

30 MEDI 2022

**CYFARFOD RHITHWIR
CYD-BWYLLGOR PARTNERIAETH
AM 10.00 YB,
AR DYDD GWENER, 7FED HYDREF, 2022**

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2. YMDDIHEURIADAU AM ABSENOLDEB
3. DATGANIADAU O FUDDIANT
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Cyd-bwyllgor Partneriaeth

Dydd Gwener, 29 Ebrill 2022

Cyfarfod rhithwir
13:04pm - 13:47pm

CADEIRYDD: Y Cynghorydd Emlyn Dole, Arweinydd, Cyngor Sir Caerfyrddin

| Aelodau â Phleidlais | |
|---------------------------------------------|--------------------------------------------------------------------------|
| Y Cynghorydd Emlyn Dole | Arweinydd, Cyngor Sir Caerfyrddin |
| Y Cynghorydd Robert Smith | Yr Aelod Cabinet dros Addysg, Sgiliau a Dysgu Gydol Oes, Cyngor Abertawe |
| Y Cynghorydd David Simpson | Arweinydd, Cyngor Sir Penfro |
| Prif Weithredwyr | |
| Mr Phil Roberts (Prif Weithredwr Arweiniol) | Prif Weithredwr (Cyngor Abertawe) |
| Mr Will Bramble | Prif Weithredwr (Cyngor Sir Benfro) |
| Cyfarwyddwyr Addysg | |
| Mr Gareth Morgans | Cyngor Sir Caerfyrddin (Cyfarwyddwr Arweiniol) |
| Mr Steven Richards-Downes | Cyngor Sir Penfro (Dirprwy Gyfarwyddwr Arweiniol) |
| | |
| Y Cynghorydd Guy Woodham | Yr Aelod Cabinet dros Addysg a Dysgu Gydol Oes (Cyngor Sir Penfro) |
| Mr Jonathan Haswell | Swyddog A151 ERW/Partneriaeth (Cyfarwyddwr Adnoddau, Cyngor Sir Penfro) |
| Ms Tracey Meredith | Swyddog Monitro ERW/Partneriaeth (Cyngor Abertawe) |
| Mr Ian Altman | Swyddog Arweiniol Partneriaeth |
| Ms Helen Lewis | Adnoddau Dynol Partneriaeth (Cyngor Sir Penfro) |
| Mr Mark Campion | Estyn |
| Matthew Holder | Pennaeth Archwilio Mewnol ERW/Partneriaeth (Cyngor Sir Penfro) |
| Mark McLaughlin | Prif Gyfrifydd ERW/Partneriaeth (Cyngor Sir Penfro) |
| Sarah Edwards | Dirprwy Swyddog A151 ERW/Partneriaeth (Cyngor Sir Penfro) |
| Ms Emma Bryer | Cyngor Sir Caerfyrddin (Gwasanaethau Democrataidd) |
| Mrs Kelly Evans | Cyngor Sir Caerfyrddin (Gwasanaethau Democrataidd) |
| Mr Aled Eynon | Cyngor Sir Caerfyrddin (Cyfieithu) |

1. ETHOL CADEIRYDD Y CYD-BWYLLGOR AM GYFNOD O DWY FLYNEDD

Bu'r Cyd-bwyllgor yn ystyried enwebiadau i'w penodi i swydd y Cadeirydd am gyfnod o ddwy flynedd. Bydd hyn yn cael ei adolygu ar ôl yr Etholiadau ar 5 Mai, 2022.

PENDERFYNWYD y bydd yr aelodau canlynol yn cael eu hethol yn y cyfamser a'u hadolygu ar ôl yr etholiadau ar 5 Mai 2022 :-

- 1.1 Penodi'r Cynghorydd Emlyn Dole (Cyngor Sir Caerfyrddin) yn Gadeirydd Cyd-bwyllgor Partneriaeth
- 1.2 Penodi'r Cynghorydd David Simpson (Cyngor Sir Penfro) yn Ddirprwy Gadeirydd Cyd-bwyllgor Partneriaeth
- 1.3 Penodi'r Cynghorydd Robert Stewart (Cyngor Sir Abertawe) yn Ddirprwy Gadeirydd Cyd-bwyllgor Partneriaeth

2. YMDDIHEURIADAU AM ABSENOLDEB

Cafwyd ymddiheuriadau am absenoldeb gan Wendy Walters, (Prif Weithredwr Cyngor Sir Caerfyrddin), y Cynghorydd Rob Stewart (Arweinydd Cyngor Dinas a Sir Abertawe) a'r Cynghorydd Glynog Davies, (Cyngor Sir Caerfyrddin).

3. DATGANIADAU O FUDDIANT

Ni ddatganwyd unrhyw fuddiannau personol yn y cyfarfod.

4. CYTUNDEB CYFREITHIOL PARTNERIAETH A SWYDDOGAETHAU'R CYD-BWYLLGOR

Derbyniodd y Cyd-bwyllgor adroddiad yn cymeradwyo cytundeb cyfreithiol Partneriaeth ac i wneud penderfyniadau llywodraethu a gweithredol allweddol yn unol â chylch gorchwyl y Cyd-bwyllgor.

PENDERFYNWYD YN UNFRYDOL

- Bod cytundeb cyfreithiol y cytunwyd arno ac a lofnodwyd gan bob un o'r tri Chyngor yn cael ei gymeradwyo.
- Bod sefydlu Grŵp Strategol, Grŵp Gweithrediadau a Grŵp Rhanddeiliaid yn unol â'r cylch gorchwyl yn Atodlen 4 a 5 o'r cytundeb cyfreithiol yn cael ei gymeradwyo
- Bod y cylch gorchwyl ar gyfer y Grŵp Cynghorwyr Craffu ar y Cyd yn Atodlen 6 yn cael ei gymeradwyo
- Bod y Cynghorau Arweiniol sy'n ymgymryd â'r Swyddogaethau a nodir yn y tabl ym mharagraff 5 o'r adroddiad hwn yn cael eu penodi
- Cytuno ar y penodiadau ar gyfer y Prif Weithredwr Arweiniol, y Cyfarwyddwr Addysg Arweiniol a'r Prif Swyddog Cyllid Arweiniol
- Bod y penderfyniad gan bob un o'r cynghorau i Bartneriaeth ddarparu gwasanaethau i gynghorau eraill nad ydynt yn rhan o'r cytundeb cyfreithiol sef Cyngor Bwrdeistref Sirol Castell-nedd Port Talbot, Cyngor Sir Ceredigion a Chyngor Sir Powys yn unol â chymal 14 y cytundeb cyfreithiol gyda'r awdurdod a ddirprwywyd i'r Cyngor Arweiniol sy'n gyfrifol am Gontractau a Chaffael i ddrafftio'r

cytundebau lefel gwasanaeth a'r contractau priodol sy'n angenrheidiol i ddiogelu buddiannau Partneriaeth yn cael ei gymeradwyo.

