



# Risk Register

Sept 2024 - March 2025

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## 1. INTRODUCTION

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

### 1.1. Partneriaeth's Vision

#### **Mission Statement**

Partnership working to achieve excellence for all.

#### **Our Aims**

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

### 1.2. Partneriaeth's Priorities:

**Priority 1** – Support all schools and settings to design and deliver their own high-quality provision in commissioned subject/AoLEs:

- English
- Cymraeg
- Maths and Numeracy
- Science and Technology
- Humanities
- Digital Learning

**Priority 2** – 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 September 2024 - March 2025 contains 9 business risks (threats), each of which is indexed on page 9 and 10, and shown in detail on pages 13 to 23.

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

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

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

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

1.3. Risk Evaluation Matrix

Threats					
<b>Probability</b>	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
		<b>Impact</b>			

#### 1.4. Impact assessment criteria

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

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

< = Less than

> =More than

1.5. Probability assessment criteria

(Select one of the ratings from the definitions below)

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

< = Less than

> =More than

## 2. CORPORATE BUSINESS RISKS

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

<b>High Probability</b>	<b>9</b>	<b>12</b>
<b>Medium Probability</b>	<b>6</b> <ul style="list-style-type: none"><li>• Lack of clarity regarding functions of Partneriaeth</li></ul>	<b>8</b> <ul style="list-style-type: none"><li>• LAs provide insufficient funding to meet the running costs of Partneriaeth</li></ul>
	<b>High Impact</b>	<b>Very High Impact</b>



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

#### 3.1. Central Risks

No.	Risk	Probability	Impact	Residual Risk	Movement ↑↓↔	Page
1	Failure to deliver the 2 priority areas of Partneriaeth's business plan	1	4	4	↔	12
2	Failure to deliver against LA priorities included in Partneriaeth's business plan	1	3	3	↔	14
3	Failure to support LAs in relevant areas during their engagement with Estyn	1	3	3	↔	15
4	Data Protection	1	4	4	↔	16
5	Partneriaeth found not to provide Value for Money	1	4	4	↔	17

#### 3.2. Financial Risks

No.	Risk	Probability	Impact	Residual Risk	Movement ↑↓↔	Page
1	LAs provide insufficient funding to meet the running costs of Partneriaeth	2	4	8	↔	18
2	Failure to comply with relevant LAEG T&Cs	1	4	4	↔	19

### 3.3. Governance Risks

No.	Risk	Probability	Impact	Residual Risk	Movement ↑↓↔	Page
1	Lack of clarity regarding functions of Partneriaeth	2	3	6	↔	20
2	Partneriaeth Governance	1	4	4	↔	21

## 4. CONTEXTUALISATION

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

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

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

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

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

<b>Governance Group</b>	<b>Members</b>
<b>Joint Committee</b>	<ul style="list-style-type: none"> <li>• 3 Voting members - Cabinet Members for Education</li> <li>• 3 Chief Executives with a Lead Chief Executive, non-voting.</li> <li>• 3 Directors of Education with a Lead Director, non-voting.</li> <li>• Lead Officer Partneriaeth</li> <li>• S151 Officer and Monitoring Officer, as required.</li> <li>• External observers and advisers, on request – Estyn, WG, Audit Wales.</li> <li>• Chair of scrutiny Councillors' group, as non-voting observer</li> </ul>
<b>Scrutiny Councillor Group</b>	<ul style="list-style-type: none"> <li>• 3 Education Scrutiny Chairs</li> <li>• 3 Education Scrutiny Vice Chairs</li> <li>• 3 Directors of Education to attend together at least once per annum</li> <li>• Lead Officer Partneriaeth</li> <li>• Chair of Joint Committee to attend at least once per annum</li> <li>• External observers and advisers, on request</li> </ul>
<b>Strategic Group</b>	<ul style="list-style-type: none"> <li>• 3 Directors of Education</li> <li>• Lead Officer Partneriaeth</li> </ul>
<b>Operations Group</b>	<ul style="list-style-type: none"> <li>• 3 local authority Lead School Improvement Officers</li> <li>• Lead Officer Partneriaeth</li> <li>• Operational Lead</li> <li>• Lead Adviser</li> </ul>
<b>Stakeholder Group</b>	<ul style="list-style-type: none"> <li>• Lead Officer Partneriaeth, Operational Lead, Lead Adviser</li> <li>• 3 headteachers from each LA covering primary, secondary, special and pupil referral unit sectors</li> </ul>

