support the Curriculum Design and Review process through a tiered programme of asynchronous and synchronous professional learning				
1.ii	We will ensure that clusters are supported to develop a shared understanding of progression on a 3-16 continuum				
1.iii	We will collaborate with partners to identify and share arrangements for assessment which are embedded in day-to-day practice and inform planning				
1.iv	We will develop and co-construct a professional learning offer focussed on high quality teaching and learning, including Post-16				
1.v	We will engage with stakeholders to design and deliver a programme of support for schools and settings focussing on developing cross curricular skills				
1.vi	We will continue to work with LAs to support high-quality teaching and learning of Welsh in all settings and support the Cymraeg 2050 agenda				
PRIORITY 2: EMBED PRINCIPLES AND PROCESSES WHICH UNDERPIN EDUCATIONAL EQUITY IN ALL SCHOOLS AND EDUCATIONAL SETTINGS					
2.i	We will continue to support schools and educational settings to understand how to mitigate the impact of poverty on engagement, achievement and attainment				
2.ii	We will continue to support schools and educational settings to understand how to mitigate the impact of trauma on engagement, achievement and attainment				
2.iii	We will work with key partners to embed evidence based universal approaches to promote positive health and well-being				
PRIORITY 3: SUPPORT SCHOOLS AND EDUCATIONAL SETTINGS TO DEVELOP A RANGE OF RESEARCH AND ENQUIRY SKILLS AS A KEY PART OF THEIR OWN PROFESSIONAL LEARNING					
3.i	We will support the growth of networks of schools to develop a range of enquiry skills by leading enquiries in their own settings.				
3.ii	We will promote collaboration across our schools and educational settings to explore and develop approaches to digital learning design.				
3.iii	We will drive a system where schools and educational settings are willing to take risks, experiment and innovate their practice to raise standards.				
PRIORITY 4: PROVIDE CAREER PATHWAYS FOR LEADERS, PRACTITIONERS AND SUPPORT STAFF AT ALL LEVELS OF THE SYSTEM					
4.i	We will deliver the Teaching Assistant Learning Pathway (TALP)				
4.ii	We will provide Early Career Support/Induction for Newly Qualified Teachers (NQTs)				
4.iii	We will run the Future Leadership Programme for Aspiring Leaders				
4.iv	We will run the Future Leadership Programme for NPQH				



Very Good Progress

BP area addressed in nearly all aspects



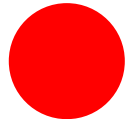
Strong Progress

BP area addressed in most aspects. Only minor aspects require further attention.



Satisfactory Progress

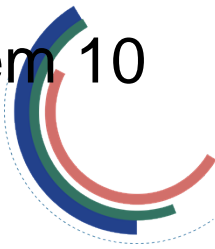
BP area addressed in many aspects. However, a few significant aspects require attention.



Limited Progress

All or many aspects still awaiting attention

This page is intentionally left blank



**PARTNERIAETH JOINT COMMITTEE
2 FEBRUARY 2024**

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:

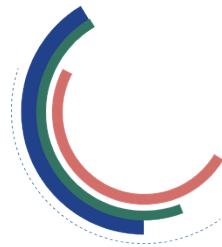
Governance Arrangements, Risk Management.

Report Author:
Ian Altman

Designation:
Lead Officer, Partneriaeth

Tel No.

E. Mail:
ian.altman@partneriaeth.cymru



**EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
2 FEBRUARY 2024**

RISK REGISTER

BRIEF SUMMARY OF PURPOSE OF REPORT

The report outlines the overall risk profile of the region. The document has been updated to reflect recommendations from audit 2022-23 and also the fact that Welsh Government funding has been received by Partneriaeth, including all expected variation awards.

The heat map indicates the following risks as scoring:

Medium Probability and High Impact

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

The second of these is an increased risk in the light of recommendations from audit 2022-23.

DETAILED REPORT ATTACHED?	Yes
----------------------------------	------------

IMPLICATIONS

Policy, Crime & Disorder and Equalities	Legal	Finance	Risk Management Issues	Staffing Implications
NONE	NONE	YES	YES	NONE
1. Finance There is a section on the register dedicated to Financial Risk.				
2. Risk Management The Risk Register is the primary risk analysis mechanism in Partneriaeth’s governance system.				

