# **Document Pack**



# **TUESDAY, 25 OCTOBER 2016**

# ERW JOINT COMMITTEE DEMOCRATIC SERVICES COMMITTEE ROOM, COUNTY HALL, CARMARTHEN AT 2.00 PM, ON WEDNESDAY, 2ND NOVEMBER, 2016

# AGENDA

1.	APOLOGIES FOR ABSENCE.
2.	DECLARATIONS OF PERSONAL INTERESTS.

3.	TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE JOINT COMMITTEE HELD ON THE 16TH JULY 2016.	3 - 8
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15. ANY OTHER ITEMS OF BUSINESS THAT BY REASONS OF SPECIAL CIRCUMSTANCES THE CHAIR DECIDES SHOULD BE CONSIDERED AS A MATTER OF URGENCY PURSUANT TO SECTION 100(4)(B) OF THE LOCAL GOVERNMENT ACT 1972.















**PRESENT:** Councillor Alun Thomas [Chair]

Councillor James Adams Pembrokeshire County Council

Councillor Ellen ap Gwynn Ceredigion County Council

Councillor Gareth Jones Carmarthenshire County Council

Councillor Barry Thomas Powys County Council

Mr Mark James Lead Chief Executive – ERW

Mr Eifion Evans Lead Director – ERW

Ms Betsan O'Connor ERW – Managing Director

Ms Bronwen Morgan Ceredigion County Council

Mr Jeremy Patterson Powys County Council

Mr Ian Westley Pembrokeshire County Council

Mr Aled Evans Neath Port Talbot County Borough Council

Mr Jonathan Haswell Pembrokeshire County Council (ERW S151

Officer)

Mr Matthew Holder ERW

Mr Geraint Rees Welsh Government

Ms Elin Prysor Ceredigion County Council (ERW Monitoring

Officer)

Mr Jeremy Saunders Wales Audit Office

Ms Chris Sivers City & County of Swansea















Mrs Michelle Evans Thomas

Carmarthenshire County Council (Democratic Services)

#### 1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor E. Dole (Carmarthenshire), Mr Chris Llewelyn (WLGA) and Jo Hendy (ERW).

#### 2. APPOINTMENT OF CHAIR AND VICE-CHAIR

Reference was made to the fact that the the Joint Committee's Constitution (Legal Agreement) requires the Chair and Vice-Chair to be appointed at the first meeting after 31<sup>st</sup> August, 2016 and in view of the fact that the elections were only a few months away, it was suggested that the Constitution be amended to require the Chair and Vice-Chair to be appointed in May of each relevant year.

AGREED to amend the Constitution to require the appointments of the Chair and Vice-Chair to be made in May of each relevant year.

#### 3. APPOINTMENT OF LEAD CHIEF EXECUTIVE

AGREED that Mr Mark James be re-appointed Lead Chief Executive for the period 2016-2018.

#### 4. APPOINTMENT OF LEAD DIRECTOR

AGREED that Mr Aled Evans be appointed Lead Director for the period 2016-2018.

#### 5. DECLARATION OF PERSONAL INTERESTS

There were no declarations of personal interests

### 6. MINUTES - 10<sup>TH</sup> JUNE 2016

It was pointed out that there is no "e" at the end of Councillor Ellen ap Gwynn's surname.

The Monitoring Officer referred to minute 6 – Delegation Arrangements – and clarified that:















delegation arrangements had been agreed in respect of the following matters:-

- EIG distribution formula
- Additional ad hoc WG grants, subject to the insertion of the additional words "smaller funding streams"

However, no agreement was reached in respect of the following issues:-

- SLA with partners within ERW LAs
- Making urgent decisions outside the cycle of JC meetings

as it had been intended that a further report would be submitted to the Joint Committee on 15<sup>th</sup> July, 2016 in respect of these matters.

AGREED that the minutes of the meeting held on the 10<sup>th</sup> June, 2016 be signed as a correct record, subject to the above-mentioned amendments.

#### 7. RISK REGISTER

The Joint Committee was circulated with a copy of the Risk Register which highlighted the main risks in the Corporate, Financial and School Improvement areas with a view to helping ERW support its objectives, make effective use of resources and deliver outcomes as intended.

ERW had identified the process of taking action to mitigate risk and managing risks between the Local Authority and the region as a key area to strengthen and to build on the current position.

The Managing Director advised the Committee that the recent changes proposed by the WG would need to be included and as soon as the Estyn report is published the necessary amendments would be made.

The Lead Director informed the Committee that the Executive Board had agreed, at its meeting earlier that day, to write to the WG expressing concern about the Cap9/Level 2 issue and asking for an explanation. ERW had intended to use Cap 9 as the main indicator for the future, however, the WG had recently announced that they were going back to Level 2. There had been no engagement or discussion just an unilateral decision made by the WG.















He also advised the Committee that there had been a review of the measures within the Welsh Bacc which completely undermined the value of numeracy and these measures would inevitably take us in the opposite direction to where Donaldson was trying to get us i.e. re-aligned with PISA, which would pose a risk to the education system in its entirety. It was agree by the Executive Board to add this issue to the Risk Register and to write to the WG to ask for an extended dialogue on it

Reference was made to the difficulties being encountered in recruiting school leaders and the Managing Director explained that it continued to be a challenge, however, they had a whole suite of strategies in place and were working with other regions to try and overcome this problem.

AGREED that the report be received and accepted.

#### 8. LETTER FROM SCRUTINY

The Joint Committee was advised that the Chairs and Vice Chairs of all six Local Authorities' Education Scrutiny Committees came together in Swansea on 11<sup>th</sup> March, 2016 for their twice yearly joint seminar.

At the meeting the group reviewed ERW's Business Plan for 2016/19 and looked at school standards and categorisation across the region. They also shared scrutiny work plans and from these discussions a number of common issues emerged which were circulated to the Joint Committee for consideration, together with the following recommendations:-

- (1) That the Joint Committee provides written clarification about the capacity of challenge advisors across the region. In particular, are all Local Authorities working to full capacity in relation to their numbers of Challenge Advisors?
- (2) That the Joint Committee reviews how the results of categorisation are provided to parents. The group was concerned that the current presentation in the media caused unnecessary worries for parents when their schools had been placed in a lower category.

The Managing Director advised the Committee that she had drafted a response for approval.

#### **AGREED**















- 8.1 that the report be received;
- 8.2 that the draft letter of response be approved.

#### 9. ERW FINANCIAL STATEMENTS 2015-16

The Chair welcomed to the meeting Mr Jeremy Saunders of the Wales Audit Office.

