



29TH SEPTEMBER 2023

**PARTNERIAETH JOINT COMMITTEE
VIRTUAL MEETING AT 10.00 AM,
ON FRIDAY, 6TH OCTOBER, 2023**

A G E N D A

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST**
3. **MINUTES OF PARTNERIAETH MEETING HELD ON THE 23 JUNE 2023** 3 - 8
4. **MATTERS ARISING FROM THE MINUTES (IF ANY)**
5. **OPTION RE NOMINATION OF VOTING MEMBERS OF PARTNERIAETH JOINT COMMITTEE** 9 - 18
6. **LETTER FROM THE CHAIR OF THE PARTNERIAETH SCRUTINY COUNCILLOR GROUP** 19 - 24
7. **PARTNERIAETH FINANCIAL REPORT 2023-24** 25 - 34
8. **PARTNERIAETH HEAD OF INTERNAL AUDIT ANNUAL ASSURANCE OPINION 2022-23** 35 - 42
9. **PARTNERIAETH ANNUAL GOVERNANCE STATEMENT 2022-23** 43 - 58
10. **INTERNAL AUDIT WORK PROGRAMME 2023-24** 59 - 64
11. **PARTNERIAETH PERFORMANCE FINANCIAL YEAR 2023-2024 BUSINESS PLAN CYCLE** 65 - 86
12. **PARTNERIAETH STAKEHOLDER PERCEPTION SURVEY (NET PROMOTER SURVEY)** 87 - 104
13. **PARTNERIAETH RISK REGISTER** 105 - 130



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



Partneriaeth Joint Committee

Friday, 23 June 2023

**Chamber - County Hall, Carmarthen. SA31 1JP and remotely –
10.00 - 10.37 am**

CHAIR: Councillor Darren Price, Leader, Carmarthenshire County Council (voting member)

Voting Members	
Councillor Rob Smith	Cabinet Member for Education, Skills and Lifelong Learning, (Swansea Council)
Councillor Guy Woodham	Cabinet Member for Education & Lifelong Learning, (Pembrokeshire County Council)
Chief Executives	
Mrs. Wendy Walters	Carmarthenshire County Council (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)
Mrs. Sarah Edwards	Partneriaeth S151 Officer (Pembrokeshire County Council)
Mr Dean Philpin	Finance Manager (Education, Pembrokeshire County Council)
Councillor Glynog Davies	Cabinet Member for Education and Welsh Language (Carmarthenshire County Council)
Ms. Elin Forsyth	Strategic Lead for School Effectiveness (Carmarthenshire County Council)
Mr Ian Altman	Partneriaeth Lead Officer
Ms. Linda Rees Jones	Monitoring Officer (Carmarthenshire County Council)
Ms. Ruth Lee	Partneriaeth Business Manager
Mrs. Kelly Evans	Carmarthenshire County Council (Democratic Services, note taker)
Mr. Aled Eynon	Carmarthenshire County Council (Translation)
Mr. Martin Runeckles	Carmarthenshire County Council (Webcasting)

1. APOLOGIES FOR ABSENCE

An apology for absence was received from William Bramble (Chief Executive, Pembrokeshire County Council), Councillor David Simpson (Pembrokeshire County Council), Councillor Rob Stewart (Leader, Swansea City and County Council), Mark Campion (ESTYN), Martin Nicholls, (Chief Executive, City and County Swansea), Councillor Lyndon Jones (Scrutiny Chair, Swansea City and County Council), Jon Haswell S151 officer, (Pembrokeshire County Council) and Karen Newby Jones (ESTYN).

2. DECLARATIONS OF INTEREST

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

3. MINUTES OF PARTNERIAETH MEETING HELD ON THE 3 FEBRUARY 2023

RESOLVED that the minutes of the Shadow Partneriaeth Joint Committee meeting held on 3rd February, 2023 be signed as a correct record.

4. MATTERS ARISING FROM THE MINUTES (IF ANY)

There were no matters arising from the minutes.

5. LETTER FROM 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 13th February, 2023.

UNANIMOUSLY RESOLVED that the letter, as attached in this report, be received.

6. PARTNERIAETH DRAFT BUDGET FOR 2023-24 AND DRAFT MEDIUM TERM FINANCIAL PLAN (MTFP) FOR 2023-24 TO 2026-27

The Joint Committee received an update on the Partneriaeth Draft Budget for 2023-24 and Draft Medium Term Financial Plan for 2023-24 to 2026-27.

The Draft Budget for 2023-24 was approved 'in principle' by the Joint Committee with formal approval to be obtained at today's Joint Committee. An email was sent to the Joint Committee Members on 27 March 2023 with each Member confirming their 'in-principle' approval.

The Draft Budget for 2023-24 and the Draft MTFP for 2023-24 to 2026-27 have been developed in consultation with the Lead Officer Partneriaeth and the three Education Directors.

There have been a number of changes to the Draft Budget following the 18 May 2023 confirmation of Welsh Government funding for 2023-24:

- RCSIG funding was less than anticipated due to the Welsh in Education grant element of the EIG being delegated directly to Local Authorities, so the budget for Business Plan Objectives has been amended accordingly.
- Confirmation of secondment income from Welsh Government, this also being reflected in the staffing costs budget.
- Confirmation of changes to the staffing structure and recalculation of staffing costs.

UNANIMOUSLY RESOLVED that :-

- 6.1 The contents of the report be noted.**
- 6.2 The Draft Budget for 2023-24 be approved.**
- 6.3 The Draft MTFP for 2023-24 to 2026-27 be approved.**
- 6.4 The SLA's for 2023-24 be approved.**
- 6.5 The contribution from reserve for 2023-24, in lieu of the Local Authority contributions, be approved.**
- 6.6 Utilisation of the £1.492m reserves and balances from ERW to create a Partneriaeth working balance of £0.100m and a Partneriaeth reserve of £1.392m be approved.**

7. PARTNERIAETH PERFORMANCE 2022-23

The Joint Committee received an overview of provision and performance throughout the 2022-23 Business Plan cycle for noting and accepting.

The Joint Committee were informed that 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.

During the first twelve months of Partneriaeth as a regional service, senior officers have continued to receive honest feedback from LA officers in order and have refined provision where appropriate. As a result, engagement, trust and quality has improved. It is expected that ongoing open and direct feedback between LA and Partneriaeth officers will be mutually beneficial to shape professional learning and leadership development.

In response to a query raised on the timescale for the survey to teachers, the Lead Officer for Partneriaeth informed the Joint Committee, that a survey would be sent to all Headteachers in a timely manner with all teachers having access through various networks. It was noted that an update would be provided at the next Partneriaeth meeting.

Several comments were made thanking Partneriaeth for their valuable work.

UNANIMOUSLY RESOLVED that the update be noted and report accepted.

8. PARTNERIAETH STRATEGIC PLAN/BUSINESS PLAN 2023-24

The Joint Committee received Partneriaeth's Strategic Plan and Business Plan for 2023-24 for approval.

The Joint Committee were informed that the Strategic Plan for 2023-26 has been developed to give an overview of priority areas in the medium term, linked to areas of funding from Welsh Government.

The Business Plan for 2023-24 also reflected the priorities and had additional measurable targets to support Welsh Government reporting requirements.

UNANIMOUSLY RESOLVED that the Business Plan for 2023-24 be approved.

9. RISK REGISTER

The Joint Committee received the Risk Register detailing the risk profile of the region.

The Risk Register will be developed to reflect the Business Plan priorities for 2023-24 for presentation at the autumn Joint Committee.

It was indicated that the following risks were as scoring medium probability and high impact:-

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

It was noted that ESTYN were currently inspecting Carmarthenshire County Council and their findings would be incorporated into the next Business Plan.

A proposal was made to review the membership for the Joint Committee within the standing orders, to allow flexibility on nomination of permanent members. A report will be considered at a future Joint Committee meeting for approval.

UNANIMOUSLY RESOLVED that the:

9.1 risk profile be noted

9.2 report be accepted

9.3 membership of the Joint Committee be reviewed and report to future Joint Committee meeting for approval

10. 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

*(NOTE: THESE MINUTES ARE SUBJECT TO CONFIRMATION BY THE
JOINT COMMITTEE AT ITS NEXT MEETING)*

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

CHAIR

DATE

This page is intentionally left blank



PARTNERIAETH JOINT COMMITTEE 6 OCTOBER 2023

OPTION RE NOMINATION OF VOTING MEMBERS OF PARTNERIAETH JOINT COMMITTEE

PURPOSE:

To amend the choice of voting member on Partneriaeth's Joint Committee.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

That the choice of voting member for Partneriaeth's Joint Committee be left to the individual Constituent Authorities.

REASONS: To provide flexibility.

<p>Report Author: Linda Rees-Jones</p>	<p>Designation: Partneriaeth's Monitoring Officer</p>	<p>Tel No. 01267 224010</p> <p>E. Mail: LRJones@carmarthenshire.gov.uk</p>
---	--	--



EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
6 OCTOBER 2023

**OPTION RE NOMINATION OF VOTING MEMBERS OF
PARTNERIAETH JOINT COMMITTEE**

BRIEF SUMMARY OF PURPOSE OF REPORT.

1. The Terms of Reference for Partneriaeth's Joint Committee (Schedule 3 of the Joint Committee Agreement) specify that the 3 voting members shall be the Leaders of the 3 Councils. Leaders are inevitably involved in many meetings relating to their own individual Authorities business, partnerships, joint committees and regional working structures, which can lead to many clashing commitments diary wise. Welsh Government's Guidance on Education Consortia when they were established – "National Model for Regional Working" (2014) – advised that "the membership of a joint committee will comprise of the Leader of each constituent local authority or education portfolio holder – they will be the decision making body and the elected members will have full voting rights". The Joint Committee is therefore asked to consider giving the local authorities the option of nominating their Cabinet Member with the education portfolio as their voting member instead of their Leader.
2. A suggested revised wording to the Terms of Reference is appended. If the Joint Committee approves this option the Monitoring Officer asks for delegated authority to finalise the revised wording of Schedule 3 and the necessary Deed of Variation with her counterparts in the two other Authorities.
3. Any changes to the membership of the Committee will need to be approved by the individual local authorities.
4. This particular report has not looked at the issue of non-voting members on the Joint Committee.

DETAILED REPORT ATTACHED?

No



IMPLICATIONS

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

1. Legal

Any changes to the composition of the Joint Committee will need to be approved by the individual Constituent Authorities.

A Deed of Variation would have to be agreed between the individual Constituent Authorities to give effect to any change agreed.

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

APPENDIX

SCHEDULE 3

Terms of Reference of the Joint Committee

1 Governance

- 1.1 The Leaders ~~or~~ the Cabinet Member with responsibility for Education as nominated by each of the three Councils

2 Purpose

- 2.1 The Joint Committee has ultimate responsibility and accountability for decisions taken in relation to the operation of the PARTNERIAETH.

- 2.2 The Joint Committee's functions shall include:

- (a) Implementing appropriate governance structures for the PARTNERIAETH.
- (b) Developing and implementing the strategic planning for the PARTNERIAETH to include approval and adoption of the Business Plan.
- (c) Overall responsibility for the performance monitoring.
- (d) Approving the Annual Budget and the statement of accounts, agreeing the basis on which the Annual Budget will be funded and any change to the basis for calculation of each Council's Contribution to the Annual Budget. The approval of the first Annual Budget shall be a matter reserved to the Councils in accordance with Schedule 8. All subsequent Annual Budgets will be approved by the Joint Committee taking recognition of the current economic climate and pressure on the public sector in the applicable year, and on the proviso that the approval shall not result in any Annual Budget exceeding the previous years Annual Budget by more than 5 %.
- (e) Approving the internal audit plan, internal audit charter and receiving the Head of Internal Audit annual assurance option.
- (f) Receiving external audit reports, including the audit of accounts report (ISA 260)
- (g) Approving the annual governance statement
- (h) Appointing the Lead Council for each of the Functions
- (i) Responsibility for resource allocation and ensuring optimal staffing levels to achieve the Objects.
- (j) Appointing the Lead Officers as required by clause 10.11.

- (k) Appointing (in consultation with the Strategic Group) the PARTNERIAETH Lead Officer.
- (l) To receive and consider reports and recommendations from the PARTNERIAETH Lead Officer, the Strategic Group or the Joint Scrutiny Councillor Group.
- (m) Strategic communications.
- (n) Subject to the prior approval of the Councils, receiving and considering Withdrawal Notices and approving the Liabilities Schedule for a withdrawing Council.

3 Membership

- 3.1 Each of the Councils shall appoint its Leader or **Cabinet Member with responsibility for education** ~~equivalent as its representative~~ as a member of the Joint Committee and all such members shall have full voting rights.
- 3.2 Each of the Councils shall **also** appoint (~~its Cabinet Member with responsibility for Education as~~) a non voting member of the Joint Committee, **who shall - if they have not been nominated as the voting member of the Joint Committee under para 3.1 above - be the Cabinet Member with responsibility for education.**
- 3.3 In the event that a Council's leader **the voting member** is unable to attend all or part of a meeting of the Joint Committee the relevant ~~Cabinet Member with responsibility for Education~~ **non voting member** will automatically substitute for the leader **voting member** and shall be able to vote in their place. In the event that the ~~Cabinet Member non voting member~~ **non voting member** is unable to attend the meeting **as the voting member** then the leader **nominated voting member** can appoint an alternative substitute with full voting rights for the period that they are substituting for the leader **voting member.** |
- 3.4 In the event that that the ~~Cabinet Member with responsibility for Education~~ **non voting member** is either substituting for the leader **voting member** in accordance with paragraph 3.3 or is otherwise unable to attend the meeting of the Joint Committee then that ~~Cabinet Member non voting member~~ **non voting member** may appoint a substitute to attend meetings of the Joint Committee in a non-voting capacity.
- 3.5 The Joint Committee shall be entitled to co-opt such additional persons to the Joint Committee as non-voting members as the Joint Committee sees fit and on terms to be determined by the Committee.
- 3.6 The co-option of any person as a non-voting member shall be subject to that person confirming in writing to the monitoring officer that he or she agrees to comply with the Co-opted Member Protocol in Schedule 7. No co-option shall take effect until such confirmation has been given.