5. CYLLIDEB AMLINELLOL PARTNERIAETH 2022/23

Derbyniodd y Cyd-bwyllgor adroddiad ar y gyllideb amlinellol ar gyfer 2022-23 cyn i'r Cynghorau ei gymeradwyo. Nodwyd bod yr adroddiad yn rhoi gwybodaeth fanwl benodol mewn perthynas â'r canlynol:

- Rhagdybiaethau ac amcangyfrifon
- Cyfraniadau Awdurdodau Lleol
- Cytundebau Lefel Gwasanaeth
- Risgiau

PENDERFYNWYD YN UNFRYDOL :-

- **Bod y rhagdybiaethau a'r amcangyfrifon a wnaed wrth lunio'r gyllideb amlinellol ar gyfer 2022-23 yn cael eu nodi**
- **Bod cyfraniadau'r Awdurdodau Lleol ar gyfer 2022-23, y Cytundeb Lefel Gwasanaeth (CLG) ar gyfer 2022-23 a'r gyllideb amlinellol ar gyfer 2022-23 yn cael eu cymeradwyo, yn dilyn cymeradwyaeth gan y Cynghorau.**
- **Bod Swyddog Adran 151 Partneriaeth yn cael ei awdurdodi i wneud diwygiadau i'r gyllideb amlinellol wrth i ragdybiaethau ac amcangyfrifon 2022-23 gael eu cadarnhau.**

6. DIWEDDARIAD / CYNLLUN BUSNES DRAFFT PARTNERIAETH 2022-23

Derbyniodd y Cyd-bwyllgor adroddiad ar werthuso Cynllun Busnes 2021-22 a Chynllun Busnes drafft 2022-23 gyda'r wybodaeth ddiweddaraf am ddarpariaeth bresennol Partneriaeth.

PENDERFYNWYD YN UNFRYDOL :-

- **bod cynnwys Cynllun Busnes drafft 2022-23 sydd wedi'i atodi i'r adroddiad hwn yn cael ei nodi**
- **bod fersiwn derfynol o Gynllun Busnes 2022-23 yn dod yn ôl gerbron y Cyd-bwyllgor i'w gymeradwyo.**

7. UNRHYW FATER ARALL Y GALL Y CADEIRYDD OHERWYDD AMGYLCHIADAU ARBENNIG BENDERFYNU EI YSTYRIED YN FATER BRYN YN UNOL AG ADRAN 100B(4)(B) O DDEDDF LLYWODRAETH LEOL, 1972.

Nododd y Cadeirydd nad oedd unrhyw faterion eraill y dylid eu hystyried fel mater o frys.

*(SYLWCH: MAE'R COFNODION HYN YN AMODOL AR GAEL EI GADARNHAU GAN
Y CYD-BWYLLGOR YN EI GYFARFOD NESAF)*

Cyn dirwyn y cyfarfod i ben, manteisiodd y Cadeirydd ar y cyfle i ddiolch i bawb
am eu gwaith caled yn sefydlu Partneriaeth a bod hyn yn ddechrau ar bartneriaeth
lwyddiannus.

CHAIR

DATE



CYD-BWYLLGOR PARTNERIAETH 7 HYDREF 2022

Adroddiad Ariannol Partneriaeth 2022-23 (Awst 2022)

DIBEN:

Darparu diweddariad o sefyllfa ariannol Partneriaeth ddiwedd Awst 2022

ARGYMHELLION/PENDERFYNIADAU ALLWEDDOL SY'N OFYNNOL:

Mae Cyd-bwyllgor Partneriaeth yn nodi adroddiad monitro'r gyllideb ym mis Awst 2022 a'r alldro rhagamcanol ar gyfer 2022-23.

RHESYMAU:

Cydymffurfedd â Rheoliadau Ariannol

| | | |
|-------------------------------------------|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Awdur yr Adroddiad: Jon Haswell | Teitl: Swyddog A151 Partneriaeth | Rhif Ffôn: 01437 775836 E- bost: jonathan.haswell@pembrokeshire.gov.uk |
|-------------------------------------------|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|



EXECUTIVE SUMMARY

PARTNERIAETH JOINT COMMITTEE

7 OCTOBER 2022

Partneriaeth Financial Report 2022-23 (August 2022)

BRIEF SUMMARY OF PURPOSE OF REPORT

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

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

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

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

1. Finance

The financial implications are outlined in the report.

2. Risk Management

The key risks and opportunities are outlined in the report.

CONSULTATIONS

N/A

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

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



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

**Partneriaeth Joint Committee
7 October 2022**

**Partneriaeth
S151 Officer**

1. Introduction

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

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

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

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

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

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

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

3. Local Authority Contributions

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

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

4. Partneriaeth Outline Budget 2022-23

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

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

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

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

5. Budget Monitoring – August 2022

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

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

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

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

6. Grant Income for 2022-23

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

7. Risks and Opportunities

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

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

Recommendation

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

Mae'r dudalen hon yn wag yn fwriadol



CYD-BWYLLGOR PARTNERIAETH 07 HYDREF 2022

SIARTER ARCHWILIO MEWNOL

DIBEN:

Bod y Cyd-bwyllgor yn ystyried ac yn cymeradwyo'r Siarter Archwilio Mewnol ddrafft ar gyfer Partneriaeth.

ARGYMHELLION/PENDERFYNIADAU ALLWEDDOL SY'N OFYNNOL:

Bod y Cyd-bwyllgor yn cymeradwyo'r Siarter Archwilio Mewnol ddrafft.