The Joint Committee received for consideration the ERW Statement of Accounts 2015-16 and the Wales Audit Office ISA260 report and audit opinion.

The Chair congratulated officers on an excellent report.

#### **AGREED**

- 9.1 that the ERW Statement of Accounts for 2015-16 be approved;
- 9.2 that the Wales Audit Office ISA260 and audit opinion be received.;
- 9.3 that the Annual Governance Statement 2015-16 be accepted.

#### 10. LEAD DIRECTOR AND MANAGING DIRECTOR UPDATE

#### 10.1 RECRUITMENT OF TEACHERS AND HEADTEACHERS

The Managing Director updated the Committee on the current position regarding the Communications SLA between ERW and Carmarthenshire County Council. They were looking at morale and retention and had the support of the teacher unions. They were currently looking at strategies, both nationally and locally, to try to encourage people to apply.

AGREED to enter into collaboration with the other Local Authorities to accept the SLA.

10.2 REVIEW OF PROGRESS – DELIVERING SELF IMPROVING SCHOOL SYSTEM















The Managing Director updated the Committee on the review of progress on the delivery of the Self Improving School System (SISS). The region has worked very hard towards developing a SISS network and were currenty looking at whwere resources are needed in schools. The review had produced some very helpful recommendations and early indications were that the region was making steps in the right direction towards a Self improving School System.

Signed:		Date:	
	CHAIR		















# **ERW JOINT COMMITTEE 2 NOVEMBER 2016**

# **RISK REGISTER**

Purpose: To present for information the Risk Register as updated

### **RECOMMENDATIONS / KEY DECISIONS REQUIRED:**

To accept and note the updates

To review the risks and their implications for delivering the ERW Business Plan

**REASONS:** 

Report Author: Betsan O'Connor	Designation: Managing Director	Tel No. 01267 676840
		E. Mail: betsan.oconnor@erw.org.uk













# EXECUTIVE SUMMARY ERW JOINT COMMITTEE 2 NOVEMBER 2016

#### **RISK REGISTER**

#### BRIEF SUMMARY OF PURPOSE OF REPORT

The purpose of the Risk register is to enable ERW to mitigate potential risks wherever possible and reduce the risk of being unable to deliver the Business Plan.

Joint Committee to review the changes and review the potential risks at a corporate level.

Key highlights include the poor performance at KS4 in results in Pembrokeshire, the reducing risks in key schools causing concern, the short term nature of grant funding and the increasing expectations form WG on the regions to deliver key policy areas.

DETAILED REPORT ATTACHED?	YES

# **IMPLICATIONS**

Policy, Crime & Disorder and Equalities	Legal	Finance	Risk Management Issues	Staffing Implications						
NONE	Possible	YES	YES	Possible						
1. Legal - Ch	1. Legal - Changes to the ERW legal agreement may be necessary									
2. Finance -	2. Finance - Short termism of grant funding.									
3. Risk Management - This is the risk register.										
4. Staffing Implications - Mitigating actions in future may impact on staff capacity.										

# **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	Locations that the papers are available for							
	No.	public inspection							
N/A									













#### Risk Matrix

		Impact					
		Low	Medium	High	Extreme		
	Unlikely	Low (1)	Low (2)	Low (3)	Low (4)		
Probability	Possible	Low (2)	Low (4)	Medium (6)	Medium (8)		
	Likely	Low (3)	Medium (6)	Medium (9)	High (12)		
	Almost Certain	Low (4)	Medium (8)	High (12)	High (16)		



March 2016 (Final)

# Central

### Inherent Risk

			Impact						Inherent Ris	k							
Risk Reference	Nature / Descri	ption of Risk	Risk Owner	Probability	Impact	Risk Score		Actions to Mitigate Risk	Transfer detail (if necessary and date)	Additional Detail	LA / Hub	Escalation from LA detail (if necessary and date)	F	ollowing Mitigati	on	Date appear on ERW Register	Date taken off ERW Register
1	Failure to comply o Audit recommenda		Managing Director and Section 151 Officer	Likely	Medium	6	Treat and Mitigate	Tracking progress against recommendations and have track record of swift actions on previous recommendations. This aspect is low risk.  Further action between PCC and SCC to manage new risks.  Further action to receive quarterly assurance from each LA. Better communication between directors and finance staff in own LA.	N/A	Swansea LA qualifications in Audit Report and potential WG claw back 14-19. Internal audit report notes issue countinues to be a risk-sample size small In grants testing.	Swansea	N/A	Probability  Possible	Impact  Medium	Risk Score	March 2015	
2	Local Government I may result in LAs be different Consortiu	eing placed in	<del>Lead-Leade</del> r	Unlikely	Medium	2	<del>Tolerate</del>	Would require planning to accept a new partner or agree an exit strategy for existing partner. This is long term and preparation time will be sufficient.	WG	ERW work is planned and monitored with LGR considerations. Suggest taking off register as risk is lower now	N/A	<del>N/A</del>	Unlikely	Medium	2	March 2015	<del>Mar-16</del>
3	Estyn visits result in placed in follow up measures or requiri attention	/ special	Chief Education Officers	Likely	High	9	Transfer to 3rd Party / LA	Robust self evaluation and monitoring at LA level, with regional strategies to support.  Pembrokeshire support network established by ERW by mutual consent. Review of evidence work reaims of concern.	Place on Pembrokeshire Risl Register	C Email sent	Pembrokeshire	N/A	Likely	High	9	March 2015	
4	Contributory LAs de commitment as out Functions Framewo	lined in the	Directors / MD	Unlikely	Medium	2	Treat and Monitor	Clear expectations of services- and standards to be delivered, in line with Legal Agreement.			<del>N/A</del>	N/A	Unlikely	<del>Low</del>	1	<del>March 2015</del>	<del>0ct 15</del>
5	Inspection of Region  LA finds less than act standards, provision	dequate	Managing Director and 6 Directors	Likely	High	9	Treat and Mitigate	alternative support lead ChAd for schools causing concern required in LA. all alliance members the ownership on detaila and accountability. Effective BP in place.  Clear plan for improvement as part of improvement planning, but heightned urgency pre inspection. Taken swift effective	All	Risk for all LAs but specifically Pembrokeshire, where pace of improvement has not been good enough and high proprtion of secondaries causing concern.	All	N/A	Unlikely	Medium	2	March 2015	
6	Insufficient capacity Team and Challengo to deliver Business standard	Adviser Team	Directors and Managing Director	Likely	High	9	Treat and Mitigate	Effective planning Central Team capacity to coordinate and facilitate change. position remains same and is critical  Discuss with all Directors 24/07/15. All agreed capacity and restructure of Central Team. Improved planning and training on key workload issues.  Challenege adviser capacity agreed to maintain at full Sept 2015	N/A	Review leads to need to reaffirm frm all LAs the commitment as set out in legal agreement Joint committee paper on camparing regions is likely to raise issue and further action is likley. Central team caacity discussion with LD 14/10/16	Pembrokeshire; Carmarthenshire, Sswansea, Ceredigion	N/A	Likely	High	9	March 2015	