3.7 The following officers shall attend the meetings of the Joint Committee and shall not have a vote:

- (i) The Chief Executive of each of the Councils with the Lead Chief Executive to support the Chair and advise members.
- (ii) The Director of Education of each of the Councils with the Lead Director to provide technical advice to the members.
- (iii) The PARTNERIAETH Lead Officer who shall provide a report dealing with the progress in attaining the Objects including an update on the Business Plan.
- (iv) The Chair of the Joint Scrutiny Councillor Group with observer status only.
- (v) The Lead Council with responsibility for Finance will arrange for its S.151 officer (or a deputy) to attend to report on the Annual Budget, Statement of Accounts and any other financial matters.
- (vi) The Chair of the Strategic Group to present and advise on reports from the Strategic Group.
- (vii) The monitoring officer and section 151 officer of each of the Councils shall be entitled to attend meetings of the Joint Committee as an advisor dependant on the subject matter of agenda items.

3.8 The Joint Committee may invite officers of the Councils or from outside bodies to attend committee meetings to present reports or to participate in Joint Committee business or to observe proceedings. These officers will not be members of the Joint Committee, will not form part of the quorum and will not be entitled to vote.

4 Chair

4.1 The Chair of the Joint Committee shall be one of the ~~Council Leaders~~ **voting members** appointed to the Joint Committee.

4.2 The Chair of the Joint Committee shall be elected for a two year term in the first instance, reviewed annually thereafter.

4.3 The two ~~Leaders~~ **voting members** of the remaining local authorities shall be appointed as Deputy Chairs.

5 Voting

5.1 Each member of the Joint Committee shall have one vote. Decisions of the Joint Committee shall be made by simple majority vote. In the event of an equality of votes, the Chair of the Joint Committee shall have a casting vote. In the absence of the Chair or in the event of the Chair withdrawing from the meeting for a particular agenda item, then the Joint Committee shall determine which of the Deputy Chairs shall sit as

chair pro tem and that Deputy Chair shall have the casting vote for such period as the Chair is absent from the meeting.

6 Proceedings of Meetings

- 6.1 The rules of procedure in the constitution of the Lead Council responsible for administration of the Joint Committee shall apply to meetings of the Joint Committee.
- 6.2 The ~~leaders~~-**voting and non voting members** of the Councils shall be subject to the codes of conduct of their respective Councils.
- 6.3 Co-opted members of the Joint Committee who are not members of the Councils shall be subject to the rules of conduct in Schedule 7 and shall sign an undertaking in the form set out at Schedule 7 to confirm that they shall abide by those rules of conduct.

7 Quorum

- 7.1 The quorum for a meeting of the Joint Committee shall be one representative with voting rights from each of the three Councils.

8 Frequency

- 8.1 The Joint Committee shall meet on a regular basis at a frequency to be determined by the Joint Committee. Additional meetings may be called by the Chair on at least seven clear days' notice issued through the Central Team.

9 Allowances

- 9.1 No allowances shall be paid.

10 Servicing

- 10.1 The Lead Council with responsibility for administration of the Joint Committee shall organise appropriate servicing for the meetings.

11 Sub groups

- 11.1 The Joint Committee by agreement can introduce sub-groups or task & finish groups for any matters which they feel would be better dealt with in this way. These sub-groups shall report to the Joint Committee with any recommendations or draft papers or reports.

12 Review

- 12.1 The terms of reference of the Joint Committee shall be reviewed annually and any recommendations for variation shall be referred to the Councils for determination.

This page is intentionally left blank



PARTNERIAETH JOINT COMMITTEE 6 OCTOBER 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 the last meeting of the Partneriaeth Scrutiny Councillor Group held on the 19th June 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: Partneriaeth Lead Officer	Tel No. E. Mail: ian.altman@partneriaeth.cymru
---	--	---

**EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
6 OCTOBER 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 19th June 2023.

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





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 July 2023**

Dear Councillor Price

Partneriath Scrutiny Councillor Group – 19 June 2023

The Scrutiny Councillor Group would like to thank you, Ian Altman Lead Officer, Gwennan Schiavone Strategic Adviser, Helen Morgan Rees Director of Education Swansea and Steven Richard Downes Director of Education in Pembrokeshire 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 Lead Director outlined the items on the agenda of the next Partneriath Joint Committee on the 23 June, which she explained will include the Partneriath draft budget for 2023-24 and draft medium term financial plan for 2023-24 to 2026-27, Partneriath performance 2022-23, the new Partneriath Strategic Plan/Business Plan 2023-24 and the latest risk register.

We firstly, invited you to give a view on how you believe things are progressing and to discuss and provide the Scrutiny Councillor Group with reassurance that Partneriath is operating according to the Legal Agreement, its Business Plan and its timetable is being managed effectively. You said, prior to the development of Partneriath the regional partnerships have been complex and inconsistent. Welsh Government has in the past asked for collaboration across local authorities which has resulted in a regional model. Although the Welsh Government has stated that the middle tier of support services for education will soon be reviewed nationally and Partneriath will be part of that.

You also said that the current Business Plan and its six priorities have been developed jointly with the three local authorities and are therefore based upon local objectives. The new Business Plan will be approved by the Joint Committee on 23 June and will have 4 key priorities which are also based upon local objectives and that the Risk Register is reported to both the Joint Committee and the Scrutiny Councillor Group as a standing item. You said you therefore felt confident that Partneriath is operating in accordance with the Legal Agreement, its Business Plan and that it is operating to its timetable. Although you said there will always be room for improvement and you would like to see the measuring of the impact, output and value for money more clearly evidenced and for schools to have the opportunity to express their views on the effectiveness of the Partnership.

We asked each Director to give their views on how Partneriaeth is operating for their Council and the challenges they face and to seek assurance from each council that they believe Partneriaeth is operating according to the Legal Agreement, its Business Plan and that its timetable is being managed effectively.

We firstly spoke to the Director of Education from Swansea and she outlined the challenges faced by Partneriaeth from a Swansea perspective, which included:

- How to make the best use of funding coming in, including sharing resources.
- Evaluating performance, so the impact and output is identified.
- Getting everyone together to be able to share and discuss issues.
- The need to consider an inclusive comprehensive pack to improve literacy and numeracy skills.
- Gaining the views of 'customers' and using this to plan in the future.

She believes the new Business Plan is clearer; with fewer but appropriate priorities and that it will intertwine well with the work of the local authorities. She is happy to see Partneriaeth developing and listening to the views of all stakeholders. From a Swansea perspective Partneriaeth is operating in accordance with the Legal Agreement, its Business Plan and timetable.

We then spoke to the Director of Education from Pembrokeshire who said they see many similar challenges as Swansea but he also mentioned:

- The range of support offered is useful but there is a need to further refine that offer.
- Further development regarding literacy and numeracy was key.
- 'Pupil independence and evaluation of their own work' has been a theme in recent Estyn inspections, so we need to weave this into the business plan.
- Must make sure that funding is well used and in the best interests of schools. Also resolve any issues around the duplication of resources.
- New Curriculum is an ongoing challenge.
- The sheer range of initiatives on offer and the relentless push from the Welsh Government in relation to this. We must consider this carefully otherwise we will continue to have workload issues. There is a need to consider how we manage what comes over the horizon from Welsh Government in this period of already huge change, so schools are not overloaded.
- The effectiveness and impact of Partneriaeth directly in the classroom needs to be measured.

He agreed that the Joint Agreement is working well and Partneriaeth is doing the right things for schools.

We were pleased to hear that everyone had a positive picture of Partneriaeth, whilst recognising that many challenges do still exist for both them and each of the three local authorities. From this discussion, we felt reassured that Partneriaeth is operating in accordance with the Legal Agreement, its Business Plan and that its timetable is being managed effectively.

Ian Altman updated us on the current risk profile and we heard that the profile would change slightly to align with the new Business Plan. The issue of timing of the Welsh Government grant funding was raised again.

We asked about the clarity of the role of Partneriaeth, hearing that this risk is an historical one and that Partneriaeth now has a clear function set out in the new Business Plan including 4 new high-level priority areas developed with all three local authorities. Also recognising success will depend upon collaboration, engagement and evaluation moving forward.

The Councillor Group agreed as part of their work programme to look at the performance of each of the Partneriaeth priorities, the Councillor Group therefore welcomed Gwennan Schiavone, Partneriaeth Strategic Adviser to report on Priority 2: Developing a high-quality education provision – improving the teaching and learning in our schools.

We heard about the

- Professional learning, enquiry and research to develop the curriculum (school led)
- Professional learning for developing practice and reflection.
- Literacy and numeracy grant/Primary Oracy Scheme for Wales.
- Regional support for modern languages / building capacity in the primary sector.
- Digital Competence Framework / coding and digital skills.
- Welsh in Education.
- Post-16 improvement.

We asked about the National Professional Enquiry Projects (NPEP) and heard that 59 schools across the region have taken part. These are schools doing their own piece of research, working with the Universities and Partneriaeth. The outcome this work is shared on Hwb so it has a wider benefit. An event to share good practice across the region has also been arranged for July 2023. We look forward to hearing more about some of these projects in our future 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 Partneriaeth Scrutiny Councillor Group
Cllr.lyndon.jones@swansea.gov.uk

This page is intentionally left blank



PARTNERIAETH JOINT COMMITTEE 6 OCTOBER 2023

PARTNERIAETH FINANCIAL REPORT 2023-24

PURPOSE:

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

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

The Partneriaeth Joint Committee note the financial report as at August 2023 and projected outturn for 2023-24.

REASONS:

Compliance with Financial Regulations.

Report Author: Sarah Edwards	Designation: Deputy Section 151	Tel: 01437 775548 E. Mail: Sarah.Edwards@pembrokeshire.gov.uk
--	---	--



**EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
6 OCTOBER 2023**

PARTNERIAETH FINANCIAL REPORT 2023-24

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 – August 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
(August 2023)**

**Partneriaeth Joint Committee
6 October 2023**

**Partneriaeth
S151 Officer**

1. Introduction

This report presents the Joint Committee with a financial update at 31 August 2023. All costs are for the 5-month period.

As its meeting on 23 June 2023, the Partneriaeth Joint Committee resolved that 'The assumptions and estimates made in compiling the outline budget for 2023-24 be noted, 'The Local Authority contributions for 2023-24, the Service Level Agreements (SLA's) for 2023-24 and the outline budget for 2023-24 be endorsed, prior to approval by the Councils' and 'the Partneriaeth S151 Officer be authorised to make amendments to the outline budget for 2023-24 as assumptions and estimates are confirmed.

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 Joint Committee that 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 – August 2023

Budgeted Expenditure	Original Budget 2023-24 £'000	Actual to August 2023 £'000	Committed 2023-24 £'000	Projected Outturn 2023-24 £'000
Staffing Costs				
Salaries	2,023	677	1,321	1,998
Secondments, Specialists	81	60	21	81
Travel & Subsistence	10	7	3	10
Training & Development	5	-	5	5
	2,119	744	1,350	2,094
Development and Running Costs				
Rent and Accommodation	15	7	8	15
Electricity	2	-	2	2
Service Charges	11	3	8	11
General Office Expenses	7	3	4	7
Mobile Telephone	5	1	4	5
Translation	40	7	33	40
Hardware Purchases	22	-	22	22
Software	10	4	6	10
Marketing	18	-	18	18
Service Level Agreements	229	-	229	229
External Audit	16	-15	31	16
Other Contracted Services	48	41	7	48
Business Plan Objectives	3,504	531	2,998	3,529
	3,927	582	3,370	3,952
Total Expenditure	6,046	1,326	4,720	6,046
Budgeted Income				
Local Authority Contributions	-	-	-	-
Grant Funding RCG	4,329	973	3,356	4,329
Grant Funding RCG EIG Retained	842	190	653	842
PDG Co-ordinator*	50	-	50	50
EWC	381	-	381	381
Secondment Income from WG	109	-	109	109
Reserves	335	-	335	335
Total Income	6,046	1,163	4,915	6,046

The salaries are projecting an underspend of £24k, this will be reallocated to the Business Plan Objectives.

5. Grant Income 2023-24

According to the National Ministerial Priorities, Grants received are allocated based on the 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 offer has been received from Welsh Government for the region:

Grant Offer	Date	Amount £'000
Main Grant	18 th May 2022	26,469
Total		26,469

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 offer letter.

Welsh Government are distributing the RCG on a quarterly basis the first instalment of the Main Grant has been received to date, totalling £5,955,517.

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	4,326
Total	26,469

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

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

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 LAs.

The PDG invitation letter for 2023-24 was received on 4th August indicating the following allocations:

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

Welsh Government require a PDG Strategic Support Plan be submitted before issuing the Grant Offer letter. The draft PDG Strategic Support Plan has been submitted to Welsh Government for consideration and we are awaiting a response.

6. Risks and Opportunities

Continued reliance on grant funding remains a risk for Partneriaeth.

Recommendations

- The Partneriaeth Joint Committee note the financial report as at August 2023 and the projected outturn for 2023-24.