RHESYMAU:

Rhoi gwybod i'r Cyd-bwyllgor am y Trefniadau Llywodraethu y bydd y Gwasanaeth Archwilio Mewnol yn cydymffurfio â nhw.

| | | |
|----------------------------|-------------------------------------------|---------------------------------------------------------------------------------------------------------|
| Awdur yr Adroddiad: | Swydd: | Rhif Ffôn: 01437 776581 |
| Matthew Holder | Pennaeth Archwilio Mewnol Partneriaeth | E-bost: Matthew.holder@pembrokeshire.gov.uk |



EXECUTIVE SUMMARY
PARTNERIAETH JOINT COMMITTEE
07 OCTOBER 2022

INTERNAL AUDIT CHARTER

BRIEF SUMMARY OF PURPOSE OF REPORT

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

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

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

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

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

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

DETAILED REPORT ATTACHED?

YES



Cyngor Sir Gâr
Carmarthenshire
County Council



IMPLICATIONS

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

1. Legal

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

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

CONSULTATIONS

None.

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

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

THESE ARE DETAILED BELOW

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



Mae'r dudalen hon yn wag yn fwriadol

INTERNAL AUDIT SERVICE



Internal Audit Charter

1. Purpose and Mission

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

2. The Role of Internal Audit in Local Government

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

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

3. Standards for the Professional Practice of Internal Auditing

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

4. Authority

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

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

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

5. Independence and Objectivity

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

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

6. Scope of Internal Audit Activities

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

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

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

7. Quality Assurance Improvement Programme

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

8. Periodic Assessment

- 8.1 The Head of Internal Audit is responsible for periodically providing a self-assessment on the internal audit activity as regards its compliance with the Audit Charter (purpose, authority, responsibility) and performance relative to its annual plan. Results will be reported at least annually to the Section 151 Officer, Partneriaeth Lead Chief Executive and the Joint Committee.
- 8.2 In accordance with the requirements of the Public Sector Internal Audit Standards, an external assessment must be conducted at least once every five years by a qualified independent assessor or assessment team from outside Pembrokeshire County Council. Arrangements for an external assessment is undertaken as part of Pembrokeshire County Council's responsibility for Internal Audit, however, the results will be communicated to the Section 151 Officer and the Joint Committee.

9. Role in Counter Fraud

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

10. Assurance Mapping

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

Signatures:

Head of Internal Audit:

Date:

Partneriaeth Section 151 Officer:

Date:

Partneriaeth Lead Chief Executive:

Date:

Chair of the Joint Committee:

Date:



CYD-BWYLLGOR PARTNERIAETH 7 HYDREF 2022

DIWEDDARIAD PARTNERIAETH / CYNLLUN BUSNES 2022-23

DIBEN:

Darparu Cynllun Busnes 2022-23 a diweddariad ar ddarpariaeth bresennol Partneriaeth ar gyfer Cyd-bwyllgor Partneriaeth.

ARGYMHELLION/PENDERFYNIADAU ALLWEDDOL GOFYNNOL:

Bod y Cyd-bwyllgor yn cymeradwyo'r Cynllun Busnes ar gyfer 2022-23.

RHESYMAU: Sicrhau bod blaenoriaethau rhanbarthol yn cael eu cyflawni yn unol â disgwyliadau cyllido RCSIG

| | | |
|------------------------------------------|-----------------------------------------------------|--------------------------------------------------------------------------|
| Awdur yr Adroddiad: Ian Altman | Swydd: Swyddog Arweiniol, Partneriaeth | Rhif Ffôn: E-bost: ian.altman@partneriaeth.cymru |
|------------------------------------------|-----------------------------------------------------|--------------------------------------------------------------------------|



Cyngor Sir Gâr
Carmarthenshire
County Council



EXECUTIVE SUMMARY

PARTNERIAETH JOINT COMMITTEE

7 OCTOBER 2022

PARTNERIAETH UPDATE / BUSINESS PLAN 2022-23

BRIEF SUMMARY OF PURPOSE OF REPORT

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

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

DETAILED REPORT ATTACHED?

No

IMPLICATIONS

| Policy, Crime & Disorder and Equalities | Legal | Finance | Risk Management Issues | Staffing Implications |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------|------------------------|-----------------------|
| NONE | NONE | YES | YES | YES |
| 1. Finance Lines in BP are linked to Welsh Government funding | | | | |
| 2. Risk Management The BP includes areas related to the risk management process | | | | |
| 3. Staffing Implications The BP reflects the current capacity within the organisation and additional support will be discussed with Directors of Education when appropriate. | | | | |

CONSULTATIONS

N/A

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

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

THESE ARE DETAILED BELOW

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





Cyngor Sir Gâr
Carmarthenshire
County Council



PARTNERIAETH

Partneriaeth Business Plan 2022-2023



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INTRODUCTION

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

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

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

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



VISION

Partneriaeth Mission Statement

Partnership working to achieve excellence for all.