#### Risk Matrix

	Almost Certain	Low (4)	Medium (8)	High (12)	High (16)				
	Likely	Low (3)	Medium (6)	Medium (9)	High (12)				
Probability	Possible	Low (2)	Low (4)	Medium (6)	Medium (8)				
	Unlikely	Low (1)	Low (2)	Low (3)	Low (4)				
		Low	Medium	High	Extreme				



March 2016 (Final)

# Central

### Inherent Risk

Risk Reference	Nature / Description of Risk	Risk Owner	Probability	Impact	Risk Score		Actions to Mitigate Risk	Transfer detail (if necessary and date)  Additional Detail	LA / Hub	Escalation from LA detail (if necessary and date)	Following Mitigation			Date appear on ERW Date taken off ERW Register Register	
											Probability	Impact	Risk Score		
7	Governance and Legal footing of ERW found to be ineffective at securing consistent improvement across all LAs by Estyn / WAO / WG	Managing Director, Directors and Monitoring Officer	Possible	High	6	Treat and Mitigate	Evidence of effective communication, planning and accountability. Impact on outcomes is clear. Remaining risk is system knowledge by external stakeholders. Action by LA to respond to identified risks in Register	Additional comms briefing scheduled. Review paper on effectiveness of governance underway	N/A	N/A	Possible	Low	2	March 2015	
	Support and intervention coupled with local plans and strategies do not lead to improvement in PCC	Lead Chief Exec., Lead Director, Managing Director and PCC Corporate Leadership Team	Likely	High	9	Treat and Mitigate	of plans - work to action	agreement between MD and Director as to support for all key schools causing cocnern. Remains concern n reviewing support proviced for key transfer to LA register necessary	Pembs		likely	High		October 2015	
9	Failure to address or implement key areas of ERW BP	MD / Chairs of Priority Boards	likely	High	3	Treat	Focus on bringing pace to groups through effective minutes/actions.increased central capacity to monitor quality and actions/ focus.  Target additional support for Support for Learning Groups.	All alliance members should adhere to agreed code of conduct, BP actions and Legal agreement. Capacity issues in central team , and capacity of LAs to respond to Legal Agreement commitment and SLAs	N/A		likely	Medium	2	March 2015	



# **ERW JOINT COMMITTEE**2 NOVEMBER 2016

# UPDATE FROM LEAD DIRECTOR AND MANAGING DIRECTOR

Purpose: Verbal update by Lead Director and Managing Director

#### **RECOMMENDATIONS / KEY DECISIONS REQUIRED:**

To accept and note the updates. These are following Executive Board of 21.10.2016 and due to timescales cannot be presented in writing at this stage.

# **REASONS:**

Report Author: Betsan O'Connor	Designation: Managing Director	Tel No. 01267 676840
		E. Mail: betsan.oconnor@erw.org.uk













# EXECUTIVE SUMMARY ERW JOINT COMMITTEE 2 NOVEMBER 2016

# UPDATE FROM LEAD DIRECTOR AND MANAGING DIRECTOR

## **BRIEF SUMMARY OF PURPOSE OF REPORT**

Update from Executive Board

DETAILED REPORT ATTACHED?	No

# **IMPLICATIONS**

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

# **CONSULTATIONS**

Details of any consultations undertaken are to be included here

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 Locations that the papers are available for					
No. public inspection					
N/A					















# **ERW JOINT COMMITTEE**2 NOVEMBER 2016

### LETTER FROM SCRUTINY

**PURPOSE:** To inform the Joint Committee of the arrangements agreed to scrutinise ERW's work.

### **RECOMMENDATIONS / KEY DECISIONS REQUIRED:**

Recommendations to the Joint Committee are:

- Further clarification about the capacity of Challenge Advisors across the region.
- Further information about how the results of categorisation are provided to parents.

#### **REASONS:**

Report Author: Cllr Guy Woodham	Designation: Chair ERW Scrutiny Councillor	Tel No.
	Group and Chair of Schools and Learning Scrutiny Committee, Pembrokeshire Council	E. Mail:













# EXECUTIVE SUMMARY ERW JOINT COMMITTEE 2 NOVEMBER 2016

### LETTER FROM SCRUTINY

### **BRIEF SUMMARY OF PURPOSE OF REPORT**

The Chairs and Vice Chairs of all six local authorities' Education Scrutiny Committees came together in Pembrokeshire on 27 September 2016 for their bi-annual Scrutiny Councillor Group. The attached letter provides the conclusions and recommendations from that meeting.

DETAILED REPORT ATTACHED?	YES
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# **IMPLICATIONS**

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

## **CONSULTATIONS**

N/A

Section 100D Local Government Act, 1972 – Access to Information List of Background Papers used in the preparation of this report:						
THESE ARE DETAILED BELOW						
Title of Document  File Ref No.  Locations that the papers are available for public inspection						
N/A						

















To: Cllr A Thomas



Chair of the ERW Joint Committee







Please ask for: Scrutiny

Scrutiny Office Line: 01792 637256

e-mail scrutiny@swansea.gov.uk

Date 18 October 2016

Dear Councillor Thomas,

#### **ERW Scrutiny Councillor Group on 27 September 2016**

The Chairs and Vice Chairs of all six local authorities' Education Scrutiny Committees came together in Pembrokeshire on 27 September 2016 for their bi-annual Scrutiny Councillor Group. I am writing to you with the conclusions and recommendations from that meeting.

First, I should like to thank you for your letter of 1 July 2016. On consideration, we felt that the letter was a little sparse and request that future responses are fuller. This will help us to feedback and provide assurance to our individual authorities. I appreciate that this is only the beginning of a new process and it will take a little time for us all to find our feet.

On this point may I also ask that you provide further detail on the Challenge Advisors working across the region?