This page is intentionally left blank



PARTNERIAETH JOINT COMMITTEE 6 OCTOBER 2023

PARTNERIAETH HEAD OF INTERNAL AUDIT ANNUAL ASSURANCE OPINION 2022-23

PURPOSE:

To provide the Joint Committee with the Partneriaeth Head of Internal Audit's annual assurance opinion on the effectiveness of Partneriaeth's Governance, Internal Control, Risk Management and Financial Management Arrangements for 2022-23.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

The Joint Committee consider the report and note the Partneriaeth Head of Internal Audit Annual Assurance Opinion for 2022-23.

REASONS:

To assist Partneriaeth to inform its Annual Governance Statement 2022-23.

Report Author: Matthew Holder	Designation: Partneriaeth Head of Internal Audit	Tel No. 01437 776581 E. Mail: Matthew.holder@pembrokeshire.gov.uk
---	--	--



**EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
6 OCTOBER 2023**

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

BRIEF SUMMARY OF PURPOSE OF REPORT

The Public Sector Internal Audit Standards (PSIAS) came into effect on 01 April 2013 and requires the Head of Internal Audit to “deliver an annual internal audit opinion and report that can be used by the organisation to inform its governance statement”.

The purpose of the annual internal audit opinion is to contribute to the assurances available to the Section 151 Officer and the Joint Committee which underpin the assessment of the effectiveness of the system of internal control for Partneriaeth.

In order to form an opinion on each audit review, the Internal Audit Service have to obtain sufficient evidence on which to base their opinion, and by necessity this results in testing on a sample or selected basis and having to place reliance on assurances provided by management.

The Head of Internal Audit Opinion is that Partneriaeth has a moderate framework of governance, internal control, risk management and financial management arrangements in place. This means that there are weaknesses in the adequacy and/or effectiveness of governance, internal control, risk management and financial management arrangements, which could have an impact on the ability of Partneriaeth to achieve its objectives.

DETAILED REPORT ATTACHED?	YES
----------------------------------	------------

IMPLICATIONS

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

1. Legal

As outlined within the Head of Internal Audit Annual Assurance Opinion 2022-23.

2. Finance

As outlined within the Head of Internal Audit Annual Assurance Opinion 2022-23.

3. Risk Management

As outlined within the Head of Internal Audit Annual Assurance Opinion 2022-23.

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

Head of Internal Audit Opinion 2022-23

1.0 Introduction

- 1.1 Internal Audit is an independent, objective assurance and consulting service designed to add value and improve Partneriaeth's operations. It helps Partneriaeth accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of its governance, internal control, financial and risk management arrangements.
- 1.2 The Public Sector Internal Audit Standards came into effect on 01 April 2013 and requires the Head of Internal Audit to "deliver an annual internal audit opinion and report that can be used by the organisation to inform its governance statement".
- 1.3 The purpose of the annual internal audit opinion is to contribute to the assurances available to the Section 151 Officer and the Joint Committee which underpin the assessment of the effectiveness of the system of internal control for Partneriaeth. The audit work undertaken has been based on a risk assessment and the Joint Committee will need to integrate these results with other sources of assurance when making a rounded assessment of control for the purposes of the Annual Governance Statement.

2.0 Internal Audit Work 2022-23

- 2.1 The Internal Audit Plan for 2022-23 was a risk-based audit plan which was agreed with the Lead Chief Executive, Lead Director, Lead Officer, the Section 151 Officer and the Monitoring Officer. The Partneriaeth Joint Committee approved the Internal Audit workplan at their 03 February 2023 meeting.
- 2.2 The Internal Audit Workplan for 2022-23 consisted of the following, which received a **moderate** assurance opinion.
 - Governance Arrangements – specifically focusing on the Legal Agreement, Local Code of Governance, Roles and Responsibilities, Decision Making Arrangements, Register of Business Interests and Working Arrangements with Authorities who have exited the partnership;
 - Business Planning Arrangements – including the approval and implementation, costing, monitoring, providing value for money and progress reporting;
 - Financial Management Arrangements – including funding arrangements, budgetary setting and control, financial control and grant funding arrangements;
 - Risk Management Arrangements – including the Risk Register development, monitoring and control, and compliance with the UKGDPR and the Data Protection Act.

In addition, the Internal Audit reviews of the relevant main financial systems operated by Pembrokeshire County Council (including Budgetary Control and the Main Accounting System) received a substantial assurance rating, with Treasury Management receiving a moderate assurance rating.

3.0 Delivery of the Internal Audit Workplan

- 3.1 The Internal Audit workplan has been delivered in accordance with the schedule agreed by the Partneriaeth Joint Committee.
- 3.2 The Internal Audit Quality Assurance and Improvement Programme has confirmed compliance with the mandatory requirements of the Public Sector Internal Audit Standards.
- 3.3 Overall, moderate assurance was given on the adequacy and effectiveness of arrangements in place. A number of recommendations have been made within the 2022-23 Internal Audit review which have been incorporated into the Annual Governance Statement 2022-23, and should be used to inform arrangements for future partnership working.

4.0 Head of Internal Audit Opinion

- 4.1 In order to form an opinion on each audit review, the Internal Audit Service have to obtain sufficient evidence on which to base their opinion, and by necessity this results in testing on a sample or selected basis and having to place reliance on assurances provided by management. Due to this, Internal Audit are unable to provide absolute assurance that all the governance, internal control, risk management and financial management arrangements in place in the areas audited are fully adequate and effective.
- 4.2 The Internal Audit Service complies with the Public Sector Internal Audit Standards (PSIAS). In accordance with the PSIAS the Head of Internal Audit is required to deliver an annual internal audit opinion and report that can be used by the organisation to inform its governance statement. The annual opinion of the Head of Internal Audit was;

For the year ending 31 March 2023, based on the work the Internal Audit Service has undertaken, my opinion is that Partneriaeth has a moderate¹ framework of governance, internal control, risk management and financial management arrangements.

- 4.3 Management have agreed to implement the recommendations made following the 2022-23 Internal Audit review. The implementation of these recommendations in an effective and timely manner will assist in strengthening the existing governance, internal control, risk management and financial management arrangements currently in place within Partneriaeth.

¹ **Moderate Assurance Rating definition:** There are weaknesses in the adequacy and/or effectiveness of the governance, internal control, risk management and financial management arrangements, which could have an impact on the ability of Partneriaeth to achieve its objectives.

4.4 In accordance with the Public Sector Internal Audit Standards, the Head of Internal Audit is expected to annually undertake a self-assessment of compliance with the standards. The self-assessment concluded that the Internal Audit Service conforms to the Code of Ethics and the Public Sector Internal Audit Standards.



PARTNERIAETH JOINT COMMITTEE 6 OCTOBER 2023

PARTNERIAETH ANNUAL GOVERNANCE STATEMENT 2022-23

PURPOSE:

To provide the Joint Committee with the findings from the annual review of governance arrangements for Partneriaeth for 2022-23.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

To review and approve the Partneriaeth Annual Governance Statement 2022-23.

REASONS:

Statutory requirement.

Report Author: Matthew Holder	Designation: Partneriaeth Head of Internal Audit	Tel No. 01437 776581 E. Mail: Matthew.holder@pembrokeshire.gov.uk
---	--	--



EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
6 OCTOBER 2023

PARTNERIAETH ANNUAL GOVERNANCE STATEMENT 2022-23

BRIEF SUMMARY OF PURPOSE OF REPORT

To provide the Joint Committee with the findings from the annual review of governance arrangements for Partneriaeth for 2022-23.

The review of effectiveness for 2022-23 was informed by the work undertaken during the Internal Audit review, which included a follow-up of the implementation of Significant Governance Issues and Priorities for Improvement identified in 2021-22.

Additional assurance was provided by the Head of Internal Audit Assurance Opinion based on the work undertaken by Internal Audit in 2022-23, along with the minutes from the Partneriaeth Joint Committee.

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.

The Partneriaeth Annual Governance Statement contains two Priorities for Improvement with the planned actions to be followed up as part of the Annual Internal Audit review of Partneriaeth for 2023-24.

DETAILED REPORT ATTACHED?	YES
----------------------------------	------------



IMPLICATIONS

Policy, Crime & Disorder and Equalities NONE	Legal YES	Finance YES	Risk Management Issues YES	Staffing Implications YES
<p>1. Legal As outlined in the Annual Governance Statement 2022-23.</p> <p>2. Finance As outlined in the Annual Governance Statement 2022-23.</p> <p>3. Risk Management As outlined in the Annual Governance Statement 2022-23.</p> <p>4. Staffing Implications As outlined in the Annual Governance Statement 2022-23.</p>				

CONSULTATIONS

N/A

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

Annual Governance Statement 2022-23

Partneriaeth Context and Provision

Partneriaeth services the three Local Authorities in South West Wales, namely Carmarthenshire, Pembrokeshire and Swansea. Partneriaeth recognises the value of working collaboratively with the approach based on a vision of a partnership working on behalf of the local authorities and contributing to the improvement in the performance of its schools and the education of its children and young people. The regional collaborative arrangement is designed to promote excellence in all of Partneriaeth's school.

Partneriaeth has three Senior Strategic Advisers who are directly linked with one of the Local Authorities to ensure effective support for schools in each Local Authority. This reflects an agile approach and relies on high-quality collaboration between Partneriaeth Senior Strategic Advisers and Local Authority Senior Officers outlined below.

 Senior Strategic Adviser: <i>Greg Morgan</i>	 Senior Strategic Adviser: <i>Gwennan Schiavone</i>	 Senior Strategic Adviser: <i>Cressy Morgan</i>
PEMBROKESHIRE Chief Executive: <i>Will Bramble</i> Director: <i>Steven Richards-Downes</i> Senior Improvement Adviser: <i>Elin Fry</i>	CARMARTHENSHIRE Chief Executive: <i>Wendy Walters</i> Director: <i>Gareth Morgans</i> Strategic Lead for School Effectiveness: <i>Elin Forsyth</i>	SWANSEA Chief Executive: <i>Martin Nicholls</i> Director: <i>Helen Morgan-Rees</i> Principal School Improvement Adviser: <i>David Thomas (Interim)</i>
SCHOOLS Primary: 52 Secondary: 8 Special: 1	SCHOOLS Primary: 94 Secondary: 12 Special: 2	SCHOOLS Primary: 77 Secondary: 14 Special: 2
LEARNERS (2021-22) 17,230	LEARNERS (2021-22) 27,460	LEARNERS (2021-22) 35,900

Partneriaeth's Aims

Partneriaeth strives to deliver a consistent school improvement service, which is focused on challenge and support strategies which improves teaching and learning in classrooms leading to improved pupil attainment and progress in all schools.

Partneriaeth's aim is to build school capacity through support, challenge and intervention, so that schools become self-improving, resilient organisations. Partneriaeth facilitates 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.

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

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

The three overarching aims for Partneriaeth are;

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

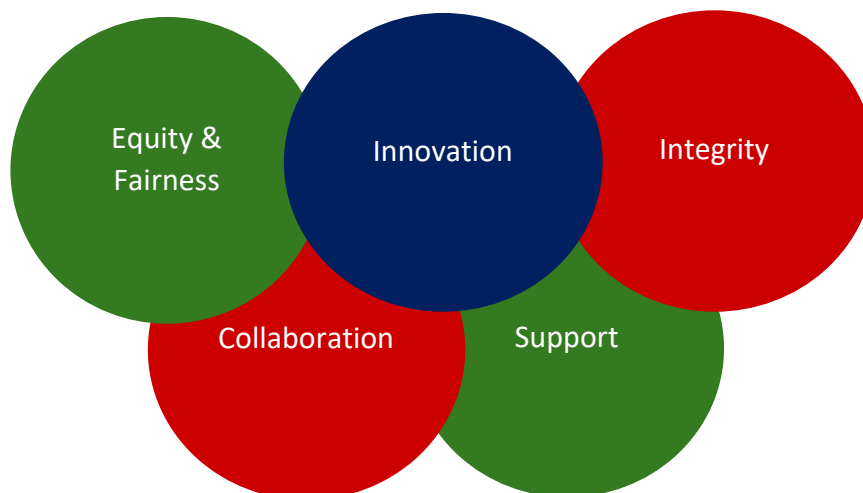
Partneriaeth's Values and Principles

Effective partnerships and collaboration only become truly effective when they are underpinned and enclosed by shared values and principles. They allow trust and mutual understanding to develop within a safe environment.

The underlying values that Partneriaeth have adopted are;

- Inclusivity – Partneriaeth needs to ensure that all Councils are involved in the decision making, accountability and performance management process of regional working;
- Accountability – Robust quality assurance and accountability processes must be established, including a value for money element. Accountability is the responsibility of all partners and processes should ensure that every director is equally involved. This leads to collective responsibility and should secure high quality provision;
- Be open and honest, promoting transparency, agility and subsidiarity; and
- Promote mutual trust, which is not unravelled by individuals or groups of individuals.

In addition, to achieve Partneriaeth's vision of 'Partnership working to achieve excellence for all', a set of defined principles were created to guide the work undertaken by Partneriaeth. These include;



Review of Governance Arrangements

What is Governance?

Partneriaeth is responsible for ensuring that its business is conducted in accordance with laws, regulations and its ethical standards. The governance framework is the process, culture, values and systems by which this is achieved.

To deliver good governance in local government, both Partneriaeth and its Officers must try to achieve Partneriaeth's priorities whilst acting in the public interest at all times. Acting in the public interest implies primary consideration of the benefits for society, which should result in positive outcomes for learners and other stakeholders.