Our Aims

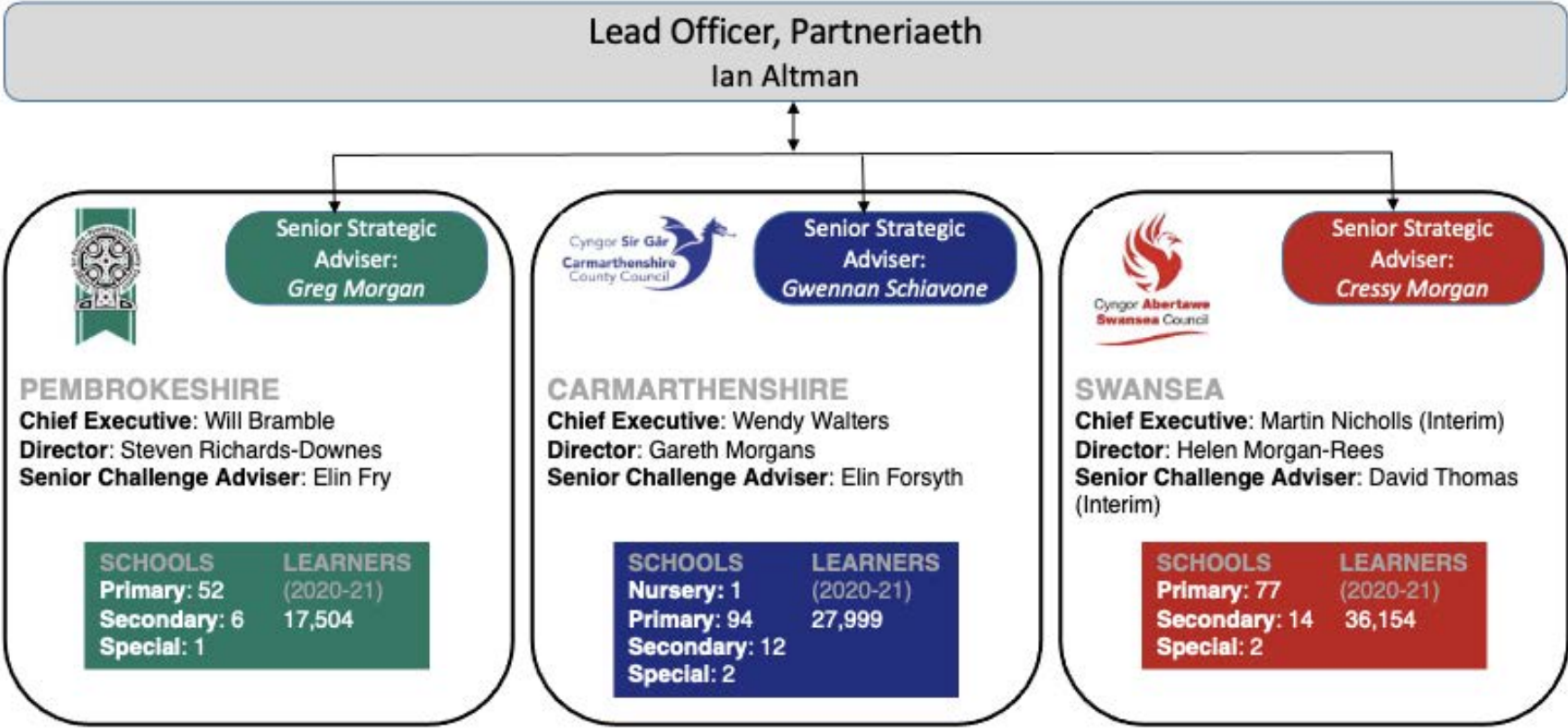
- 1) We lead schools and settings to design, develop and deliver a curriculum with equity and excellence at its core.
- 2) We support schools and settings to become ambitious, self-improving learning organisations.
- 3) We provide professional learning and opportunities for collaboration in order to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

REGIONAL CONTEXT

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

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







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

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

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

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

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

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

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

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



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

Priority 1 - High-quality education services profession

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

Priority 2 - Inspirational leaders working collaboratively to raise standards

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

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

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

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

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





Priority 1. Curriculum, Teaching and Assessment

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

Priority 2. Support for Learners (Equity and inclusion)

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

Priority 3. Leadership

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

Priority 4. Workforce

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

Priority 5. Environments

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



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

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

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

STRATEGIC OBJECTIVES

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

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

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

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




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




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



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




SSA: Cressy Morgan

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

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

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

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

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

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

SSA: Cressy Morgan



Pupil Development Grant (PDG)




R1&2

P3

P2 &4

- a. To appoint a strategic adviser to support schools and settings
- b. To support the educational achievement and attainment of those learners who are eFSM
- c. To support the educational achievement and attainment of looked after children and other related groups
- d. To support emotional, learning and developmental needs of EY learners from disadvantaged backgrounds
- e. To plan and deliver support to children who are in PRUs and EOTAS
- f. Renew and reform

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

| | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| SSA: Gwennan Schiavone |  |  |  |
| | P3 | P1 | P4 |
| <ul style="list-style-type: none"> a. To develop peer and school-to-school working to ensure effective sharing and development of practice across the region b. To communicate with LA partners to provide bespoke support for identified schools c. To ensure resources are effectively shared across the region | | | |

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

SSA: Greg Morgan

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

GOVERNANCE

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

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

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



Mae'r dudalen hon yn wag yn fwiadol



Hydref/October 2022





We will do
the right
and acco
environn

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





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Professional Learning Offer
2022/23