- Are all local authorities working to full capacity in relation to their numbers of Challenge Advisors? Are we, as a region, at full capacity of Challenge Advisors?
- If not what are the gaps in the region? What is being done to fill these? Are some authorities at fuller capacity than others?

I should also be grateful if you would also provide further information on the steps being taken to inform parents about the colour categorisation of schools? The Group is concerned that the current presentation in the media causes unnecessary worries for parents when their schools have been placed in a lower category. The Group would therefore like some more information on what is being done in this area currently and whether this message is being discussed nationally.

The following are the other topics we covered during the meeting

#### Elective Home Education

This issue has been raised and discussed consistently by local authorities in the region over recent years with some making representations in individual letters to Welsh Government Ministers. Members of the Group have strong feelings about this issue and believe that stronger leadership is required at the national level. Our main concern relates to the safeguarding of children who may be unknown in our areas. As a Group we plan to write to the Minister and, while we appreciate that this is outside the scope of ERW, wanted to share this concern with you.

#### Estyn Inspection of ERW

At the meeting we heard from Betsan O Connor who shared with us the recent report from Estyn. Overall, we were very pleased to hear about the positive outcome although two issues were raised in our discussion:

- 1. The Group were disappointed that the aspect of 'raising educational standards' did not form part of the inspection and that this was not referenced in the report even though the main function of ERW is to raise standards. We plan to write to Estyn on this point.
- 2. The report says that 'Local authority portfolio holders do not have a clear enough input to the management or oversight of the work of ERW despite their key responsibility in their local authority for the oversight of education services'.

The Group supports the view that there should be a greater role for portfolio holders within ERW. This is not only because they have local responsibility, but they are also the individuals being held to account by scrutiny.

We have therefore asked the Chief Executive of ERW to bring the following information to our next meeting of the Scrutiny Group:

- What ERW have done and plan to do to address this issue i.e. whether this statement is being addressed; and
- A survey of portfolio holders on their views

#### ERW Business Plan

The Chief Executive outlined the business plan and explained that it is similar to last year but that a 'bridging report' is currently being written that will address the Estyn Inspection recommendations. Changes will then be included in the plan mid-year. The Group will be provided with a copy of the bridging report for discussion at the next meeting.

We were pleased to see scrutiny and ERW highlighted positively in the Estyn report particularly the statement that 'Members of scrutiny committees engage well with each other and share ERW's vision'.

We would like to thank Chris Millis and Gareth Morgan for the informative presentations and background information on vulnerable learners and the framework for what works

and the ALN transformation. We found both sessions very useful and plan to share our findings and the good practice from these across the regions scrutiny bodies.

Please do respond to any of the points in this letter but we would particularly like to receive your response to the following points:

- Further clarification about the capacity of Challenge Advisors across the region (as detailed above); and
- Further information about how the results of categorisation are provided to parents (as detailed above)

We look forward to your reply.

Yours sincerely,

Councillor Guy Woodham
Chair ERW Scrutiny Councillor Group and
Chair of Schools and Learning Scrutiny Committee, Pembrokeshire Council



# **ERW JOINT COMMITTEE 2 NOVEMBER 2016**

# **Legal Agreement**

Purpose: Revision of Legal Agreement

#### **RECOMMENDATIONS / KEY DECISIONS REQUIRED:**

- 1) Joint Committee to consider the proposals for variation of the Legal Agreement below and recommended changes as appropriate.
- 2) Each authority be invited to review the current Legal Agreement including any proposals made by the Executive Board, and submit suggestions for variation/amendments to the ERW Monitoring Officer within 21 days of receipt of such notice.

#### **REASONS:**

The current Legal Agreement has been in place since 2014. There is a need to revise the Agreement to ensure it remains fit for purpose.

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# EXECUTIVE SUMMARY ERW JOINT COMMITTEE 2 NOVEMBER 2016

#### LEGAL AGREEMENT

#### **BRIEF SUMMARY OF PURPOSE OF REPORT**

#### **Proposed Changes**

These may include, but are not limited to:

- 1) Update Lead Functions, and arrangements for variation
- 2) Set out Service-Level agreements/Non- Service-Level agreement arrangements
- 3) Include a Scheme of Delegation- Officers
- 4) Include Challenge Adviser requirements
- 5) Strengthening of definitions
- 6) Clarification of Financial and Audit requirements
- 7) Clarification of role of Executive Board.
- 8) Lead Officers- period of appointment/notice period for change
- 9) Clarification of Funding sources
- 10) Clarification of extent of Legal function

#### Variation of Legal Agreement

Paragraph 25 of the Agreement states that the Executive Board in consultation with the Joint Committee may at any time recommend changes to the Agreement by giving notice in writing to each authority. It is proposed that each authority is invited to review the current Agreement by way of informal consultation, submit suggestions for variation/amendments to the ERW Monitoring Officer within 21 days of receipt of such notice. Those responses to be collated, and draft Variation Agreement to be prepared and circulated to each authority's Legal Services, prior to formal consultation, in accordance with paragraph 25.

DETAILED REPORT ATTACHED?		NO		
IMPLICATIONS				
Policy, Crime & Disorder and Equalities	Legal	Finance	Risk Management Issues	Staffing Implications
NONE	NONE	NONE	NONE	NONE

#### **CONSULTATIONS**

None

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

THERE ARE NONE













# Proposed tightening to SLAs and in-kind arrangements between individual LAs and ERW

#### **Context**

ERW has been in existence in its current from since May/June of 2014. Standards have continued to improve at or above the Wales average and especially for pupils entitled for free school meals. Estyn have reported that our work and services to improve schools is good.

It is therefore timely, as the organisation matures and consolidates the rapid recent improvement, to refine key documents and working practices. In addition, it is expected that Welsh Government will have increasing expectations of regional consortia and a key role to play in delivering new ministerial priorities.

Therefore, the 'contributions in kind' (covered under the legal agreement) and the services provided to ERW under Framework of Shared Services require refining and in some cases formalising. It is proposed that the paid for services are reviewed for 2018, and the in-kind services in 2019.

Overall, the services provided to ERW both under agreements and by SLA from Local Authorities have been successful. However, it is timely to review value for money and the quality and scale of services as the organisation grows.

All local authorities should also recognise the principles in the legal agreement and the importance of being able to share services in this way. There is a legitimate and important principle here for collaboration and a common ownership of outcomes. ERW has led this style of distributed governance and shared services, and secured its success.