Review of Effectiveness

Partneriaeth has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework, including the system of internal control. The review of effectiveness for 2022-23 was informed by the work undertaken during the Internal Audit review, which included a follow-up of the implementation of Significant Governance Issues and Priorities for Improvement identified in 2021-22. Additional assurance was provided by the Head of Internal Audit Assurance Opinion based on the work undertaken by Internal Audit in 2022-23, along with the minutes from the Partneriaeth Joint Committee.

The Internal Audit review for 2022-23 focused on;

- Governance Arrangements – specifically focusing on the Legal Agreement, Local Code of Governance, Roles and Responsibilities, Decision Making Arrangements, Register of Business Interests and Working Arrangements with Authorities who have exited the partnership;
- Business Planning Arrangements – including the approval and implementation, costing, monitoring, providing value for money and progress reporting;
- Financial Management Arrangements – including funding arrangements, budgetary setting and control, financial control and grant funding arrangements;
- Risk Management Arrangements – including the Risk Register development, monitoring and control, and compliance with the UKGDPR and the Data Protection Act.

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.

Assurance has also been received on the effectiveness of key financial systems used by Partneriaeth from the work undertaken by Pembrokeshire County Council's Internal Audit Reviews. The diagram on the page 10 outlines what assurances were available under the

current Governance Structure, the sources of assurances provided and the areas for improvement identified.

Partneriaeth Governance Framework

The [Partneriaeth Business Plan for 2022-23](#) was approved by the Joint Committee on 07 October 2022. The Partneriaeth Business Plan aligns and reflects the aspirations and enabling of objectives of the National Mission, whilst reflecting on local and regional priorities. These priorities are;

- **Curriculum and Assessment** – supporting a national curriculum with equity and excellence at its core that sets high standards for all learners;
- **Developing a high-quality education profession** – improving the teaching and learning in our schools;
- **Leadership and Career Pathways** – supporting inspirational leaders working collaboratively to raise standards, include future leadership and professional networks;
- **Strong and Inclusive Schools** – committed to excellence equity and wellbeing;
- **Supporting a self-improving system** – supporting a system in which the education profession have the skills, capacity and agency to continually learn and improve their practice; and
- Ensure that Partneriaeth has strong governance and effective business and operational support that provides value for money.

The Partneriaeth Business Plan however does not detail the value for money framework in which it will operate, nor were milestones, key performance metrics or success criteria included by which outcomes could be measured. This is an area within the governance framework which needs to be strengthened and enhanced for accountability of Partneriaeth to deliver improved educational outcomes to the pupils of the three Local Authorities.

In addition, since the creation of Partneriaeth a Local Code of Governance has not yet been developed which would strengthen existing governance arrangements. This has been included as a Priority for Improvement within the Annual Governance Statement Action Plan.

Joint Committee

The [Partneriaeth Joint Committee](#) met three times during the 2022-23 financial year, and comprises of the three Local Authority Leaders, who are supported by the three Cabinet Members for Education and three Chief Executives, with the Joint Committee being advised by Lead/Statutory Officers, the Strategic Group and external school improvement experts.

The Joint Committee has ultimate responsibility and accountability for decisions taken in relation to the operation of Partneriaeth. Under the Joint Committee's remit, there are a number of functions which they are responsible for. These include implementing

appropriate governance structures for Partneriaeth, developing and implementing the strategic planning for Partneriaeth to include approval and adoption of the Business Plan, responsibility for performance monitoring, and approving the annual budget and statement of accounts.

Internal Audit and Audit Wales report independently to the Joint Committee, providing assurance on the Governance, Internal Control, Financial Management and Risk Management arrangements in place within Partneriaeth. Meetings of the Joint Committee have been held virtually during 2022-23.

Strategic Group

The Strategic Group is made up of the three Directors of Education, the Partneriaeth Lead Officer and Partneriaeth Senior Strategic Advisers (as required according to business plan priorities). The Strategic Group meets on a fortnightly basis and acts as a reference point for Partneriaeth in terms of its interface with the Joint Committee and the Operations Group.

The Strategic Group enables Partneriaeth to plan strategically and efficiently for the delivery of key functions and strategic objectives as well as advising the Joint Committee on strategic plans, performance, resource and risk management in relation to the functions delivered by Partneriaeth on behalf of the three local authorities.

In addition, the Strategic Group are responsible for ensuring value for money within a costed business plan, evaluating performance against outcomes prescribed within the business plan, and ensuring that the collaborative partnership meets the needs of the three local authorities

Joint Scrutiny Councillor Group

The Joint Scrutiny Councillor Group consists of the Education Scrutiny Chairs and Vice Chairs of the three local authorities. The purpose of the Joint Scrutiny Councillor Group is to seek reassurance and consider if Partneriaeth is operating according to the Joint Committee Agreement, its Business Plan, and whether it is being managed effectively.

In particular, the Joint Scrutiny Committee is responsible for reviewing and scrutinising the Joint Committee's financial affairs; revising and assessing the Joint Committee's risk management, internal control and corporate governance arrangements, and reviewing and assessing the economy, efficiency and effectiveness with which resources have been used.

During 2022-23, the [Joint Scrutiny Councillor Group](#) met twice to consider scrutiny work plans, with the Chair of the [Joint Scrutiny Councillor Group writing to the Chair of the Joint Committee](#) on 10 November 2022 outlining the work they considered and their findings.

Operations Group

Partneriaeth's Operations Group consists of the Lead Officer, three local authority Lead School Improvement Officers and Partneriaeth's Strategic Advisors. The Operations Group are the main driver for producing delivery plans for the strategic themes outlined within Partneriaeth's Business Plan. The Operations Group meet on a monthly basis.

Partneriaeth Central Team

All Partneriaeth Officers work in an agile way across all Local Authorities and deliver on a range of strategic priorities linked to the Regional Consortia School Improvement Grant. The Senior Leadership Team consisting of the Lead Officer and three Senior Strategic Advisers develop the high-level planning in conjunction with the Extended Senior Leadership Team which includes the three Lead Advisers. Members of the Extended Senior Leadership Team have oversight and responsibility for budget lines in the Business Plan and for leading operational delivery teams. All Central Team Officers are involved in the development of the Operational Delivery Plans.



Statutory/Lead Officers

The following Lead and Statutory roles are held by the following officers who provide consistency and stability for the partnership:

- Lead Chief Executive – Martin Nicholls (Chief Executive, Swansea)
- Section 151 Officer – Jon Haswell (Director of Resources, Pembrokeshire)
- Monitoring Officer – Linda Rees-Jones (Monitoring Officer, Carmarthenshire)
- Lead Education Director – Helen Morgan-Rees (Director of Education, Swansea)
- Lead Officer – Ian Altman

Consultation, Communication & Engagement

Partneriaeth works closely and collaboratively with its local authority partners, Welsh Government, Estyn and other stakeholders in support of the highest quality of blended learning and well-being provision for all learners.

The Lead Officer provides [termly update reports](#) which are presented to the Joint Committee, outlining the further communications and engagement activities that were undertaken during 2022-23 both within the region and nationally.

Internal Audit

Pembrokeshire County Council, as the lead Authority for Finance provides the Internal Audit Service to Partneriaeth. The role of Internal Audit is to provide independent assurance on the effectiveness of governance, internal control, financial management and risk management arrangements in place. To ensure that the Internal Audit plan is appropriately risk-based, it is agreed on an academic year and undertaken in the latter quarter of the financial year.

In accordance with the Public Sector Internal Audit Standards, a risk-based internal audit work plan was agreed by the Joint Committee on 03 February 2023. The Head of Internal Audit's Annual Assurance Opinion concluded that overall 'moderate' assurance is placed on the adequacy and effectiveness of the governance, internal control, financial management and risk management arrangements in place. Management have agreed to implement the recommendations made following the internal audit review. The implementation of recommendations in an effective and timely manner will assist in strengthening the existing arrangements currently in place.

In accordance with the Public Sector Internal Audit Standards, the Head of Internal Audit undertook a self-assessment of compliance with the Public Sector Internal Audit Standards. The assessment concluded that the Internal Audit Service conforms to the Code of Ethics and the Public Sector Internal Audit Standards.

External Audit and Regulators

Audit Wales are the appointed external Auditor for Partneriaeth. Estyn provide an independent inspection and advice service on quality standards in education and training in Wales. No reviews were undertaken during 2022-23.

Business Risk Management

Members and Officers are responsible for ensuring that risk is considered in the decisions they take and suitable arrangements are put in place to manage risk. The Joint Committee has responsibility for overseeing Partneriaeth's Business Risk Management arrangements. The table below is a summary of movement of risks in Partneriaeth's Risk Register for 2022-23.

Corporate Risk (Threat)	Residual Rating Oct 2022	Residual Rating Feb 2023
Failure to deliver the 6 priority areas of Partneriaeth's Business Plan	4	4
Failure to deliver against LA priorities included in Partneriaeth's Business Plan	3	3
Failure to support LA's in relevant areas during their engagement with Estyn	6	6
Data Protection	4	4
Partneriaeth found not to provide Value for Money	4	4
Timeliness of Welsh Government Funding	6	6
Failure to comply with RCSIG Terms and Conditions	4	4
Lack of clarity regarding functions of Partneriaeth	6	6
Lack of Communication with all Stakeholders	3	3
Partneriaeth Governance	4	4

**The Amber highlights the difference in rating with amber being considered medium risk to the organisation*

Review of ERW's Governance Arrangements for 2022-23

Assurance Required on

- Achievement of Objectives;
- Adherence to Ethical Standards;
- Compliance with laws, regulations, and internal policies and procedures;
- Standards of conduct and behaviour;
- Financial management, including achievement of value for money;
- Sustainability;
- Quality of Service Delivery;
- Management of Risk;
- Accountability

Sources of Assurance

- Partneriaeth Legal Agreement;
- Joint Committee;
- Strategic Group;
- Joint Councillor Scrutiny Group;
- Operations Group;
- Partneriaeth Business Plan;
- Financial Plans;
- Internal Audit Reports;
- Statutory Officers;
- HR Policies & Procedures;
- Partneriaeth Risk Register

Assurance Received

- Internal Audit Report;
- Head of Internal Audit Opinion;
- Joint Committee Minutes

Areas for Improvement

- Governance Arrangements;
- Business Planning

Annual Governance Statement 2022-23 Action Plan

Priorities for Improvement			
Current Position	Planned Actions/Key Milestones	Owner	Key Milestone Completion Dates
<p>Governance Arrangements Governance arrangements have been strengthened through the new Legal Agreement approved by the Joint Committee, however there is still the ability to strengthen arrangements further through the introduction of a scheme of delegation to ensure that there is a formal documented approach for decision making (including acceptance of grant awards).</p> <p>CIPFA recommends that all local government bodies develop a Local Code of Governance which sets out the framework within Partneriaeth conducts its business and affairs.</p>	<ul style="list-style-type: none"> • A Local Code of Governance to be developed and approved by the Joint Committee. • A Scheme of Delegation to be developed to strengthen existing governance arrangements to ensure that decisions are undertaken with formal authority. • Business Partnering Agreements to be put in place with Authorities who purchase services from Partneriaeth to ensure that there is clarity in the services provided and that the roles and expectations of each party are formally documented. 	<p>Partneriaeth Lead Officer</p> <p>Partneriaeth Monitoring Officer</p> <p>Partneriaeth Lead Officer/Monitoring Officer</p>	
<p>Business Planning The Business Plan for Partneriaeth does not currently include clear milestones and outcomes, therefore the delivery and effectiveness of Partneriaeth cannot be fully scrutinised by the Joint Committee. The use of SMART measures would and help benchmark performance of Partneriaeth throughout the academic year. In addition the Business Plan needs to be fully costed to ensure that it is deliverable within the available resources and ensure Value for Money.</p>	<ul style="list-style-type: none"> • SMART outcomes to be identified within the Business Plan, with clear milestones to facilitate monitoring and evidencing of delivery and effectiveness. • The Business Plan to be aligned to the budget to ensure affordability and deliverability of priorities. There will be a focus on Value for Money included within the Business Plan. • Regular, evidenced based progress reporting to the Joint Committee against the SMART outcomes developed. 	<p>Partneriaeth Lead Officer</p> <p>Partneriaeth Lead Officer & S151 Officer</p> <p>Partneriaeth Lead Officer</p>	

Chair of Partneriaeth / Lead Chief Executive / Lead Officer

We have been advised on the implications of the results of the review and the effectiveness of the governance framework including the system of internal control and a plan to address weaknesses and ensure continuous improvement of the systems in place.

To the best of our knowledge, the framework identified above has effectively operated during the year.

The process by which the effectiveness of the governance framework including the system of internal control is reviewed will continue to be developed in the future taking account of the Code, experience, best practice, appropriate guidance and any changes in legislation impacting on the Annual Governance Statement.

We propose over the coming year to take steps to address the above matters to enhance further our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Signed by Chair of the Joint Committee

Signed by Lead Chief Executive

Name: Cllr. Darren Price

Name: Martin Nicholls

Date:

Date:

Signed by Lead Officer

Name: Ian Altman

Date:



PARTNERIAETH JOINT COMMITTEE 6 OCTOBER 2023

INTERNAL AUDIT WORK PROGRAMME 2023-24

PURPOSE:

For the Joint Committee to consider and approve the proposed 2023-24 Internal Audit Work Programme for Partneriaeth.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

That the Joint Committee approves the proposed 2023-24 Internal Audit Work Programme.

REASONS:

To receive approval from the Joint Committee for the scope of the 2023-24 Internal Audit Work Programme, and to ensure compliance with the Internal Audit Charter.