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Curriculum for Wales

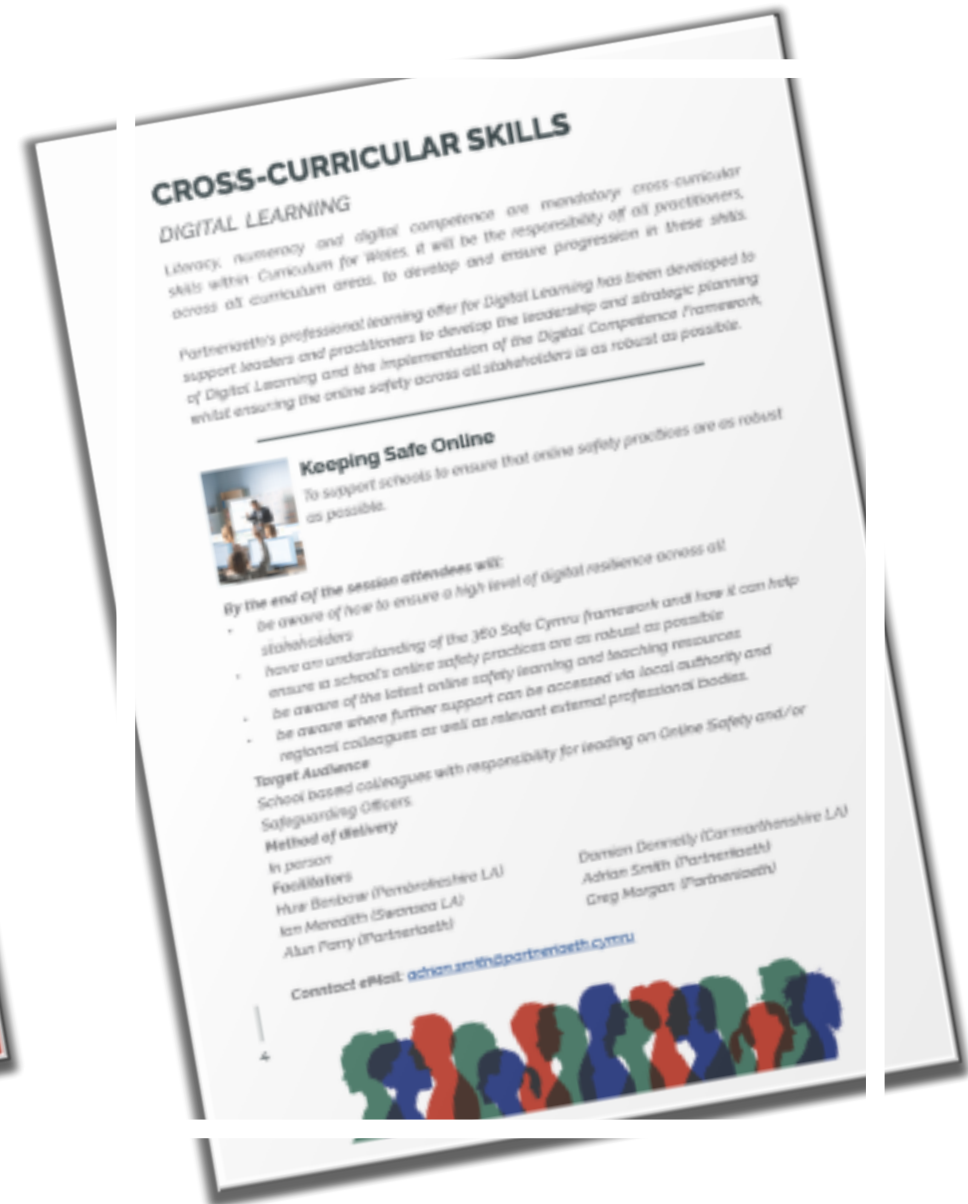
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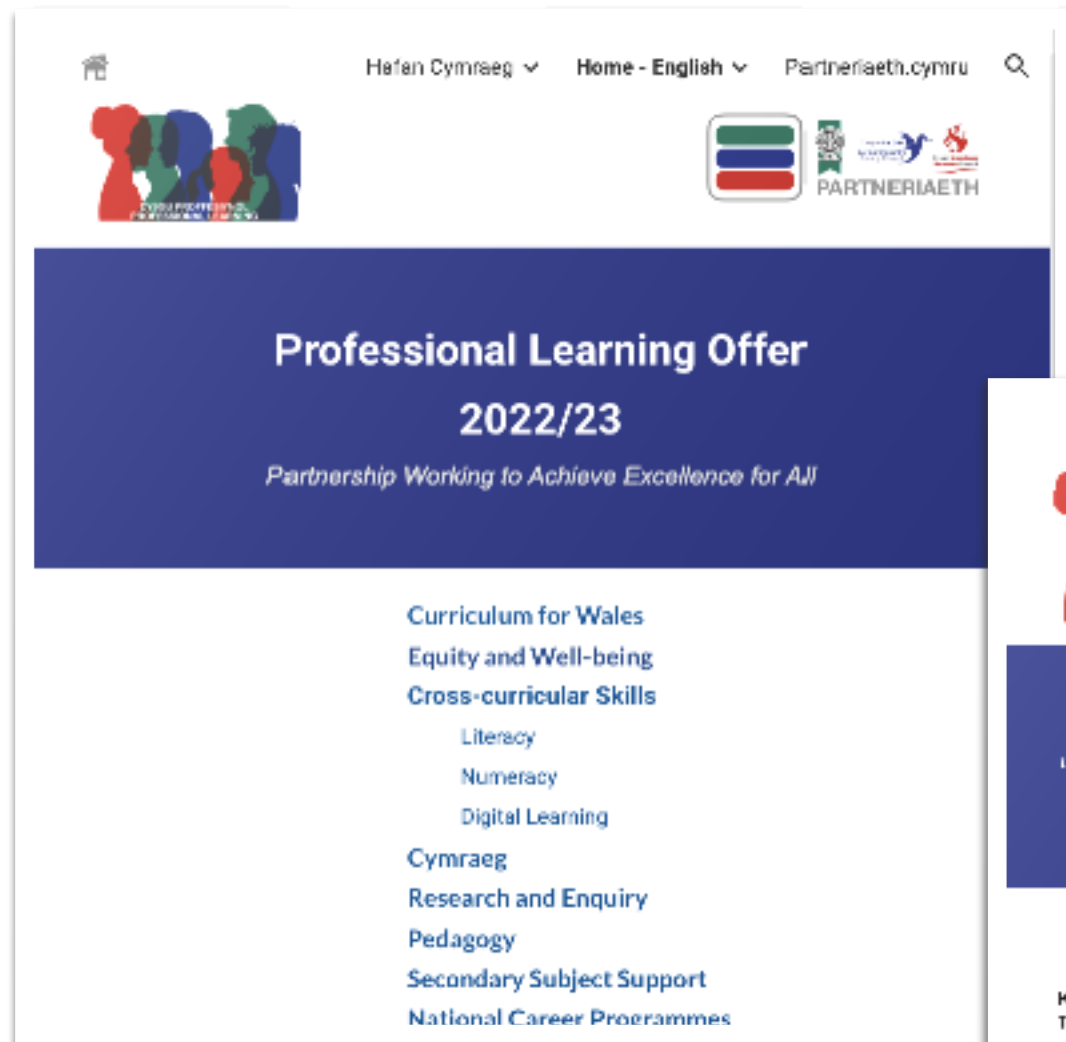
Newsletter

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Cynnig Dysgu Proffesiynol / Professional Learning Offer



Cynnig Dysgu Proffesiynol / Professional Learning Offer



The screenshot shows the homepage of the Professional Learning Offer 2022/23. At the top, there is a navigation bar with 'Hafan Cymraeg', 'Home - English', and 'Partneriaeth.cymru'. Below the navigation bar is a header section with the title 'Professional Learning Offer 2022/23' and the tagline 'Partnership Working to Achieve Excellence for All'. The main content area lists several key areas of focus: Curriculum for Wales, Equity and Well-being, Cross-curricular Skills, Literacy, Numeracy, Digital Learning, Cymraeg, Research and Enquiry, Pedagogy, Secondary Subject Support, and National Career Programmes. The bottom of the page features the Partneriaeth logo, which includes the Welsh Government, the Education and Training Inspectorate, and the Welsh Language Commissioner.

Hafan Cymraeg ▾ Home - English ▾ Partneriaeth.cymru 🔍

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

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

PARTNERIAETH



The screenshot shows the 'Digital Learning' section of the Professional Learning Offer 2022/23. The header section includes the title 'Digital Learning' and a paragraph stating that literacy, numeracy, and digital competence are mandatory cross-curricular skills within the Curriculum for Wales. It also mentions that the offer has been developed to support leaders and practitioners to develop the leadership and encourage planning of Digital Learning and the implementation of the Digital Competence Framework. The main content area lists three key areas of focus: Keeping Safe Online, Developing Digital Competence as a Cross-curricular Skill within the Curriculum for Wales (Primary), and Developing Digital Competence as a Cross-curricular Skill within the Curriculum for Wales (Secondary). Each area has a brief description and a dropdown arrow indicating further content.