#### It is proposed that:

- 1. The arrangements for services in kind and paid for are made clear and explicit through a common style of SLA
- 2. Where current services work well they are secured until 2018 with time for review from April 2018. This reduces workload in making many and sudden changes at once and allows for planned exit changes.
- 3. Where current services do not fulfil the expectations/ requirements of ERW that the MD and Lead Director make interim arrangements to manage the situation until improved arrangements can be secured from April 2017.
- 4. Openness and transparency is given to the arrangements and all LAs are given equal access to the provision of services to ERW
- 5. Every effort is made to keep the ERW pound within the constituent LAs
- 6. The principle of shared services in-kind is maintained for one aspect of work (in each of the 6 LAs)

Service and evaluation	Arrangement and scope	LA	Cost	PROPOSAL
Audit  Quality and also feedback and contribution to quality and improvement in ERW has been good in previous 2 years.	SLA in letter form. Amended annually	Pembrokeshire	£20,000	PROPOSE— to continue for period of Lead Financial authority is held by Pembrokeshire  The Section 151 officer notes that having the IA function of Pembrokeshire supporting his statutory role is pivotal to accountability due to distributed nature of ERW's governance of resources.
HR (employment)— Pembrokeshire  ERW staff are employed by Pembrokeshire County Council for payroll purposes. Similarly, seconded staff arrangements are managed through Pembrokeshire.  Pembrokeshire HR currently processing work but not undertaking HR work on behalf of region. Capacity due to ERW growth unplanned and can lead to significant delays.	No SLA  Unclear how agreement was made prior to May 2014.  Needs to include all HR work for ERW employees and secondees.	Pembrokeshire	No cost currently	PROPOSE – Continue until 2018 under clear SLA. Valued at equivalent of 2.5 officer days per week. Open up for expressions of interest to all LAs for three yearly period post April 2018.

Communications  Working well and having significant impact on perceptions and brand of ERW.	SLA from 19 <sup>th</sup> February 2016 – 31 March 2017 Communications Officer working 3 days per week to promote purpose and objectives of ERW to all audiences, promote work of schools across region promoted to press and website. Working in partnership with LAs/ WG on plans and systems Maintain bilingual website and publish monthly e- newsletter	Carmarthenshire	£22,400	PROPOSE - to continue until March 2018 and to open for expressions of interest from all LAs for 3 years post 2018.
Scrutiny  This work has had positive impact on the role of scrutiny in ERW and elected members report this as effective and joins up the work well.	Terms of reference set out. (No SLA)  Organisation and preparation of ERW Scrutiny meetings and	Swansea	In kind	<b>PROPOSE</b> – to continue until March 2019 and as part of review of in kind services, to open up for expressions of interest for three years post 2019.

Estyn report work as good	seminars with each LA  Changes to Swansea inkind commitment to ERW negotiated between Director and MD			
Due to IT support being located in Pembrokeshire and the increasing amount of secondments to ERW, support not always efficient and forthcoming especially when new equipment needs to be ordered and set-up for new members of staff.	Annual SLA April 2015  - March 2016  Unclear as to how arrangement was set up prior to May 2014.  - reactive IT Support Services.  - Provision of IT including laptops, i-pads, mobile phones, e-mail.  - Provision of server storage, backups and printer access for just email.  - Lack of proactive and timely service	Pembrokeshire	£10,000	PROPOSE – continue until April 2018 under clear and renewed SLA. Open up for expression of interest from all LAs for three years for period from 2018.

	can hinder effective working.			
- To provide advice and guidance to Managing Director, Lead Director and Lead Chief Executive on matters relating to ERW's operation and governance To support Joint Committee and Executive Board members in undertaking their role within ERW's governance structures.	No SLA, agreed within ERW Legal agreement	Ceredigion	In kind	PROPOSE – Continue until March 2019. Open up for expressions of interest from all LAs for three year for period from 2019.
Legal Services  To provide legal services to ERW.  - Eg drawing up of legal documentation for	No SLA	Ceredigion	As necessary	PROPOSE – Pay for as required on advice of Monitoring Officer until March 2018. Open up for expressions of interest from all LAs for three year for period from 2018.

licence to occupy offices at Y Llwyfan.				
Network Admin  Effective temporary arrangement to meet immediate needs	No SLA. Amendment to expectation in Legal agreement.  ERW's intranet and systems have been developed on HWB. This expertise is not available in ERW team currently. 3 Days' per month  Changes to NPT in-kind commitment to ERW negotiated between Director and MD	Neath Port Talbot	In kind	PROPOSE – continue until 2018. Review service needs at that point.
HR (School improvement)  Effective guidance and advice to MD, Lead director and Exec Board	3 days a month on average. To lead, inform and coordinate the work of the 6 LAs in supporting capability and HR functions.	Pembrokeshire	In kind	PROPOSE – continue until 2019. Review service needs at that point and open up for expressions of interest from all LAs for three year for period from 2019.

	joint approach to pay and conditions. Advise Lead director and MD in TU negotiations.			
Procurement  No activity has taken place. This has caused difficulty in establishing adequate arrangements.	No SLA, agreed within ERW Legal agreement  Provide and facilitate all procurement activity in partnership with MD, and Pembrokeshire County Council as lead finance LA.	Powys	In kind	PROPOSE – change to use Pembrokeshire's procurement regulations as lead finance authority.  Changes to Powys in-kind commitment to ERW negotiated between Director and MD based on need.
Committee Services  Clarity of arrangements and expectations have led to effective work	No SLA, agreed within ERW Legal agreement  Provide clerking role for the Joint Committee meeting and the Executive Board meetings. Administrative function for Joint Committee.	Carmarthenshire	In kind	PROPOSE – to continue until 2018 (March) and for 3 years post 2018.
Section 151 Officer –To	No SLA, agreed within	Pembrokeshire	In kind	PROPOSE – Continue until March 2019. Open

provide advice and guidance to Managing Director, Lead Director and Lead Chief Executive on matters relating to ERW's finances.  - Finance Officer employed to assist in all grant work, claims to Welsh Government, monitoring of budgets and paying invoices.	ERW Legal agreement			up for expressions of interest from all LAs for three year for period from 2019.
JD and (new) appointment will be agreed by Section 151, Lead Director and MD.	No SLA.  Support and administration of grants and financial management for ERW.  Coordination between LAs	Pembrokeshire	£30k ERW pays the salary of one FTE financial officer to support the work of the Lead Financial Authority	PROPOSE — to continue for period of Lead Financial authority is held by Pembrokeshire



# **ERW JOINT COMMITTEE**2 NOVEMBER 2016

# **SCHEME OF DELEGATION**

**Purpose:** This list is an annex to the Financial management and delegation arrangements.

# **RECOMMENDATIONS / KEY DECISIONS REQUIRED:**

Joint Committee approval.