<p>Report Author: Matthew Holder</p>	<p>Designation: Partneriaeth Head of Internal Audit</p>	<p>Tel No. 01437 776581 E. Mail: Matthew.holder@pembrokeshire.gov.uk</p>
--	---	--



**EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
6 OCTOBER 2023**

INTERNAL AUDIT WORK PROGRAMME

BRIEF SUMMARY OF PURPOSE OF REPORT

The Internal Audit Work Programme sets out the arrangements for the 2023-24 Internal Audit review of Partneriaeth. The Internal Audit Work Programme for 2023-24 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 follow up of previous Internal Audit recommendations and Annual Governance Statement actions, governance, business planning, financial management, grant management and risk management. The Work Programme has been developed in consultation with the Lead Chief Executive, 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 begin during February 2024. 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
----------------------------------	------------

IMPLICATIONS

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

1. Legal

Joint Committee consideration and approval of the Internal Audit Work Programme for 2023-24, namely the governance issues included.

2. Finance

Joint Committee consideration and approval of the Internal Audit Work Programme for 2023-24, namely the financial issues included.

3. Risk Management

Joint Committee consideration and approval of the Internal Audit Work Programme for 2023-24, 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



This page is intentionally left blank

INTERNAL AUDIT WORK PROGRAMME 2023-24

1. Introduction

As part of the annual internal audit plan, an audit review of Partneriaeth will be undertaken. The Internal Audit work programme for 2023-24 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:

- Follow up of Previous Internal Audit Recommendations and Annual Governance Statement actions.
- Governance arrangements, including compliance with the Legal Agreement; Meeting Schedule, Forward Work Programme and Meeting Attendance; Code of Corporate Governance; and Decision Making Protocol and Record of Decisions.
- Business Plan, including Approval and Implementation; Business Plan Objectives and Costing; and Business Plan Monitoring Arrangements and Progress Reporting.
- Financial Management arrangements, including Budgetary Control and Monitoring; Use of Journals; and Financial Sustainability.
- Grant Management, including Arrangements for Utilisation, Monitoring and Management of Grant Funding retained by Partneriaeth.
- Risk Management arrangements, including Risk Register Monitoring and Risk Scoring Methodology.

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.

This page is intentionally left blank



PARTNERIAETH JOINT COMMITTEE 6 OCTOBER 2023

PARTNERIAETH PERFORMANCE FINANCIAL YEAR 2023- 2024 BUSINESS PLAN CYCLE

PURPOSE:

To provide Partneriaeth Joint Committee with an overview of provision and performance of the financial year 2023-2024 business plan.

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 business plan and RCG funding expectations.

Report Author:
Ian Altman

Designation:
Lead Officer, Partneriaeth

Tel No.

E. Mail:
ian.altman@partneriaeth.cymru



EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
6 OCTOBER 2023

PARTNERIAETH PERFORMANCE FINANCIAL YEAR 2023-2024 BUSINESS PLAN CYCLE

BRIEF SUMMARY OF PURPOSE OF REPORT

The report reflects the level of support currently offered by Partneriaeth through interim monitoring of the business plan for financial year 2023-2024. This represents the mid-point of the business plan. The strategic priorities have been RAYG rated and the report is in line with Welsh Government reporting expectations – 6 monthly report for the regional consortium grant (RCG) lines.

The report reflects that Partneriaeth is offering an appropriate range of support for its schools and local authorities (LA) in line with business plan expectations. This is evidenced in a range of stakeholder groups as well as strong collaborative working with LA colleagues. Additionally, officers are providing suitable bespoke support for schools and clusters when brokered by LAs.

The business plan is monitored quarterly and Partneriaeth has delivered effectively against success criteria set out in the business plan, with nearly all actions on track for full delivery by March 2024. Areas for development and resources are regularly discussed as agenda items as part of the Director Strategy Group.

The monitoring report reflects current delivery and generally focusses on the intent and implementation elements as the professional learning has been planned and is underway but has not yet been fully evaluated. The evaluation process has been strengthened as every professional learning session has clear rationale and impact on practitioners and learners will be measured during the third and fourth quarters of the business plan.

The report clearly identifies plans for the next quarter/s and next steps where appropriate.

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>Areas in report directly relate to the financial year 2023-2024 business plan and are linked to Welsh Government funding.</p>				
<p>2. Risk Management</p> <p>Report includes areas linked to the Risk Management process.</p>				
<p>3. Staffing Implications</p> <p>The report reflects delivery based on the current capacity within the organisation. Additional needs are always discussed via the Directors' Strategy Group.</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

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

Interim Monitoring Report October 2023



Table of Contents

Overview of priority areas	1
PRIORITY 1	2
PRIORITY 2	8
PRIORITY 3	10
PRIORITY 4	12
RYAG rating guidance	16



Overview of priority areas

PRIORITY 1: SUPPORT ALL SCHOOLS AND EDUCATIONAL SETTINGS TO DESIGN AND DELIVER THEIR OWN HIGH QUALITY EQUITABLE CURRICULUM.		
1.i	We will continue to support the Curriculum Design and Review process through a tiered programme of asynchronous and synchronous professional learning	Yellow
1.ii	We will ensure that clusters are supported to develop a shared understanding of progression on a 3-16 continuum	Yellow
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	Yellow
1.iv	We will develop and co-construct a professional learning offer focussed on high quality teaching and learning, including Post-16	Green
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	Green
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	Yellow
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	Yellow
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	Orange
2.iii	We will work with key partners to embed evidence based universal approaches to promote positive health and well-being	Yellow
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.	Orange
3.ii	We will promote collaboration across our schools and educational settings to explore and develop approaches to digital learning design.	Orange
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.	Yellow
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)	Green
4.ii	We will provide Early Career Support/Induction for Newly Qualified Teachers (NQTs)	Green
4.iii	We will run the Future Leadership Programme for Aspiring Leaders	Green
4.iv	We will run the Future Leadership Programme for NPQH	Green



PRIORITY 1

SUPPORT ALL SCHOOLS AND EDUCATIONAL SETTINGS TO DESIGN AND DELIVER THEIR OWN HIGH QUALITY EQUITABLE CURRICULUM.

1.i We will continue to support the Curriculum Design and Review process through a tiered programme of asynchronous and synchronous professional learning.

Strong progress has been made in most aspects of this element of the business plan.

During the summer term a new professional learning site was developed providing a comprehensive range of synchronous and asynchronous training opportunities for the academic year 2023-24. The site is organized into 3 areas to offer a tiered approach: design, implement and review. Headteachers, practitioners and local authority officers were consulted during the development period and contributed to the construction.

The professional learning and support opportunities have been designed to ensure schools meet legislative requirements for implementation. The Relationships and Sexuality Education (RSE) Code sets out the mandatory learning in RSE and must be encompassed in the teaching of RSE. Professional learning with a focus on RSE legislation was provided during the summer term and this support was well-received and beneficial to schools. The officer who delivered these is now a full-time secondee to Partneriaeth and will continue to support all schools with RSE throughout the 2023-24 business plan cycle.

The professional learning offer was published and shared with headteachers at the end of the summer term providing them with the opportunity to plan for the year which is something that head teachers on the Stakeholder Group had advised would be timely and supportive to them. All registration forms are live and there is the opportunity to download and print details of either individual sessions or the entire offer for the year. A consistent registration and evaluation protocol has been established which will provide the lead for professional learning with access to quantitative and qualitative data that will inform future planning and feed into reporting requirements. This includes the opportunities to develop an 'Into the Classroom' approach where we evidence the impact of our professional learning offer on pupil progress.

Partneriaeth's Curriculum for Wales site is being updated so that it aligns with the professional learning offer site. Feedback from our summer Net Promoter Survey highlighted that it would be helpful if Partneriaeth officers responsible for different Areas of Learning and Experience could be made more visible. The revised Curriculum for Wales site and the Partneriaeth website will have new 'who is who' sections to provide this information. It is anticipated that this will be particularly helpful for schools wanting to broker bespoke support.

Key messages from the National Networks have been shared by Partneriaeth through the regional AoLE and secondary subject networks as well as via communication channels. However, delays in information flowing to us in terms of scheduling of and attendance at the National Networks makes this difficult to do in a strategic way.

In the summer term it was agreed with the 3 Directors of Education that funding would be delegated to the local authorities to deliver professional learning and support for international languages.



Partneriaeth is in the process of collating the local authority plans and work has already started in ensuring that there is a coherent approach to this across our partner authorities and that the Global Futures' agenda is fully supported.

Q3 & 4:

- ✓ Complete the update of the Curriculum for Wales website
- ✓ Develop professional learning offer
- ✓ Continued sharing of National Network messages
- ✓ Co-ordinated planning with LAs with delegated funds

1.ii We will ensure that clusters are supported to develop a shared understanding of progression on a 3-16 continuum.

Strong progress has been made in this area and most aspects of the business plan have been addressed.

Every cluster across Partneriaeth, as well as the PRU and Special Schools' Networks, benefits from a named officer to support discussions and broker bespoke support. This cluster link officer role has enabled high quality intervention in schools and clusters and an ability to work on priorities at a school and cluster level. The professional learning offer can be tailored to the needs of different clusters and bespoke support provided dependent on cluster priorities. Partneriaeth officers consistently share a common message around supporting learners to make progress as a fundamental driver of Curriculum for Wales and that schools within and across clusters should have joint expectations for how learners should progress and how knowledge, skills and experiences should contribute to this in a schools' and settings' curricula.

During the summer and autumn terms Partneriaeth continued to support clusters to develop a shared understanding of progression on a 3-16 continuum. Clusters have received significant funding from the Regional Consortia Grant, to enable collaboration and to support their shared understanding of progression. A minority have benefitted from joint closure days with a majority committed to engaging in this way in 2023-24. However, a few clusters are not fully engaged with the regional offer or are unaware of how best to utilise cluster support.

All cluster link officers have once again engaged with every school in their clusters, early in the autumn term. Officers will attend cluster meetings, as the opportunity arises, to share the PL Offer, offer support to plan the most effective use of the RCG funding provided and continue to facilitate a direct line of communication with all schools.

The cluster link officers co-ordinate and facilitate opportunities for this cluster working by building strong relationships with school leaders from within their cluster. We promote, broker and oversee school-to-school collaboration and cluster working, including professional dialogue, to develop a shared understanding of progression. Partneriaeth support during cluster INSET days, often designing, developing and delivering in collaboration with the schools, other instances as a knowledgeable other in the room to support with discussions and to move thinking forward. Partneriaeth officers support with whole school approaches to learner progression alongside discipline specialists within AoLEs.

Q3 & 4:

- ✓ Strategic planning to ensure that all clusters are engaged with the regional offer
- ✓ Constant dialogue with LA colleagues will further strengthen cluster working
- ✓ Monitoring and evaluating the impact of cluster engagement and professional learning

**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.**

Strong progress has been made in this area and most aspects of the business plan have been addressed.

A Partneriaeth officer is part of the group that advises Welsh Government on the personalised assessments which are statutory for years 2-9. The officer ensures that key messages are shared with partners.

To improve how practitioners use assessment practices to inform teaching, advisers worked with local authority selected schools to create a working group to share effective practice and resources around assessment. These resources and ideas were used to support the creation of 'Teach for Purpose', including the Retrieval Practice, Questioning and Effective Feedback sessions. To support these in person professional learning sessions, 6 schools were selected to share their approaches to assessment and how they use them to inform next steps in teaching: Ysgol Bro Preseli, Hafan y Môr, Bryn Tawe, Bishop Vaughan, Coedcae, Parkland and Ysgol y Tymbl.

Two case studies have been developed around assessment with Casllwchwr and Parkland schools; these case studies focus on how these schools use day-to-day assessment methods and how they provide purposeful feedback. The case studies provide clear advice and practical examples of how they have developed this practice in their settings and include their whole school resources for schools across the region to adapt and download.

A key challenge moving forward is to support schools with conversations on assessment and how tracking can provide useful data for formative purposes and to support skills development and progression conversations.

Q3 & 4:

- ✓ Publication of case studies
- ✓ Support tracking and assessment conversations in schools and clusters

**1.iv We will develop and co-construct a professional learning offer focussed on high quality teaching and learning, including Post-16.**

Very good progress has been made in this area.

The 'Teach for Purpose' programme was co-constructed with schools with proven track records of high quality teaching and learning. These schools were selected by local authority improvement advisers and supported Partneriaeth in creating a series of professional learning sessions that were current, effective and purposeful in bringing about improvements in classroom practice. These sessions were organised into 5 areas that senior leaders in schools felt were the biggest barriers to learners making rapid progress and were reoccurring recommendations in school inspection reports. As a result, the 5 sessions are: Challenge and Pace for all; Questioning; Retrieval Practice; Independent & Collaborative Learning and Effective Feedback. The sessions are designed to support the Professional Teaching and Leadership Standards and take into consideration the Welsh Government's National Approach to Professional Learning. The first round of training started at the end of September and is being delivered in both English and Welsh.



To further enhance the support for teaching and learning across the curriculum, Partneriaeth are delivering the Teach for Purpose programme to all advisers in the central team to standardise messaging around effective classroom practice and to inform our future professional learning offer for 2024-5. Once advisers have received the full training of the 'Teach for Purpose' programme, they will be allocated time to adapt the key messages around retrieval practice, questioning and effective feedback further to suit a subject specific lens and provide further resources to implement these key areas of teaching effectively across the AoLE/subjects.

A series of high-quality podcasts exploring a range of aspects of teaching and learning in both English and Welsh have been developed and are made available via the Apple Podcasts platform. Partneriaeth's lead for pedagogy has a strategic plan for the development of phase 2 of [Partneriaeth Sgwrs](#) which has been shared with the central team.