Hafan Cymraeg ▾ Home - English ▾ Partneriaeth.cymru 🔍

Digital Learning

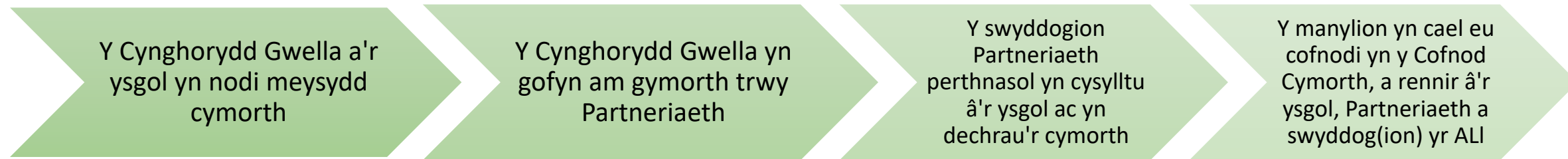
Literacy, numeracy and digital competence are mandatory cross-curricular skills within the Curriculum for Wales. It will be the responsibility of all practitioners, across all curriculum areas, to develop and ensure progression in these skills.

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

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

PARTNERIAETH

Llwybr y Cyngorydd Gwella



Improvement Adviser Route



Llwybr yr Ysgol/y Pennaeth

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

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

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

Headteacher/School Route

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

Relevant Partneriaeth and LA officer/s are informed

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

Swyddogion Cyswllt Clwstwr – Cluster Link Officers

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

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

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

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

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

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

Swyddogion Cyswllt Clwstwr – Cluster Link Officers

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

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

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

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


Operational Planning



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

Quarterly Monitoring of Delivery Plans

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



BP Priority:

Reporting Officer:

Reporting Period: Q2

Successes:

Challenges:

Forward Look:

Decisions Required:

Stakeholder Comms & Feedback:

Budget Update / Issues:

Very Good Progress
BP area addressed in nearly all aspects

Strong Progress
Project addressed in most aspects. Only minor aspects require further attention.

Satisfactory Progress
Project addressed in many aspects. However, a few significant aspects require significant attention.


Limited Progress
All or many aspects still awaiting attention.

Overview

Last Report

Current Status

Predicted by next report



Financial Planning and Tracking

Priority Funding Description

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

Professional Learning funding for schools

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

1.1 Curriculum Reform - Regional support for curriculum and assessment reform

1.2 Curriculum Reform - National Network schools' engagement

1 1.3 Curriculum Reform - Schools curriculum and assessment reform, inc learning progression

1.4 Curriculum Reform - Wellbeing in learning

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

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

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

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

2.3 Literacy & Numeracy Grant

2.4 Primary LNF Oracy Scheme for Wales

2 2.5 Welsh - Professional Development

2.6 A Level Improvement

2.7 Regional support for Modern languages - (Modern Foreign

2.8 Modern Foreign Languages - building capacity for MFL in t

2.9 Digital Competence Framework

2.10 Coding & Digital Skills

3. Leadership - supporting inspirational leaders working c

3.1 Induction / Early Career support package

3 3.2 Higher Level Teaching Assistants (HLTA) - & TALP

3.3 Future Leadership Programme (Aspiring, middle leaders in

3.4 National Professional Qualification for Headship (NPOH)

2.10 Coding & Digital Skills

Financial Code: NS210

Funding Allocation: £

Remaining balance: £

| | Planned | | Actuals | |
|------------|---------|-----------|---------|-----------|
| | Spend | Delegated | Spend | Delegated |
| Sub-totals | £ | £ | £ | £ |
| Totals | £ | £ | £ | £ |

| Description | Planned | | Actuals | | Date | Additional Code |
|-----------------------------------------------------------------------------|---------|-----------|---------|-----------|------|-----------------|
| | Spend | Delegated | Spend | Delegated | | |
| Online Safety session - Autumn term - Half day supply cover per school | | £ | | | | |
| Digital competence session - Spring term - Half day supply cover per school | | £ | | | | |
| SWGfL Assessor Training (3 colleagues) | £ | | | | | |
| SWGfL update training (6 colleagues) | £ | | | | | |
| Purchase of coding loan kit | £ | | | | | |
| Sharing effective practice - Partneriaeth | | £ 1,440 | | | | |

Mae'r dudalen hon yn wag yn fwriadol



CYD-BWYLLGOR PARTNERIAETH 7 HYDREF 2022

COFRESTR RISGIAU

DIBEN:

Rhoi gwybod i'r Cyd-bwyllgor am y proffil risgiau rhanbarthol.

ARGYMHELLION/PENDERFYNIADAU ALLWEDDOL GOFYNNOL:

Bod y Cyd-bwyllgor yn nodi'r proffil risgiau, ac yn derbyn yr adroddiad.

RHESYMAU:

Trefniadau Llywodraethu, Rheoli Risgiau.

Awdur yr Adroddiad:
Ian Altman

Swydd:
Swyddog Arweiniol,
Partneriaeth

Rhif Ffôn:

E-bost:
ian.altman@partneriaeth.cymru



Cyngor Sir Gâr
Carmarthenshire
County Council



EXECUTIVE SUMMARY

PARTNERIAETH JOINT COMMITTEE

7 OCTOBER 2022

RISK REGISTER

BRIEF SUMMARY OF PURPOSE OF REPORT

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

Medium Probability and High Impact

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

DETAILED REPORT ATTACHED?

Yes

IMPLICATIONS

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

CONSULTATIONS

Details of any consultations undertaken are to be included here

N/A

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

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

THESE ARE DETAILED BELOW

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





Risk Register

April 2022 - March 2023

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1. INTRODUCTION

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

1.1. Partneriaeth's Vision

Mission Statement

Partnership working to achieve excellence for all.

Our Aims

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

1.2. Partneriaeth's Priorities:

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

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

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

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

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

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

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

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

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

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

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

To assist with the monitoring of changes to Partneriaeth's Risk Register between reviews,

the risk score table for each risk includes a movement column which shows if the residual risk has increased↑, decreased↓, or stayed the same⇌.Where there is no arrow icon, this process will commence from the report presented to the next Joint Committee.