**REASONS:** 

Report Author:

Designation:

Tel No. 01267 676840

Betsan O'Connor

ERW Managing Director

E. Mail:

Betsan.oconnor@erw.org.uk













# EXECUTIVE SUMMARY ERW JOINT COMMITTEE 2 NOVEMBER 2016

#### SCHEME OF DELEGATION

### **BRIEF SUMMARY OF PURPOSE OF REPORT**

The aim of this grid is to outline the delegation arrangements which have been agreed in respect of the following matters and to ask Joint Committee approval for those without current formal approval.

DETAILED REPORT ATTACHED?	YES
	1

# **IMPLICATIONS**

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

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



























# ERW delegation list

This list is an annex to the Financial management and delegation arrangements

The aim of this grid is to outline the delegation arrangements which have been agreed in respect of the following matters and to ask Joint Committee approval for those without current formal approval.

	Delegation	Approval
EIG distribution formula	Joint Committee	Agreed by Joint Committee 2014 ( check actual date)
Agree to annual distribution based on formula agreed by JC	Executive Board	Agreed by Joint Committee June 2016 (check actual date)
Additional ad hoc WG grants, for smaller funding streams.	Executive Boards	Agreed by Joint Committee June 2016 (Check actual date)
Accept Grant offer letter from WG for EIG and PDG. (All grants?)	Section 151 officer or deputy and Managing Director or Lead Director	Interim agreement provided by email by Cllr Alun Thomas 5.9.16 EIG must have two signatures from Pembrokeshire as lead banker.
Appointments to Central team	Executive Board and Section 151 officer	Next meeting
Service Level Agreements	To the value of £50k managing Director  Over £50k Executive Board	Next meeting of Joint Committee

Provision of EIG spending plan for each LA to central team	Each LA Director	Next meeting
Central EIG spending Plan	Managing Director	Next meeting
Petty cash	Project and Resource Officer	Next meeting
Virement	To the value of 5k Bus Manager	Section 151. agreed internally to PCC systems last year –
	To the value of £20k	Joint Committee 25/7/2014, agreed by Executive Board
Authorised signatory delegation rate	Up to £5k Bus Manager	Section 151. agreed internally to PCC systems last year –
	Up £25k MD	need clarification
	Over £25k Section 151 officer	
Sign the annual governance statement	Chair of ERW Joint Committee, Managing Director or Lead Chief Executive	Next meeting
Sign Statement of accounts	Chair ERW Joint Committee and Section 151 officer	Next meeting
Sign annual letter of representation - auditors	Chair ERW Joint Committee Managing Director or Lead Chief Executive	Next meeting

## NOTES

"Managing Director" means an individual with qualities agreed as appropriate and appointed by the Joint Committee with executive responsibility on behalf of the Consortium for achieving the Objects.



# ERW JOINT COMMITTEE DATE 2 NOVEMBER 2016

### TRANSLATION SERVICES FOR ERW

Purpose: To ask the Joint Committee to make a decision on the future translation services for ERW.

### **RECOMMENDATIONS / KEY DECISIONS REQUIRED:**

JC to decide course of action.

Recommendation: Translation services for ERW continue to be provided by the existing service provider.

#### **REASONS:**

To ask the Joint Committee to make a decision on the future translation services for ERW.

Report Author: Jon Haswell	Designation: S151 Officer	Tel No. 01437 775836
		E. Mail: jonathan.haswell@pembrokeshire.gov.uk













#### **Translation Services for ERW**

#### **BRIEF SUMMARY OF PURPOSE OF REPORT**

#### **Translation Services for ERW**

Translation services for ERW have been a cause of significant discussion for 18 months. A decision by the Joint Committee is necessary at this stage to allow the Central Team to proceed with business.

Estimated costs were approximately £100,000 per annum. It was agreed that as this was outsourced to a local company, it would be prudent for this ERW expenditure to be with one of the ERW six local authorities.

Therefore, following agreement at Joint Committee, expressions of interest were circulated to all six ERW local authorities asking them to express an interest in providing ERW with translation services.

Only three expressions of interest were returned for a two year contract (estimated value £200,000):

- 1. LA A only referred to written translation not simultaneous which was clearly noted in the note circulated. Also their quote for written work was higher per word than both other quotes and also the current provider. They only quoted per 1000 words.
- 2. LA B £114,237 per annum. Both aspects covered. They have noted regular reviews to SLA. This is sensible.
- 3. LA C £113,313 per annum. Both aspects covered. They have also added travel costs for simultaneous translation this is roughly based on a quoted rate of £108 per day. This could add approximately £3,000 per year to the quote, and is noted as a variable in the expression of interest.

There is no sense of quality from the expressions of interest, so there is only the price to go on. On this basis, ERW should opt for LA B.

Making the final decision should lay with Powys as the lead local authority for procurement, however, they have opted to only advise and support and not make the decision.

The value of the contract with LA B over two years would be £228,474, which is beyond the current delegation rate for the ERW Managing Director. Due to this, the decision was passed to the ERW S151 Officer.

As at July 2016, based on current requirements and costs, it was identified that there was no efficiency to be gained from contracting with LA B as the costs for the current provider of translation services for ERW was lower than all three bids from the local authorities, at £186,000 over two years.

It was agreed at the Joint Committee in July 2016 and at a subsequent Executive Board meeting to reissue the request for expressions of interest, to ascertain whether further efficiency could be obtained from one of the ERW local authorities.

Only LA C presented a further expression of interest which, including travel costs, was £114,600 per annum, which was more costly than the current arrangements.













The current arrangements work well, and quality is consistently good, which was not the case in 2014 when LA services were used by ERW and numerous complaints were received.

Based on the above, the most effective and efficient option would be to remain with the existing service provider of translation services for ERW, with consideration of a further procurement exercise being undertaken during the next year to ensure that the current prices are competitive and quality good when compared to other providers in the private sector.

DETAILED REPORT ATTACHED?	NO
	(Delete as applicable)

#### **IMPLICATIONS**

Policy, Crime & Disorder and Equalities	Legal	Finance	Risk Management Issues	Staffing Implications
NONE (Delete as applicable)	NONE (Delete as applicable)	YES (Delete as applicable)	YES (Delete as applicable)	NO (Delete as applicable)

#### 1. Finance

See summary report above.