Q3 & 4:

- ✓ Complete development of Bitesize Pedagogy resources
- ✓ Develop Teach for Purpose at AoLE level
- ✓ Completion of phase 2 of Partneriaeth Sgwrs

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

Very good progress has been made in this area

Partneriaeth has provided bespoke support for literacy and numeracy across the curriculum and have supported specific schools with the leadership and teaching of skills. In addition to bespoke support, Partneriaeth have led secondary literacy and numeracy networks to provide further opportunities to collaborate across the 3 local authorities and share expertise in driving standards in skills across the curriculum, successful interventions for numeracy and literacy and whole school professional learning needs.

In addition to bespoke support and networks, Partneriaeth organised and led a series of week-long events for developing cross curricular skills in the 'literacy conference' and the 'numeracy conference'. These conferences focused on developing the leadership of skills, sharing effective practice in these areas and hearing from current and up to date research around how to develop skills authentically across the curriculum. Guest speakers from across both conferences included : David Didau, Christopher Such, Dr Debbie Morgan and Rob Estaway. As well as experts in their fields, Partneriaeth invited key schools from across the region to share their practice in developing literacy and numeracy including Ysgol Greenhill, Johnston Primary, Morryston Comprehensive and Bro Myrddin.

Partneriaeth has worked closely with local authority colleagues for skills from Pembrokeshire and Carmarthenshire and will engage with the secondee from Swansea in the autumn term. These meetings focus closely on supporting local needs as well as developing a regional strategy and Welsh Government directed priorities such as oracy and reading. Two working parties have been established to shape the professional learning offer for 2024-5 with a focus on reading across the curriculum and exemplifying standards of writing across the 3-16 continuum. The group also came to a consensus agreed that professional learning on developing AoLE/subject specific application of skills was needed. Time has been



scheduled in primary and secondary subject networks to develop key messages and resources to support with this.

Partneriaeth continues to support Digital Learning and the development of digital skills across the curriculum. Partneriaeth works closely with the relevant local authority colleagues to plan and deliver the Digital Skills professional learning offer. Consistency in planning and support provided across the region is ensured through regular meetings.

Partneriaeth, in collaboration with the local authorities, has planned the professional learning offer to support the development of digital competence as a cross-curricular skill for both primary and secondary settings. Partneriaeth colleagues have produced a series of bilingual, authentic resources to exemplify how the Digital Competence Framework can be embedded across all AoLEs and support progression. The resources will be used during the in-person sessions planned for the Spring term.

Partneriaeth has also continued to support schools to ensure that online safety practices are as robust as possible. Regular cross-regional meetings are attended alongside colleagues from Welsh government, thus ensuring a high level of digital resilience across all stakeholders. Three sessions have again been co-constructed with local authority colleagues and will be delivered in November.

Partneriaeth continues to support the Cracking the Code initiative, running regular sessions to develop coding skills in line with the Data and Computational Thinking strand of the Digital Competence Framework. These sessions are well attended, with the next one planned for November. Partneriaeth also runs a loan scheme for coding kit which enables schools to assess coding devices on a trial basis before purchasing such devices.

Q3 & 4:

- ✓ Engage with literacy secondee in Swansea
- ✓ Develop AoLE level skills resources
- ✓ Continue to evaluate digital PL through cross-regional group

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.

Strong progress has been made in this area and most aspects of the business plan have been addressed.

In the summer term Partneriaeth's *Stori Sir Gâr* resources were published. They were showcased at this year's Eisteddfod in Boduan and have been distributed across Carmarthenshire schools. *Stori Sir Gar* was developed by a team of Partneriaeth officers, authors, and teachers and are designed to introduce and deepen the knowledge of learners aged 8–12 about some of the legends and histories of the area, as well as to strengthen learners' language proficiency.

Training in the phonic programme 'Tric a Chlic' was provided for teachers and TAs in both Welsh and English medium primary schools during the summer term. A case study is currently being developed in Pembrokeshire to assess if this method of delivery could be replicated across the region if found to be successful and impactful over a period.

A significant challenge currently facing English medium schools across Wales is introducing the Welsh language for the first time in PS1 (Nursery/Reception) by class-teachers and teaching assistants who lack



confidence in speaking Welsh. In order to address this Partneriaeth has worked with a company called Ffa-La-La that has developed a programme of the same name that uses a unique methodology focussing on improving Welsh speaking ability and confidence in primary schools through music and creativity. In March 2023 a pilot project was run and course evaluations and follow up visits reported that motivation and confidence had increased in participating learners, teachers and TAs. As a result, further training was commissioned and has been delivered during the autumn term. A video case study has been developed will be used to further promote the training.

Secondary settings access support for first and second language Welsh and benefit from specific network sessions focus on teaching and learning as well as subject specific skills and examination specifications.


Q3 & 4:

- ✓ Stori Sir Abertawe
- ✓ Strategic plan for Tric a Chlic based on findings from case study
- ✓ Support teaching and learning in secondary settings through targeted resources
- ✓ Ffa-la-la in Welsh medium



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

Strong progress has been made in this area and most aspects of the business plan have been addressed.

Partneriaeth has continued to work in partnership with Children North East and Challenging Education to provide schools and settings with ongoing opportunities to use strategic, evidence based approaches to mitigating the impact of poverty on engagement, achievement and attainment.

Children North East's 'Poverty Proofing the School Day' provides a methodology for identify and addressing inequalities caused by poverty within a school's community. It also builds the capacity of leadership teams to embed systems and processes which help to reduce stigma and contribute to breaking the link between educational attainment and household economic status. Participating schools. During the summer term 12 practitioners from 10 schools attended training sessions with Children North East (Swansea 4, Carmarthenshire 4, Pembrokeshire 2) and two went on to complete a whole school audit. Partneriaeth is in the third year of providing schools and settings with opportunities to be involved with the Raising the Attainment of Disadvantaged Youngsters (RADY) programme with Challenging Education. 52 schools are continuing their RADY journey.

A planning meeting was held with Swansea University during the summer term to scope a piece of research into the impact of the regional RADY programme. The plan was to begin the research in the autumn term however, capacity constraints in Partneriaeth have meant that this piece of work will need to commence in the next quarter.

Further training opportunities in both programmes was scheduled for September however, sign up was very low and both have had to be re-scheduled.

Q3 & 4: planning next phase of RADY and Poverty Proofing training.

- ✓ Finalise RADY research project with Swansea University
- ✓ Generate a 'common themes' report for Poverty Proofing to inform the next phase of the project



2.ii We will continue to support schools and settings to understand how to mitigate the impact of trauma on engagement, achievement and attainment

Satisfactory progress has been made in this area, however there are a few significant aspects that require attention.

Partneriaeth continues to run termly opportunities for school practitioners to attend training with Trauma Informed Schools (TISUK) and to access further training on Emotion Coaching, sensory regulation, Relationship Based Play and attachment. This gives practitioners an opportunity to develop



their knowledge and understanding on how to put theory into practice to improve engagement, achievement and attainment for individual learners.

Attendance at the summer term events was lower than in the previous 2 terms with 16 practitioners completing the training. The feedback was still positive with 100% stating that the training improved their knowledge of the subject and would have a positive impact on their practice moving forward.

Q3 & 4 :

- ✓ Strategic approach to link trauma informed approaches into other workstreams e.g. NPEP and SLO
- ✓ Knowledge and understanding from trauma informed approaches to support with teaching and learning in the Health and Well-being AoLE

2.iii We will work with key partners to embed evidence based universal approaches to promote positive health and well-being

Strong progress has been made in this area and most aspects of the business plan have been addressed.

Partneriaeth continues to work in partnership with Think Equal to offer their fully resourced 30 week social and emotional literacy programme for 3-6 year olds available in both Welsh and English. Sixty-eight schools have almost completed their first year using this evidence-based programme which works to challenge and end discriminatory mindsets. All participants have been able to identify improvements in social and emotional learning as well as literacy skills. A majority of the participating schools have expressed an interest in implementing additional Think Equal programmes with other year groups. During the summer term Partneriaeth started to recruit for cohort 2 and over 50 additional schools have expressed an interest.

The Emotion Coaching training continues to be part of the professional learning offer. To build internal capacity one of Partneriaeth's advisers has almost completed the accreditation and will be able to offer training in both English and Welsh. There are 38 school practitioners currently completing the accreditation with ECUK and all schools will have the opportunity to sign up for a day of training with ECUK later in the autumn term.

Partneriaeth's adviser for Health and Well-being continues to work with the School Health Research Network (SHRN) which is a policy-practice-research partnership between Welsh Government, Public Health Wales, and Cardiff University. She attended the annual conference in the summer term and continues to promote the SHRN survey as a useful needs analysis tool for identifying the learning in the AoLE. SHRN are currently developing a primary school version of the survey and Partneriaeth officers have contributed to this piece of work. Positive relationships have been developed with Public Health Wales' whole school approach implementation leads as well as WNHSS coordinators. This ensures that approaches are aligned and helps avoid duplication. Partneriaeth continue to promote Swansea University's HAPPEN approach and have worked closely with one school to develop a resource that illustrates and explains how it can be used in a similar way to the SHRN survey.

Q3 & 4:

- ✓ Develop links between whole school approaches and specific knowledge, understanding and experiences to support the Health and Well-being AoLE.



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.**

Satisfactory progress has been made in this area, however there are a few significant aspects that require attention.

As part of the National Approach to Professional Learning, the Professional Learning Journey and to support the development of the new school curriculum, the Welsh Government is working with regional consortia and higher education institution (HEI) partners to develop a national programme of teacher professional enquiry: the National Professional Enquiry Project (NPEP). In 2022-23 there were 53 schools from the region engaged with NPEP: 25 from Swansea, 14 from Carmarthenshire and 14. During the summer term they completed their final reports which detailed the findings of their enquiries and these were submitted via the EWC Professional Learning Passport bringing to a close the enquiry cycle of 2022-23. The number of participating schools was lower than anticipated and the NPEP closure event had to be cancelled in the summer term due to poor sign up.

The new lead for NPEP in Partneriaeth has developed a strategic approach to promotion and recruitment to maximise the opportunities that NPEP funding offers to participating schools. NPEP is now being 'sold' as an integral part of, and a funded tool for, school self-improvement and development.

Promotion for this years' NPEP cycle 2023-24 has begun and the launch event is scheduled to take place on 26.10.23 at Parc Y Scarlets. The event will bring together colleagues from schools, local authorities, HEIs and Welsh Government. Attendees will have the opportunity to hear from NPEP schools from across the region. They will also have time to work with their allocated HEI to begin to form their research questions. 40 schools who engaged in the 2022-23 NPEP cycle and 16 new schools have signed up so far, there are 24 places remaining and it is hoped that these will be filled. Further promotion of the NPEP amongst schools through both regional and LA forms of communication will continue with school visits planned to discuss and promote enquiry as a means of enabling SDP to be met.

Q 3&4 : Increase the number of schools actively engaged in NPEP

- ✓ Launch event on October 26th
- ✓ Collate, publish and share enquiry questions of all NPEP schools
- ✓ Develop a strategic approach to using above to support non-NPEP schools

3.ii We will promote collaboration across our schools and educational settings to explore and develop approaches to digital learning design.

Satisfactory progress has been made in this area, however there are a few significant aspects that require attention.

The Wales Collaborative for Learning Design (WCLD) is a project funded by Welsh Government, it challenges schools to think innovatively around how they design learning and how digital technology can support this. The reform of the Welsh education system, alongside the innovation seen during the Covid-19 pandemic, provides an opportunity for schools to change culture, behaviours and practice —



reflecting the shift from traditional classroom teaching to innovative pedagogical approaches that utilise effective technology and learning design with aim of benefiting all learners.

Schools involved within this national project were given funding to innovate and develop resources to support other schools in this area. Three schools engaged in the WCLD project: Ysgol Greenhill and Pembroke Dock Primary school in Pembrokeshire and Penyrheol Comprehensive School in Swansea. The triad of schools had to engage with Remote Asynchronous Learning Design (RALD) resources and provide reflective feedback. They were required to focus on a specific element of pedagogy outlined in the RALD resources that they felt would best benefit their learners and by using an enquiry approach, implement the specific element in their settings and evaluate its impact.

The group choose to implement an Assessment Rubric approach within their classrooms to see if this digital approach to assessment would support learner progress more than traditional methods. They worked across AoLEs to gain a full understanding how this approach would work in different learning areas, for example Ysgol Greenhill used the approach in ICT and English. A Podcast was recorded as part of our Partneriaeth Sgwrs platform which captures the teacher's perspectives of their efforts, outcomes and learner impact from the project.

Q3 & 4:

- ✓ Increase the profile of this work and ensure effective sharing and collaboration
- ✓ Clarify expectations from WG after the six-monthly review of RCG spend (Nov 2023)

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.

Strong progress has been made in this area and only minor aspects require further attention

The 'Schools as Learning Organisations' (SLO) model provides a common framework and methodology for schools to use in order to adapt and respond to change. The model emphasises the importance of learning that stimulates change and innovation, characterised by seven dimensions. Partneriaeth's lead for research and enquiry identified that one of the challenges facing schools who had completed the SLO survey was what to do next.

The SLO survey report identifies strengths and areas for development but lacks guidance on how to develop in any one dimension. To address this she established a working group with 15 headteachers and senior leaders from across the region. This group supported the creation of research and enquiry PLCs which delivered training to staff teams to help establish a culture, enquiry, innovation and exploration. An off shoot enquiry group has been established supporting the development of research and enquiry using the 'Spirals of Enquiry' approach.