## 5. CENTRAL RISKS

1. Failure to deliver the 2 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><b>Priority 1</b> – Support all schools and settings to design and deliver their own high-quality provision in commissioned subject/AoLEs:</p> <ul style="list-style-type: none"> <li>• English</li> <li>• Cymraeg</li> <li>• Maths and Numeracy</li> <li>• Science and Technology</li> <li>• Humanities</li> <li>• Digital Learning</li> </ul> <p><b>Priority 2</b> – Provide career pathways for leaders, practitioners and support staff at all levels of the system.</p>				
Background				
<p>The business plan for 2024/25 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. Partneriaeth is funded by the LAs and will deliver specific aspects of the LAEG, as commissioned by LAs.</p>				
Objectives at Risk				
All				
Risk Control Measures				
<ul style="list-style-type: none"> <li>• The business plan is co-constructed by Partneriaeth officers and senior LA officers</li> <li>• A high-level business plan is produced setting out main priorities and linking with LA priorities. This is supplemented by Professional Learning plans with specific KPIs.</li> <li>• These are shared with specific stakeholders including Central Team, LA colleagues, schools and Joint Committee</li> <li>• Quarterly monitoring of the business plan</li> <li>• Over-sight of delivery of the business plan and Professional Learning plans by Partneriaeth's SLT</li> <li>• Appropriate levels of officer time are linked to each of the business plan priorities and as such greater resource is allocated to Priority 1</li> </ul>				
Risk Owner				
Lead Officer, Operational Lead				
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.

### Objectives at Risk

All

### Risk Control Measures

- Quarterly monitoring of the business plan
- Regular meetings between the LA Senior School Improvement Advisers and Partneriaeth’s Operational Lead

### Risk Owner

Lead Officer, Operational Lead

### 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 LA Senior School Improvement Advisers and Partneriaeth's Operational Lead
- Partneriaeth's Operational Lead attends 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, Operational Lead

#### 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

Changes to WG funding in April 2024 resulted in the Regional Consortia Grant (RCG) being replaced by the Local Authority Education Grant (LAEG). This has resulted in LAs receiving the grant and passporting funds to deliver commissioned services, as set out in the business plan.

### 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 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, Operational Lead 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

<b>1. LAs fail to provide sufficient funding to meet the running costs of Partneriaeth</b>				
<b>Description of Risk</b>				
The LAs fail to provide sufficient funding to meet the running cost of Partneriaeth, including salaries, SLA, rent, bills and working budget.				
<b>Background</b>				
Changes to WG funding in April 2024 resulted in the Regional Consortia Grant (RCG) being replaced by the Local Authority Education Grant (LAEG). This has resulted in LAs receiving the grant and being required to passport funds to deliver commissioned services, as set out in the business plan.				
<b>Objectives at Risk</b>				
All				
<b>Risk Control Measures</b>				
<ul style="list-style-type: none"> <li>• Constant communication with LAs via Strategic Group</li> <li>• Lead Officer and Lead Director meet regularly with senior finance officers</li> <li>• Regular meetings between Partneriaeth and LA Financial Leads</li> </ul>				
<b>Risk Owner</b>				
Section 151 Officer, Lead Banker Authority and Principal Accountant				
<b>Risk Scores</b>				
Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	4	12	↔
Residual	2	4	8	↔
Tolerance			8	

## 2. Failure to comply with relevant LAEG T&Cs

### Description of Risk

Partneriaeth fails to deliver against the relevant LAEG T&Cs, as agreed by Strategic Group.

### Background

Welsh Government has provided robust T&Cs linked to each area of the LAEG. There is agreement that Partneriaeth will deliver against the relevant areas, as reflected by the business plan.

### Objectives at Risk

All

### Risk Control Measures

- Partneriaeth's business plan 2024/25, is closely aligned to LA and national priorities
- Partneriaeth SLT identify areas of concern, when appropriate, regarding delivery of the business plan
- 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, Operational Lead

### Risk Scores

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

## 7. RISKS ASSOCIATED WITH GOVERNANCE

<b>1. Lack of clarity regarding functions of Partneriaeth</b>				
<b>Description of Risk</b>				
That the revised Partneriaeth structure does not bring sufficient clarity on the function of Partneriaeth and its central team, leading to a lack of confidence in the revised structure along with loss of trust within the profession				
<b>Background</b>				
Changes in funding from RCG to LAEG has resulted in some changes in function of Partneriaeth. This has led to the organisation delivering commissioned services to meet the needs of their partner LAs.				
<b>Objectives at Risk</b>				
All				
<b>Risk Control Measures</b>				
<ul style="list-style-type: none"> <li>• Clear communication with stakeholders</li> <li>• Consistent and ongoing dialogue with LA partners</li> <li>• Attendance by Partneriaeth officers at LA meetings, e.g. Headteacher meetings, providing input and relevant updates</li> </ul>				
<b>Risk Owner</b>				
Lead Officer, Lead Director, Operational Lead				
<b>Risk Scores</b>				
Risk Stage	Probability	Impact	Risk Score	Movement
	(a)	(b)	(a) X (b)	↑↓↔
Inherent	3	3	9	↔
Residual	2	3	6	↔
Tolerance			6	

## 2. 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 is to achieve 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.

### 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	