2. Risk Management

Receiving higher cost and lower quality services.

#### CONSULTATIONS

Details of any consultations undertaken are to be included here

None

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Title of Document	Locations that the papers are available for					
No.   public inspection						
National Categorisation of Schools	Xyz1	County Hall, Carmarthen				

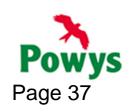














## **ERW JOINT COMMITTEE 2 NOVEMBER 2016**

#### **IMPROVEMENT PLAN / ESTYN REPORT**

Purpose: To present the post inspection bridging plan to Joint Committee

#### **RECOMMENDATIONS / KEY DECISIONS REQUIRED:**

The plan has been designed to bridge the current position and the new Business Planning cycle starting in April 2017.

There are key ongoing necessary improvements as well as key actions necessary post inspection. All have been included in the short term improvement plan.

•

Report Author:	Designation:	Tel No. 01267
Betsan O'Connor	MD	E. Mail: Betsan.oconnor@erw.org,uk













## EXECUTIVE SUMMARY ERW JOINT COMMITTEE 2 NOVEMBER 2016

#### **IMPROVEMENT PLAN / ESTYN REPORT**

#### BRIEF SUMMARY OF PURPOSE OF REPORT

The attached plan covers the 4 recommendations given to ERW by Estyn. It also picks up on all the 'Howevers' or shortcomings highlighted in the text. To review the plan and suggest amendments or options to strengthen the work currently underway.

DETAILED REPORT ATTACHED? YES

#### **IMPLICATIONS**

Policy, Crime &	Legal	Finance	Risk Management Issues	Staffing Implications					
Disorder and									
Equalities									
NONE	possible	possible	YES	Possible					
	ļ <sup>-</sup>	•							

- 1. Legal
- 2. Finance
- 3. Risk Management

The implications of not responding to the recommendations are noted in the Risk Register.

4. Staffing Implications

Staffing implications include performance and job role changes

#### CONSULTATIONS

Details of any consultations undertaken are to be included here None

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	No.	public inspection						
N/A								













R1	Ensure that school	1.	Common consistent template for	September 1 <sup>st</sup>	1.	ME, HMR	Lindsay
	improvement services address		schools causing concern			,	,
	the performance of schools		G				
	causing concern, particularly in	2.	Clear consistent plans for each		2.	HMR, ME, AM	
	the secondary sector.		school causing concern and	September 9 <sup>th</sup>			
			intranet system updated				
			regularly. Every half term				
			updated; maintain accurate				
			uploading of support visits.		3.	AT	
				(Directors 26 <sup>th</sup>			
		3.	Regular reports on quality and	September)			
			compliance to Exec Board	October 21 <sup>st</sup>	4.	BOC, school	
				December 2 <sup>nd</sup>		ChAd and JB	
		4.	Capacity building resources	3 <sup>rd</sup> Feb			
			allocated according to guidance	7 <sup>th</sup> April	5.	HMR, AM, ME	
			set. Close monitoring by ChAd				
			and support from central team				
		5.	Quality assurance and	ongoing from Autumn	6.	LS to liase with	
			performance management and	2016		LA lead ChAds	
			CPD arrangements take full				
			account of secondary schools		7.	HMR, ME, AM	
			causing concern				
				from October 2016 –			
		6.	Guidance and training on HR to	June 2017			
			schools target all LAs, with				
			emphasis on targeting advisers,		8.	Aled Evans/ BR	
			HTs and GBs in schools causing	catch up delivered			
			concern	before half term	9.	LH, RS, AE, BR,	
				October. 2016-17		KEH, IR	
		7.	Categorisation support menus to	menu of support to be			
			schools are delivered fully to	adhered to.			
			schedule in line with agreed				

	Г				. ,			-
			categorisation and ERW	As Req	uired.			
			guidance.					
		_						
		8.	Development of ERW for high	Directo	ors			
			intensity work/ high risk work.					
		9.	All directors to share use of stat					
			powers.	₽				
R2	Ensure that planning for	1.	Confirm all LA level 2 and 3 plans	1.	By January	1.	BR, KEH, LH,	lan
	education improvement clearly		conform to agreed high		2017 and 1 <sup>st</sup>		AE, RS, IR	
	integrates local and regional		expectations and common		executive	2.		
	priorities, so that ERW and		format		board of every			
	local authority plans are				cal year			
	complementary and contain			2.	•	3.	BR, KEH, LH,	
	actions that are specific and	2.	Day workshop for all Directors				AE, RS, IR	
	measurable, with appropriate		24, 112111111111111111111111111111111111				, (L), ((3), ((1)	
	milestones for delivery.							
						4.	AT	
				3.	October 2016			
		3.	Define clear operational targets	]	October 2010			
		J.	for regional and LA expectations					
			at key statutory aspects - all by			5.	BOC, BR,	
			first ever meeting of Jan 2017.				KEH, LH, AE,	
			ilist ever meeting or Jan 2017.				RS, IR	
				4	October 2016	6	AE, BOC, JH	
				4.	October 2016	٠.	712, 200, 311	
		4.	Develop improvement			7	ВОС	
			dashboard for improvement			٠.		
			measures through Rhwyd to					
			capture improvement in core					
			work. Combine modelled actual					
			school targets					
		5.	Comply fully with all reporting	5.	As outlined in			

			requirements within the ERW Business Planning cycle Strengthen the medium term financial planning within the constraints of grants from WG often slow Internal audit review to look at changes to new planning arrangements 2017- 2020 and	6. 7.	BP arrangements Quarterly  Report by March 2017			
R3	Ensure that the work of the main boards and working groups is recorded carefully and consistently, so that concerns, decisions and actions are clear, auditable, fully		costings  Training for all staff taking minutes  Correspondence and expectation set out for all Chairs		October 2016 September 2016	1.	RL BOC	Kate Evan Hughes
	costed and enable leaders to monitor progress.	(	Strengthen further the guidance given to all groups and chairs	3. 4.	October 2016 Ongoing and quarterly		GM, KEH, BR,	
		4.	Manage strategically the creation/ ending and focus of groups				BOC	
R4	Refine the framework for assessing value for money so that all relevant costs across the six authorities are taken	1.	Develop a forward work plan for value for money items to be evaluated regularly  Quantify the value of key work	1.	Executive Board October 21 <sup>st</sup>	1.	BOC	Rob Sully
	into account fully when set against outcomes		undertaken in kind to support further collaboration	2.	Executive Board January 2017	2.	BOC, ERW Finance officer	
		3.	Internal audit review to look at success of 'support' to schools and its impact on resources and	3.	Report by March 2017			