Drop-in sessions have been scheduled through the autumn term to further promote the use of the SLO model. Session 1 is entitled 'SLO : What's the point?' and focusses on how engagement with the SLO can, if used correctly, be an integral part of school improvement and self-evaluation. The second session provides attendees with practical guidance on what to do once a school has received their survey results.

Q3 & 4: Continue to promote and raise the profile of the SLO model

- ✓ Develop bilingual resource summarising the 2 online session that can be accessed asynchronously.
- ✓ Develop case studies / podcasts.



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)

Very Good Progress has been made in this area and all aspects of the business plan are on track.

Partneriaeth has continued to be key contributors to the National programmes for teaching assistants. These programmes have been reviewed and updated with regional coordinators for 20223 / 2024 academic year and continue to be well-received and a valued provision for the profession.

The Aspiring HLTA Programme and HLTA Assessment has now been completed with Cylch 5 HLTA assessment having 26 candidates successfully gained HLTA status across the region. Candidates have valued the blend of online and face-to-face sessions, and this flexibility has been beneficial. In addition, many have stated that they have been able to use the training to directly support others in their settings.

Cylch 6 has now completed the Aspiring HLTA programme modules applications have been received for autumn assessment centre. Nineteen TAs registered for the programme. However, only 11 applied for the assessment due to a range of reasons including changing role and no longer working in education. Cylch 7 of Aspiring HLTA programme commenced in September 2023 with 22 registered in this cohort. The professional learning sessions are clearly aligned to national priorities.

The Practising Teaching Assistant programme has been reviewed and updated with face-to-face sessions offered to the three local authorities commencing in October with online sessions in the spring

In addition, the Induction Programme continues to be available on demand as a playlist accessed through Hwb. The revised and updated version of the programme will be launched 06-11-2023, in the same format.

Q3 & 4:

- ✓ Develop case studies/podcasts with TA – HLTA delegates
- ✓ Support planning and development for 24-25 programmes

4.ii We will provide Early Career Support/Induction for Newly Qualified Teachers (NQTs)

Very Good Progress has been made in this area and all aspects of the business plan are on track.

Partneriaeth delivered 7 areas of Professional Learning during the Summer term 2023. The training was for half a day each with the Literacy and Numeracy being delivered via Teams as an extension of the full day PL offered in Spring term 2023. Thirty-nine NQTs across Partneriaeth benefited from these sessions. In addition, during the summer term 2023 there were “face to face” PL sessions offered for half a day for RSE, RVE and Anti-racism. This enabled over 50 NQTs from Partneriaeth to develop their understanding in these key areas.

Induction Mentor/ External Verifier/ External Mentor briefing sessions were also held nationally so that a consistent message was delivered to the mentors supporting Induction across Wales. These briefing



sessions were delivered in autumn term 2023. Additionally, in line with the national approach to coaching and mentoring, training will be offered to mentors again in the autumn term 2023.

LA Induction moderation has been carried out during the summer term 2023 and this involved External Verifiers from within each LA. Information from these samples were shared with the Welsh Government, EWC and the Appropriate Body from each Consortia/Region/LA.

For Early Career Teachers, Partneriaeth have produced a Teams group (AGG Partneriaeth ECT) specifically for this group of teachers to use after they have completed their Induction. Messages about the team group have been sent out to all Partneriaeth schools via Induction Mentors, to promote this Teams group and the PL for 2023-2024.

During the Summer term, PL sessions were provided for Early Career Teachers but as this was a new project attendance was low and we aim to build upon this in the upcoming academic year. In order to promote support for Early Career Teachers information regarding ECT PL was shared via Twitter and emails to schools and further emails have been sent in September 2023.

Q3 & 4:

- ✓ Development of Camau Nesaf and Camu Pellach programmes in collaboration with UWTSD
- ✓ Develop a strategic approach for Early Career Teachers

4.iii We will run the Future Leadership Programme for Aspiring Leaders

Very Good Progress has been made in this area and all aspects of the business plan are on track.

All candidates on the Middle and Senior Leadership Development Programme, the Aspiring Headteachers Development Programme (AHTDP) and the New and Acting Headteacher Development Programmes benefit from the support of a leadership coach and given membership of a peer group for support throughout the programme. The leadership coaches provide opportunities to help participants to become highly effective in their roles, by facilitating their leadership skills and confidence, whilst encouraging learning, self-reflection and development.

Through the New and Acting Headteacher Programme, Partneriaeth offers strong support to New and Acting Headteachers, providing individual development focusing on the knowledge and skills required to become a successful Headteacher. The programme promotes highly effective leadership through self-evaluation and reflection, exploring the relationships between leadership, successful schools and the wider community.

In 2022 /2023 there were 28 new and acting headteachers from Partneriaeth schools supported by this bespoke programme (7 from Carmarthenshire; 7 from Pembrokeshire and 12 from Swansea). At the end of the summer all the participants shared with colleagues in their networks a particular aspect of school improvement they had undertaken and how they continue to build capacity within their schools.

The next programme commences in November 2023, following initial induction of the new and acting headteachers with their respective LAs. Provisional indications received from Partneriaeth LAs suggest that around 30 new and acting headteachers will be participating in the programme (17 from Carmarthenshire; 2 from Pembrokeshire and 14 from Swansea).



A principle aim of the Partneriaeth Aspiring Headteachers Development Programme (AHTDP) is to assist in preparation for undertaking formal assessment for the National Professional Qualification for Headship (NPQH). A clear support programme is offered through the Partneriaeth AHTDP to proceed to NPQH assessment, with candidates informed that this is an expectation on their commencement of the programme.

The process of registration for NPQH Assessment 2024 commenced on 21st September 2023 and will be completed by mid-October 2023. There are 33 participants from Partneriaeth schools in the current cohort 3 of the programme and it is expected that nearly all of them will progress to the Partneriaeth NPQH Assessment Centre in January/ February 2023.

In addition to supporting these candidates, Partneriaeth is also providing opportunity and support for a further 10 participants from Partneriaeth schools, who either deferred their NPQH assessments in the previous two years or did not meet the required standards for the award.

Q3 & 4:

- ✓ **Ensure ongoing support for leadership programmes**
- ✓ **Contribute to national programme development for 2023-24**

4.iv We will run the Future Leadership Programme for NPQH

Very Good Progress has been made in this area and all aspects of the business plan are on track.

Arrangements for school leaders to achieve the National Professional Qualification for Headteachers (NPQH) have now changed and can no longer be pursued through participation on the Aspiring Headteachers Development Programme. These changes are a decision made by Welsh Government, following the publication of Professor Mick Waters' report of his review of the current NPQH arrangements.

Welsh Government, in collaboration with other stakeholders are in the process of developing new NPQH arrangements, by which a new programme will be in place for Autumn 2024.

The participants currently on the Aspiring Headteachers Development Programme, who commenced the programme in January 2023, will be the last to go through to NPQH assessment following participation in the programme in this current format.

The NPQH assessment centre taking place on 29th January to 9th February 2024 will enable previous participants on the Aspiring Headteachers Development Programme, who deferred their NPQH assessment, or did not meet the required standards, to have the opportunity to be assessed at an NPQH Assessment Centre in the January / February 2024 and again in May 2024.

Additionally, the May 2024 Assessment Centre will also provide an opportunity for Partneriaeth to prioritise NPQH assessment only opportunities of particular acting headteachers. This will take into account pressure points and areas of need such as small Welsh medium schools, faith schools and special schools. Discussions are underway cross- regionally and with LA leadership leads about how this will operate.

The NPQH quality thresholds have been extremely well maintained at Partneriaeth. NPQH assessment centres and these assessment opportunities are well established and robust, overseen by an experienced team of assessors. The NPQH assessment centres will continue to operate in this way and the



experienced NPQH assessment teams will enable Partneriaeth to meet the challenges of providing two NPQH assessment centres in such quick succession.

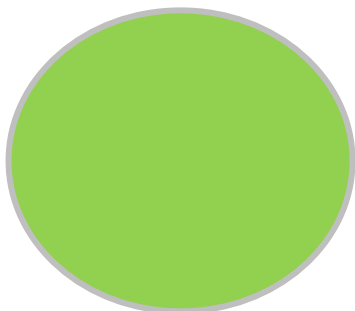
Welsh Government, in collaboration with other stakeholders, are in the process of developing new NPQH arrangements. It is anticipated that a new programme will be in place for autumn 2024. Partneriaeth is well represented on the working groups responsible for the redevelopment of the programme. The strategic lead for leadership and career pathways is attending a series of meetings throughout September and October 2023 and will contribute to shaping the new programme

Q3 & 4:

- ✓ **Contribute to new NPQH arrangements with Welsh Government and key stakeholders**
- ✓ **Ensure delivery of NPQH assessment centres**

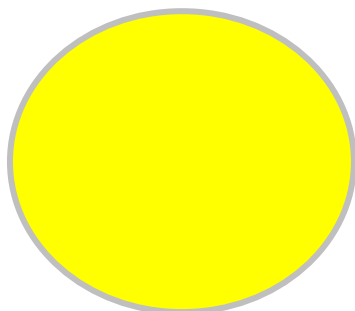


RAYG rating guidance



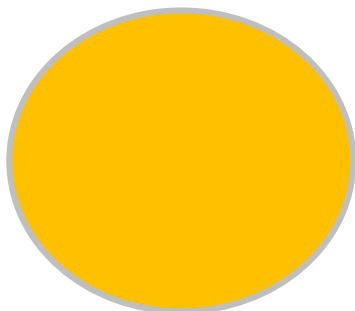
Very Good Progress

BP area addressed in nearly all aspects



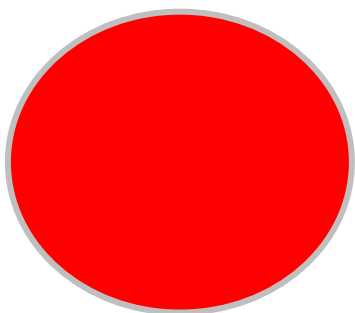
Strong Progress

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



PARTNERIAETH JOINT COMMITTEE 6 OCTOBER 2023

PARTNERIAETH STAKEHOLDER PERCEPTION SURVEY (NET PROMOTER SURVEY)

PURPOSE:

To inform the Joint Committee of the response to the Partneriaeth stakeholder perception survey (Net Promoter Survey) from summer term 2023.

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

That the Joint Committee note the update and accept the report and agree to annual survey at end of business plan cycle.

REASONS:

To ensure regular engagement with all stakeholders regarding regional performance and inform future planning.

<p>Report Author: Ian Altman</p>	<p>Designation: Lead Officer, Partneriaeth</p>	<p>Tel No.</p> <p>E. Mail: ian.altman@partneriaeth.cymru</p>
---	---	--



EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
6 OCTOBER 2023

PARTNERIAETH PERCEPTION SURVEY

BRIEF SUMMARY OF PURPOSE OF REPORT

The Net Promoter Survey (NPS) was developed during the summer term. Initially, the survey was only sent to headteachers (HT). However, Action Short of Strike (ASOS) impacted negatively on the completion rate and it was decided to extend the survey to discrete groups who had been part of professional learning programmes during 2022-2023. These were: senior leaders (SL), middle leaders (ML), newly qualified teachers (NQT), higher level teaching assistants (HLTA) and teaching assistants (TA).

The reports (executive summary and full report) explain the process undertaken and the placement of respondents as promoters/passives/detractors. The overall results for the organisation are then categorised using four descriptors from needing improvement to good to great to excellent.

The NPS calculated from the 163 responses was 52. This placed the overall perception of Partneriaeth firmly in the centre of the great category. When the data was organised by local authority Partneriaeth's NPS was great in Carmarthenshire, Swansea and Pembrokeshire. The same was the case when Partneriaeth's NPS was calculated by school setting with both primary and secondary responses returning a perception category as great. The report also contains qualitative data from the respondents and these have also informed the recommendations below.

Recommendations

R1. Partneriaeth will conduct a Net Promoter Survey annually at the end of the business planning cycle as part of an ongoing process of self-evaluation and a mechanism to inform strategic planning.

R2. Survey results will be shared with all staff in Partneriaeth and an action plan will be co-constructed to address the areas for improvement and build upon the identified strengths of the organisation.

R3. All detractors and passives who indicated that they were happy to provide further feedback will be contacted within a working month of survey completion.

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

Executive Summary Net Promoter Survey 2023

Cressy Morgan
18.09.23



Background.

The regional consortia went through a period of significant change and challenging times between 2018-2022. A change in the footprint of regional working combined with the impact of a global pandemic made long term strategic planning difficult. In February 2022 Partneriaeth's current Lead Officer was appointed and the staffing restructure was completed in April 2022 providing organisational stability. Partneriaeth had to strike a sensitive balance with regards to the professional learning offer and bespoke support for schools as the introduction of Curriculum for Wales in September 2022 put additional pressure on head teachers who were already having to respond to new challenges in post pandemic world. In May 2023 Estyn paid their annual visit and commented positively on the strategic vision of the leadership team. The team decided to conduct a perception survey at the end of the summer term 2023 in order to inform planning for improvement.

Net Promoter Survey.

Net Promoter Surveys are widely used in both the private and public sectors as a mechanism for identifying service user perceptions in order to inform strategic planning. A Net Promoter Survey asks respondents to rate on a scale of 1~10 their answer to the question 'how likely are you to recommend the organisation'. Scores are placed in 3 categories: *detractors* (0~6) *passives* (7~8) and *promoters* (9~10) and a net promoter score (NPS) is calculated by subtracting the percentage of detractors from the percentage of passives. *Promoters* can be relied upon to speak positively about the organisation, *detractors* are likely to speak negatively and *passives* will be neutral. The NPS scale is organised into 4 categories: NEEDS IMPROVEMENT (-100~0); GOOD (0~30); GREAT (30~70) and EXCELLENT (70~100). Depending on the score given respondents are asked a supplementary question which provides useful qualitative data.