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

Risks are categorised under one of the four following groupings

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

Every risk is explained in seven steps:

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

1.3. Risk Evaluation Matrix

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

1.4. Impact assessment criteria

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

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

< = Less than

> =More than

1.5. Probability assessment criteria

(Select one of the ratings from the definitions below)

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

< = Less than

> =More than

2. CORPORATE BUSINESS RISKS

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

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

3. INDEX AND SUMMARY OF RESIDUAL BUSINESS RISK SCORES

3.1. Central Risks

| No. | Risk | Probability | Impact | Residual Risk | Movement ↑↓↔ | Page |
|-----|-----------------------------------------------------------------------------------|-------------|--------|---------------|-----------------|------|
| 1 | Failure to deliver the 6 priority areas of Partneriaeth's Business Plan | 1 | 4 | 4 | | 13 |
| 2 | Failure to deliver against LA priorities included in Partneriaeth's Business Plan | 1 | 3 | 3 | | 14 |
| 3 | Failure to support LAs in relevant areas during their engagement with Estyn | 2 | 3 | 6 | | 15 |
| 4 | Data Protection | 1 | 4 | 4 | | 17 |
| 5 | Partneriaeth found not to provide Value for Money | 1 | 4 | 4 | | 18 |

3.2. Financial Risks

| No. | Risk | Probability | Impact | Residual Risk | Movement ↑↓↔ | Page |
|-----|----------------------------------------|-------------|--------|---------------|-----------------|------|
| 1 | Timeliness of Welsh Government Funding | 2 | 3 | 6 | | 19 |
| 2 | Failure to comply with RCSIG T&Cs | 1 | 4 | 4 | | 20 |

3.3. Governance Risks

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

4. CONTEXTUALISATION

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

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

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

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

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

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

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

5. CENTRAL RISKS

| | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|------------|----------|
| 1. FAILURE TO DELIVER THE 6 PRIORITY AREAS OF PARTNERIAETH'S BUSINESS PLAN | | | | |
| Description of Risk | | | | |
| The Partneriaeth Business Plan is not delivered in its entirety and to a sufficiently high standard. | | | | |
| Background | | | | |
| The draft Business Plan for 2022/23 has been written and co-constructed with LA colleagues. Its structure differs from previous regional business plans with Local Authority priorities being an integral part of the plan. As Partneriaeth is funded by the Regional Consortia School Improvement Grant, the plan consists of operational delivery plans for each of the funding lines of the grant. | | | | |
| Objectives at Risk | | | | |
| All | | | | |
| Risk Control Measures | | | | |
| <ul style="list-style-type: none"> The business plan is co-constructed by Partneriaeth officers and senior LA officers A high level Business Plan is produced setting out main priorities and linking with LA priorities. This is supplemented by detailed operational delivery plans with specific key performance indicators These are shared with specific stakeholders including Central Team, LA colleagues, schools and Joint Committee, which includes the detailed operational delivery plans Each operational delivery plan will have a named member of SLT to lead on the plan, as well as named officers to deliver the plan. These will include LA officers, where appropriate Quarterly monitoring of the business plan, including every operational delivery plan Over-sight of every operational delivery plan by a member of Partneriaeth's SLT | | | | |
| Risk Owner | | | | |
| Lead Officer, Senior Strategic Advisers, Lead Advisers | | | | |
| Risk Scores | | | | |
| Risk Stage | Probability | Impact | Risk Score | Movement |
| | (a) | (b) | (a) X (b) | ↑↓↔ |
| Inherent | 3 | 4 | 12 | |
| Residual | 1 | 4 | 4 | |
| Tolerance | | | 4 | |

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

| Description of Risk | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|------------|----------|
| The priorities agreed with the three LAs and included in the Partneriaeth Business Plan are not supported to a sufficiently high standard. | | | | |
| Background | | | | |
| The relevant priorities of each of the three partner LAs are included in the Partneriaeth business plan. These are mapped against each operational delivery plan included in the business plan. | | | | |
| Objectives at Risk | | | | |
| All | | | | |
| Risk Control Measures | | | | |
| <ul style="list-style-type: none"> Quarterly monitoring of the business plan, including every operational delivery plan Regular meetings between the Senior Challenge Adviser and Senior Strategic Officer linked with each LA | | | | |
| Risk Owner | | | | |
| Lead Officer, Senior Strategic Officers | | | | |
| Risk Scores | | | | |
| Risk Stage | Probability | Impact | Risk Score | Movement |
| | (a) | (b) | (a) X (b) | ↑↓↔ |
| Inherent | 3 | 3 | 9 | |
| Residual | 1 | 3 | 3 | |
| Tolerance | | | 4 | |

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 | | | | |
| <p>Pembrokeshire are currently in an Estyn category and have a well-established Post Inspection Action Plan (PIAP) to deliver.</p> <p>Swansea Local Authority School Improvement Service will be inspected in June 2022.</p> | | | | |
| Objectives at Risk | | | | |
| All | | | | |
| Risk Control Measures | | | | |
| <ul style="list-style-type: none"> Regular meetings between the Senior Challenge Adviser and Senior Strategic Officer linked with each LA Partneriaeth's contribution to the delivery of Pembrokeshire's PIAP is monitored every half-term The 3 Senior Strategic Officers from Partneriaeth regularly attend relevant LA School Improvement meetings, such as Challenge Adviser meetings, etc. to facilitate a regular two-way conversation between relevant officers | | | | |
| Risk Owner | | | | |
| Lead Officer, Senior Strategic Officers | | | | |
| Risk Scores | | | | |
| Risk Stage | Probability | Impact | Risk Score | Movement |
| | (a) | (b) | (a) X (b) | ↑↓↔ |
| Inherent | 3 | 4 | 12 | |
| Residual | 2 | 3 | 6 | |
| Tolerance | | | 4 | |

4. DATA PROTECTION

| Description of Risk | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|------------|----------|
| Partneriaeth fails to comply with the Data Protection Act 2018, resulting in action from the ICO | | | | |
| Background | | | | |
| | | | | |
| Objectives at Risk | | | | |
| All | | | | |
| Risk Control Measures | | | | |
| <p>Data Protection guidance is detailed in section 25 of the Legal Agreement (p.23)</p> <ul style="list-style-type: none"> • Data Processing Agreement to be added to Schedule 13 of the Legal Agreement • The Joint Committee shall appoint a Lead Council to assume responsibility for the discharge of functions on behalf of Partneriaeth, including Data Protection Officer Services • Data flow agreements exist between the 3 LAs and Partneriaeth • Agreement in place between constituent LAs and all schools across the region • Method, type of data and timings of exchange are detailed in the agreement • Partneriaeth staff use email and Sharepoint platform under the Hwb licence, provided by Welsh Government. No personal emails will be used. • Partneriaeth staff only use electronic device provided to them, i.e. laptop, mobile phone, tablet. No personal devices will be used. | | | | |
| Risk Owner | | | | |
| Lead Officer, Lead Chief Executive, Lead Director | | | | |
| Risk Scores | | | | |
| Risk Stage | Probability | Impact | Risk Score | Movement |
| | (a) | (b) | (a) X (b) | ↑↓↔ |
| Inherent | 3 | 4 | 12 | |
| Residual | 1 | 4 | 4 | |
| Tolerance | | | 4 | |