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



Risk Register

April 2023 - March 2024

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 4 priority areas of Partneriaeth's Business Plan	13
2. Failure to delivery against LA priorities included in Partneriaeth's Business Plan	15
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 Grant (RCG) 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 – Support all schools and settings to design and deliver their own high quality equitable curriculum.

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

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

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

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

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

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

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

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

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

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

Risks are categorised under one of the four following groupings

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

Every risk is explained in seven steps:

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

1.3. Risk Evaluation Matrix

Threats					
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"> • Lack of clarity regarding functions of Partneriaeth 	8 <ul style="list-style-type: none"> • Partneriaeth not found to provide value for money
	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 4 priority areas of Partneriaeth's business plan	1	4	4	↔	13
2	Failure to deliver against LA priorities included in Partneriaeth's business plan	1	3	3	↔	15
3	Failure to support LAs in relevant areas during their engagement with Estyn	1	3	3	↔	16
4	Data Protection	1	4	4	↔	17
5	Partneriaeth found not to provide Value for Money	2	4	8	↑	18

3.2. Financial Risks

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

3.3. Governance Risks

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

4. CONTEXTUALISATION

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

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

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

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

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

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
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• 9 headteachers covering primary, secondary, special and pupil referral unit sectors
--------------------------	---

5. CENTRAL RISKS

1. FAILURE TO DELIVER THE 4 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> <p>Priority 1 – Support all schools and settings to design and deliver their own high quality equitable curriculum.</p> <p>Priority 2 – Embed principles and processes which underpin educational equity in all schools and settings.</p> <p>Priority 3 – Support schools and settings to develop a range of research and enquiry skills as a key part of their professional learning.</p> <p>Priority 4 – Provide career pathways for leaders, practitioners and support staff at all levels of the system.</p> <p>There is an increased risk linked to Priority 1 of schools not being sufficiently supported to implement Curriculum for Wales. If schools are not provided with appropriate and targeted support, the implementation will not be in line with national expectations, including supporting secondary settings from September 2023.</p>
Background
<p>The business plan for 2023/24 has been written and co-constructed with LA colleagues. Its structure differs from previous regional business plans with Local Authority priorities being an integral part of the plan. As Partneriaeth is funded by the Regional Consortia Grant, the plan consists of operational delivery plans for each of the funding lines of the grant.</p>
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

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

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

Description of Risk

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

Background

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

Objectives at Risk

All

Risk Control Measures

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

Risk Owner

Lead Officer, Senior Strategic Advisers

Risk Scores

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

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

Description of Risk

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

Background

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

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

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

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

Objectives at Risk

All

Risk Control Measures

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

Risk Owner

Lead Officer, Senior Strategic Advisers

Risk Scores

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

4. DATA PROTECTION

Description of Risk

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

Background

Objectives at Risk

All

Risk Control Measures

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

Risk Owner

Lead Officer, Lead Chief Executive, Lead Director

Risk Scores

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

5. PARTNERIAETH FOUND NOT TO PROVIDE VALUE FOR MONEY

Description of Risk

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

Background

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

Objectives at Risk

All

Risk Control Measures

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

Risk Owner

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

Risk Scores

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

6. FINANCIAL RISKS

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				
As of January 2024 Welsh Government Grant funding for 2023-24 has now been received and this includes all expected variation awards.				
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	1	3	3	↔
Tolerance			6	

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

Description of Risk

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

Background

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

Objectives at Risk

All

Risk Control Measures

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

Risk Owner

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

Risk Scores

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

7. RISKS ASSOCIATED WITH GOVERNANCE

1. LACK OF CLARITY REGARDING FUNCTIONS OF PARTNERIAETH				
Description of Risk				
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, Senior Strategic Advisers				
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
- Partneriaeth website links to the Professional Offer and accompanying bilingual resources, including access to previously run webinars on-demand
- Regular attendance at all relevant meeting with middle-tier and Welsh Government colleagues
- Regular attendance by Partneriaeth officers at LA meetings, e.g. Headteacher meetings, providing input, relevant updates

Risk Owner

Lead Officer, Senior Strategic Advisers

Risk Scores

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

3. PARTNERIAETH GOVERNANCE

Description of Risk

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

Background

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

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

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

Objectives at Risk

All

Risk Control Measures

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

Risk Owner

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

Risk Scores

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