Main findings.

Initially the survey was only sent to head teachers (HT). However, Action Short of Strike (ASOS) impacted negatively on the completion rate and it was decided to extend the survey to discrete groups who had been part of professional learning programmes during 2022-23. These were: senior leaders (SL), middle leaders (ML); newly qualified teachers (NQT); higher level teaching assistants (HLTA) and teaching assistants (TA).

Quantitative data.

The NPS calculated from the 163 responses was 52. This placed the overall perception of Partneriaeth firmly in the centre of the GREAT category. When the data was organised by local authority Partneriaeth's NPS was GREAT in Carmarthenshire, Swansea and Pembrokeshire. The same was the case when Partneriaeth's NPS was calculated by school setting with both primary and secondary responses returning a perception category as GREAT.



When the data was broken down by roles within school settings there was a wider range of scores and categories. The NPS from those who had had direct experience of support and training from Partneriaeth placed the organisation in the EXCELLENT (ML, HLTA/TA) and GREAT (SL, NQT)) categories. The NPS from those who had not necessarily had direct experience of support (HT) placed Partneriaeth in the NEEDS IMPROVEMENT category.

Qualitative data.

104 *promoters* provided feedback. The comments were analysed and the following areas were identified as strengths of the organisation:

- Partneriaeth staff have a high level of expertise and the training is of a high quality.
- Partneriaeth staff are supportive/friendly/ approachable.
- Partneriaeth provides valuable opportunities for networking.
- Partneriaeth develop useful materials and resources.

40 *passives* and 19 *detractors* provided feedback and the following areas were identified as areas for improvement:

- Organisation/ communication issues.
- Provision across the 3 local authorities.
- Training delivery mechanisms.
- Support within specific Areas of Learning and Experience (AoLE).

Recommendations.

R1. Partneriaeth will conduct a Net Promoter Survey annually at the end of the business planning cycle as part of an ongoing process of self-evaluation and a mechanism to inform strategic planning.

R2. Survey results will be shared with all staff in Partneriaeth and an action plan will be co-constructed to address the areas for improvement and build upon the identified strengths of the organisation.

R3. All detractors and passives who indicated that they were happy to provide further feedback will be contacted within a working month of survey completion.

This page is intentionally left blank



PARTNERIAETH

Summer 2023 Perception Survey Report

PARTNERSHIP WORKING TO ACHIEVE EXCELLENCE FOR ALL

Cressy Morgan, August 2023.

Contents

Introduction	3
Net Promoter Survey	4
Quantitative Results	5
Qualitative Feedback	6 - 7
Conclusion	8
Recommendations	9

1. Introduction

- 1.1 The regional consortia went through a period of significant change and faced many challenges from 2018 – 2022.
- 1.2 In March 2020 the nation went into lockdown in response to the global pandemic. The central team had to adapt to providing support online and working remotely. In addition they were called upon to support Welsh Government with the writing of guidance.
- 1.3 In April 2020 Neath Port Talbot left ERW followed by Ceredigion a year later and Powys in September 2021. These changes in consortia membership made long term strategic planning challenging.
- 1.4 Partneriaeth's current Lead Officer was permanently appointed on February 1st 2022 and the current leadership team came into post on April 1st 2022 providing more stability for the organisation.
- 1.5 The introduction of Curriculum for Wales in September 2022 for all primary schools put additional pressure on head teachers who were adjusting to finding a new post-pandemic normal. As a result the central team had to strike a sensitive balance with regards to the professional learning offer and support.
- 1.6 In May 2023 Estyn conducted their regional visit and commented positively on the strategic vision of the leadership team.
- 1.7 As the end of Partneriaeth's first year came to an end the leadership team decided to conduct a perception survey as part of their commitment to an ongoing process of stakeholder engagement.

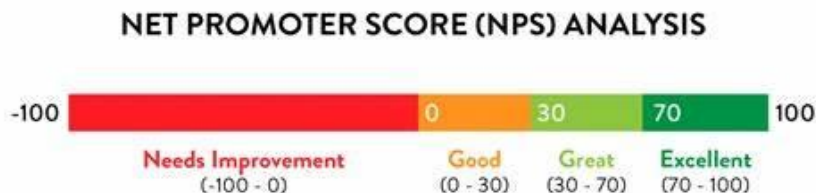
2. Net Promoter Survey

- 2.1 A Net Promoter Survey was used as it is quick, easy to use and designed to inform strategic planning for improvement.
- 2.2 A Net Promoter Survey asks one simple question: 'how likely are you to recommend the organisation' on a score of 1-10. Depending on the score given respondents are then asked one of 3 follow up open ended questions. These comments provide useful qualitative data that can be used to help inform strategic planning.
- 2.3 Scores are organised into 3 categories:



Promoters are service users who can be relied upon to speak positively about the organisation. At the other end of the scale are **detractors** who report a negative experience and are likely to speak negatively about the organisation. Between the two are the **passives** who have had an average experience.

- 2.4 A Net Promoter Score is then calculated by subtracting the percentage of detractors from the percentage of promoters. The Net Promoter Score is an index ranging from -100 to 100 and measures the willingness of 'customers' to recommend an organisation's products / services to others:



- 2.5 A survey was sent to all head teachers (HT) and another went to specific groups who had been part of discrete professional learning programmes during 2022-23. These were: HLTA/TA; Newly Qualified Teachers (NQTs); middle leaders (ML) and senior leaders (SL). The surveys were live for a fortnight and closed on the last day of the summer term.

3. Quantitative results

3.1 There were 163 responses to the surveys:

Local Authority			Role					Setting			
CCC	PEM	SWA	HLTA/TA	NQT	ML	SL	HT	PRI	SEC	ALL AGE	SP/PRU
62	28	73	15	24	72	21	31	71	77	6	9
163			163					163			

3.2 Action short of strike (ASOS) impacted on the head teacher survey and resulted in a lower response rate than anticipated.

3.3 Partneriaeth's overall Net Promoter Score (NPS) was calculated from the 163 responses using the formula explained in 2.4

Promoters	Passives	Detractors	NPS	Category
104 (64%)	40 (24%)	19 (12%)	64-12 = 52	Great

3.4 NPS was then calculated by local authority and setting and there was consistency in the resulting score categories:

Local Authority	Promoters	Passives	Detractors	NPS	Category
Carmarthenshire	45 (72%)	9 (15%)	8 (13%)	72-13 = 59	Great
Pembrokeshire	14 (50%)	12 (43%)	2 (7%)	50-7 = 43	Great
Swansea	46 (62%)	19 (26%)	9 (12%)	62-12 = 50	Great

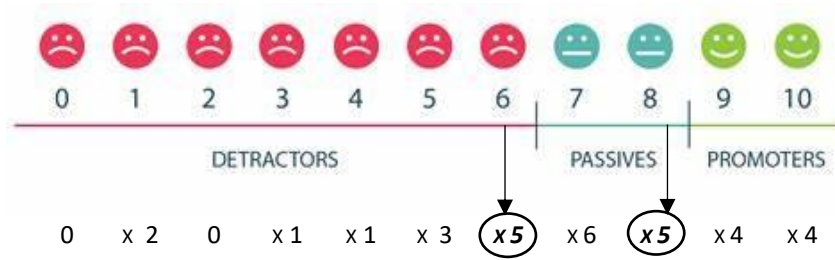
Setting	Promoters	Passives	Detractors	NPS	Category
Primary	39 (55%)	17 (24%)	15 (21%)	55-21 = 34	Great
Secondary	53 (70%)	19 (25%)	4 (5%)	70-5 = 65	Great

3.6 When the NPS was calculated by role it identified some variance which highlighted key strengths and also areas for development. It is important to note that only 31 head teachers completed the survey due to Action Short of Strike (ASOS) and this meant that a significant number who have engaged directly with Partneriaeth did not complete the survey.

Role	Promoters	Passives	Detractors	NPS	Category
HLTA/TA	15 (93%)	0	1 (7%)	93-7 = 86	Excellent
NQT	12 (52%)	6 (26%)	5 (22%)	52-22 = 30	Great
Middle Leaders	57 (79%)	15 (21%)	0	79-0 = 79	Excellent
Senior Leaders	13 (62%)	7 (33%)	1 (5%)	62-5 = 57	Great
Head teachers	8 (26%)	11 (35%)	12 (39%)	26-39 = -13	Needs improvement

3.7 Some of the variance can be attributed to the experience of the respondents. All groups that had an NPS score in the 'great' or 'excellent' category had received direct support from Partneriaeth. Head teachers were sent the survey regardless of whether they/ their school had received support.

3.8 A closer examination of the rating given by head teachers shows that almost one third were on the *cusp* of a category (see below).



3.9 This table illustrates what the NPS score and category will be if those on the cusp scored only 1 point higher in a repeat survey.

Promoters	Passives	Detractors	NPS	Category
8 (26%)	11 (35%)	12 (39%)	26-39 = -13	Needs improvement
13 (42%)	11 (35%)	7 (23%)	42-23 = 19	Good

4. Qualitative feedback

- 4.1 104 **promoters** provided feedback and 55 of these noted that they would be willing to have a follow up conversation. All of the comments were analysed and there were four areas that repeatedly featured in the responses:
- 4.2 Area 1: Partneriaeth staff have a high level of expertise and the training is of a high quality (47).
Excellent providers giving useful advice based on their experience.
We are very fortunate to have this solid guidance.
Well informed professionals who provide pertinent PL.
- 4.3 Area 2: Partneriaeth staff are supportive/friendly/ approachable (33).
I am grateful for the support we have received so far and am confident of the support we will receive in the future.
Support and guidance provided has been exceptional.
I am able to contact Partneriaeth for help and advice on all aspects of teaching/learning.
- 4.4 Area 3: Opportunities to network are valued (25).
Partneriaeth promotes inter-school contact giving us valuable insight into practice elsewhere.
It is good to have the opportunity to talk to other teachers.
Good opportunities to network with other Heads of Department across the region.
- 4.5 Area 4: Partneriaeth provided practical and useful resources/materials (18).
We receive great resources to use back in the classroom.
Constant sharing of valuable resources.
They have made things easier for us teachers by organising and creating amazing resources.
- 4.6 40 **passives** and 19 **detractors** that provided feedback with 12 and 7 respectively saying they would be willing to have a follow up conversation. Whilst feedback comments could not be categorised as easily as the comments from the promoters it was still possible to identify some recurring themes:
- 4.7 Theme 1: Organisation/ communication issues.
At times communication around particular events getting cancelled was not given with enough warning.
Changes of times and locations/method of delivery was inconvenient.
It is sometimes hard to find what is on offer.
- 4.8 Theme 2: Provision across the 3 LAs.
(there needs to be) more collaboration between authorities (to avoid) mixed or contradictory messages.
There are too many layers within the support structure making it difficult to know who to turn to.
Boundaries between county and Partneriaeth service and provision are not clear.
- 4.9 Theme 3: AoLE support and PL offer.
More support is needed for AoLEs.
The AoLE leads need to become more visible so inexperienced subject leaders have a point of contact.
More tailored support for schools is needed with a broader training menu.
- 4.10 Theme 4: Training delivery mechanisms.
It was not possible for me to attend all the face-to-face sessions and an option to attend on TEAMS was not offered.
Sometimes if it is difficult to access the materials as they are on TEAMS or HWB etc.
The online sessions with break out rooms did not work as not everybody participated.

5. Conclusion

- 5.1 The Net Promoter Survey is easy to administer and quick to complete. It provides useful qualitative and quantitative data which will be useful for strategic planning.
- 5.2 The NPS for Partneriaeth shows that the organisation has solid base of 'promoters' which is a strong starting point for the organisation's second year.
- 5.3 The range of NPS scores by role highlight the difference in perception between those who have had direct experience of support from the organisation and those who have not.
- 5.4 Partneriaeth have already taken steps to address some of the concerns raised in feedback comments by passives and detractors.
- 5.5 Partneriaeth published PL offer in July 2023 and this new system for planning PL should reduce the number of last minute changes.
- 5.6 All pieces of professional learning on offer make clear who the lead officer is and include a link to a new 'who is who' section on the website.
- 5.7 The fact that over 50% of the respondents indicated that they would be happy to have follow up conversations with Partneriaeth suggests that there is a commitment to regional partnership working.

6. Recommendations

- 6.1 Partneriaeth will conduct a Net Promoter Survey annually at the end of the business planning cycle as part of an ongoing process of self-evaluation and a mechanism to inform strategic planning.
- 6.2 Survey results will be shared with all staff in Partneriaeth and an action plan will be co-constructed to address the areas for improvement and build upon the identified strengths of the organisation.
- 6.3 All detractors and passives who indicated that they were happy to provide further feedback will be contacted within a working month of survey completion.

This page is intentionally left blank



PARTNERIAETH JOINT COMMITTEE 6 OCTOBER 2023

PARTNERIAETH 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>
---	---	--



**EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
6 OCTOBER 2023**

PARTNERIAETH RISK REGISTER

BRIEF SUMMARY OF PURPOSE OF REPORT

The report outlines the overall risk profile of the region. The document has been updated in the light of the amended business plan priorities for 2023-24.

The heat map indicates the following risks as scoring:

Medium Probability and High Impact

- 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. The register has reduced Risk 2 in the light of inspections across the local authorities.

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 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





PARTNERIAETH **RISK REGISTER**

APRIL 2023 - MARCH 2024

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



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"> • 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 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	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 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

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

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 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

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				
<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, 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	