5. PARTNERIAETH FOUND NOT TO PROVIDE VALUE FOR MONEY

| Description of Risk | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|------------|----------|
| Partneriaeth is judged to not provide Value for Money (Governance and Compliance) | | | | |
| Background | | | | |
| | | | | |
| Objectives at Risk | | | | |
| All | | | | |
| Risk Control Measures | | | | |
| <ul style="list-style-type: none"> Schedule 4 of the Legal Agreement details the Terms of Reference for the Strategic Group (membership detailed on p.11). These include ensuring value for money within a costed business plan The costed business plan will be shared with Directors and presented to the Joint Committee for ratification Individual spending plans will be developed against every operational delivery plan, with a named senior officer having responsibility for each plan Actual spending will be authorised by Lead Officer, Senior Strategic Officers or Business Support Manager Robust evaluation and monitoring processes are in place | | | | |
| Risk Owner | | | | |
| Lead Officer, Section 151 Officer, Principal Accountant, Lead Director | | | | |
| Risk Scores | | | | |
| Risk Stage | Probability | Impact | Risk Score | Movement |
| | (a) | (b) | (a) X (b) | ↑↓↔ |
| Inherent | 3 | 4 | 12 | |
| Residual | 1 | 4 | 4 | |
| Tolerance | | | 4 | |

6. FINANCIAL RISKS

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

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

| Description of Risk | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|------------|----------|
| Partneriaeth fails to deliver against each funding line of the Regional Consortia School Improvement Grant (RCSIG). Subsequently, Welsh Government could clawback funding. | | | | |
| Background | | | | |
| | | | | |
| Objectives at Risk | | | | |
| All | | | | |
| Risk Control Measures | | | | |
| <ul style="list-style-type: none"> Partneriaeth's Business Plan 2022/23, is closely aligned to the Welsh Government five priorities As a result, the Partneriaeth's Business Plan 2022/23, is also closely aligned to the RCSIG Named members of SLT, who lead on each area of the business plan to identify areas of concern regarding delivery of each operational delivery plan, linked to specific grant lines Quarterly monitoring of the Business Plan, resulting in early identification of areas of concern | | | | |
| Risk Owner | | | | |
| Lead Officer, LA Directors, Joint Committee | | | | |
| Risk Scores | | | | |
| Risk Stage | Probability | Impact | Risk Score | Movement |
| | (a) | (b) | (a) X (b) | ↑↓↔ |
| Inherent | 3 | 4 | 12 | |
| Residual | 1 | 4 | 4 | |
| Tolerance | | | 4 | |

7. RISKS ASSOCIATED WITH GOVERNANCE

| 1. LACK OF CLARITY REGARDING FUNCTIONS OF PARTNERIAETH | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|------------|----------|
| Description of Risk | | | | |
| <ul style="list-style-type: none"> That the revised Partneriaeth structure does not bring sufficient clarity on the function of Partneriaeth and its central team, leading to a lack of confidence in the revised structure along with loss of trust within the profession | | | | |
| Background | | | | |
| <ul style="list-style-type: none"> Under previous footprint, a perceived lack of clarity regarding the difference between the role of the LA, and the role of the region, among the teaching community | | | | |
| Objectives at Risk | | | | |
| All | | | | |
| Risk Control Measures | | | | |
| <ul style="list-style-type: none"> Communications Strategy group established centrally with membership linked to all areas of the business plan. Consistent and ongoing dialogue is being undertaken with LA partners to ensure consistency of communication through both regional and local channels Attendance by Partneriaeth officers at LA meetings, e.g. Headteacher meetings, providing input and relevant updates | | | | |
| Risk Owner | | | | |
| Lead Officer, Lead Director | | | | |
| Risk Scores | | | | |
| Risk Stage | Probability | Impact | Risk Score | Movement |
| | (a) | (b) | (a) X (b) | ↑↓↔ |
| Inherent | 3 | 3 | 9 | |
| Residual | 2 | 3 | 6 | |
| Tolerance | | | 6 | |

| | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|------------|----------|
| 2. LACK OF COMMUNICATION WITH ALL STAKEHOLDERS | | | | |
| Description of Risk | | | | |
| That there is not sufficient, regular communication with all stakeholders, including schools, leaders and school practitioners, as well all middle-tier and Welsh Government colleagues | | | | |
| Background | | | | |
| • | | | | |
| Objectives at Risk | | | | |
| All | | | | |
| Risk Control Measures | | | | |
| <ul style="list-style-type: none"> Ongoing and effective communications provided by the Partneriaeth Team on a weekly basis New Partneriaeth website being populated with details of the Professional Offer and accompanying bilingual resources, including access to previously run webinars on-demand Regular attendance at all relevant meeting with middle-tier and Welsh Government colleagues Regular attendance by Partneriaeth officers at LA meetings, e.g. Headteacher meetings, providing input, relevant updates | | | | |
| Risk Owner | | | | |
| Lead Officer | | | | |
| Risk Scores | | | | |
| Risk Stage | Probability | Impact | Risk Score | Movement |
| | (a) | (b) | (a) X (b) | ↑↓↔ |
| Inherent | 3 | 3 | 9 | |
| Residual | 1 | 3 | 3 | |
| Tolerance | | | 4 | |

3. PARTNERIAETH GOVERNANCE

| Description of Risk | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------|------------|----------|
| That Partneriaeth's operational governance arrangements do not provide transparency and confidence to the profession. | | | | |
| Background | | | | |
| <p>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.</p> <p>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.</p> <p>A full list of these groups, including meeting frequency and membership is included in the Business Plan.</p> | | | | |
| Objectives at Risk | | | | |
| All | | | | |
| Risk Control Measures | | | | |
| <ul style="list-style-type: none"> • 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 | |

Mae'r dudalen hon yn wag yn fwriadol