				value for money.						
				Howevers			•			
No	Issue		Action	s + date			Respons	ible		
H1	_	advisers are too	1.	Comply with national guidance			HMR, M	E, AM, AT	ВОС	
	_	in their judgements ools and miss		ofr Challenge Advisers, categorisation and Ladder of	1					
	important			support						
	•	ent in the school.								
			2.							
Н3	Work with	PRUs is less effective	1.	Consistently adhere to Ladder of	1.	October 2016		1. HMR, ME,	BOC	
				support and agreed link ChAd to each provision		January 2017		AM, AT		
			2.	Additional guidance and	۷.	January 2017		2. ME		
				developments days for ChAds	3.	May 2017				
			3.	Review of improvements made			;	3. JB		
				and impact of work undertaken						
H4		valuation of the	1.	Continue with the evaluations of	1.	•		IB	AE	
		f funding on standards is		impact on all programmes	2.	December 2016		30C 30C		
	limited.	Standards is	2	including school to school work Continue with Annual Impact	3	2016 March 2017	3.	50C		
	iiiiiiica.		2.	Report ( slightly earlier timescale	] 3.	Widich 2017				
				this year)						
			3.	Internal Audit Review of support						
	_			programmes post categorisation						
H5		cation between LAs	1.	Each Director will receive a full	1.	September 23 <sup>rd</sup>	1.	вос	AE	
	and region	1		briefing pack for reference.		23				

H6	The quality of individual strategy documents varies too widely.		Additional training and sessions held for directors on online systems  A refresh of strategy documents		Poverty – CM	2. AT  All by December 15 <sup>th</sup> 2016	AE
H7	Local authority portfolio holders do not have a clear enough input to the management or oversight of the work of ERW despite their key responsibility in their local authority for the oversight of education services.		Added to all communications lists, and written to outline arrangements and dates	in a	HMR, AM, ME RL	September 2016	BOC
H8	Evaluations lack sufficient detail about the performance of groups of pupils, including vulnerable pupils, at a regional level.	2.	Central team and leads to identify annually the focus of their evaluations to feed formally and inform the ERW self evaluation report Building on 2016, to develop an annual review for the region's progress towards a self improving system	May 20	017	All central team     Joan Bessant	ВОС

		General					
G1	Teacher and leadership recruitment and retention programme.	Initiative and set out clear expectations between four regions	From September 8 <sup>th</sup>	TBC	ВОС		
G2	Receive assurance that ERW's challenge advisers (due to being employed directly by each of the six local authorities) that their performance management is facilitated effectively at local authority level	make sure that all issues are communicated clearly to each line manager.	ongoing	BOC, HMR, AM, ME, AT	AE		
G3	Written workforce strategy	Develop regional strategy to efficiently manage the transient workforce and to secure sustainable workforce for central team	October 15 2016	LS	AE		
G5	Agree a high level outcomes framework for ERW.		Exec October 21st	GD	BOC		
G6	Refine amendments to Legal Agreement and delegation schedule		Joint Committee October 10th	EP, JH, BOC	AE		
G7	Undertake regional programmes of LA Peer Revie	v	As Agreed		AE		



## ERW JOINT COMMITTEE 2 NOVEMBER 2016

KEY STAGE 4 OVERVIEW							
Purpose: To present Key Stage 4 Overview to the Joint Committee.							
RECOMMENDATIONS / KI	EY DECISIONS REQUIRE	D:					
For information purposes	For information purposes						
REASONS:							
Report Author:	Designation:	Tel No.					
Aled Evans	Lead Director for ERW	E. Mail: a.evans@neath- porttalbot.gov.uk					













# EXECUTIVE SUMMARY ERW JOINT COMMITTEE 2 NOVEMBER

#### **KEY STAGE 4 OVERVIEW**

#### **BRIEF SUMMARY OF PURPOSE OF REPORT**

To receive the report for information purposes on Key Stage 4 Overview.

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

#### **IMPLICATIONS**

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

#### **CONSULTATIONS**

Details of any consultations undertaken are to be included here

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				
National Categorisation of Schools	Xyz1	County Hall, Carmarthen		















## **Pack 1 – Autumn 2016**

2015/16 performance data

### **ERW Secondary Schools**

Dyddiad cyhoeddi: 17/10/2016

Cynghrair o 6 awdurdod lleol yw ERW a reolir gan gyd-bwyllgor cyfansoddiadol cyfreithiol. Y nod yw gweithredu strategaeth a chynllun busnes rhanbarthol cytunedig a chefnogi gwelliant ysgolion.

ERW is an alliance of 6 local authorities governed by a legally constituted joint committee. Its aim is to implement the agreed regional strategy and business plan to support school improvement.













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<ul> <li>Main Indicators</li> <li>Core Subjects</li> <li>Boys vs Girls</li> <li>FSM vs Non-FSM</li> <li>Comparing KS4 with KS3</li> <li>Individual GCSE Subjects</li> <li>5A*A / Cap8+</li> </ul>	29 32 34 36 38 39 40
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#### **Pack 1 – Autumn 2016**

- Only pupils of statutory age (5-15 years old, excluding subsidiary pupils) are included in the contextual charts/tables (Pages 4-5). If there's a middle school within the authority, all (i.e. the whole school) its contextual data is included (except for attendance/exclusions, which includes years 7-11 only).
- In the charts from Page 6 onwards, if not stated otherwise, ERW is in dark blue and Wales in light blue. The region's percentages are shown in the charts.
- If figures are not yet available, they are denoted as ~.

# Region's contextual data 1. Pupil numbers, by gender Chart 1a: Secondary sector (not including middle schools' Y1-6) 60,000 51,046





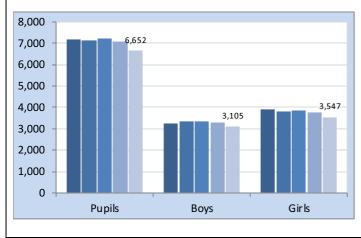
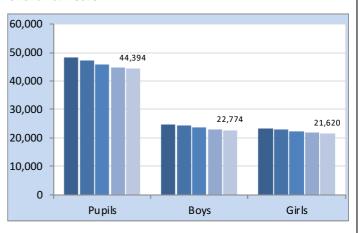


Chart 1c: Years 7-11



#### 2. Pupils' language context

Table 1: Percentage of pupils speaking Welsh at home: 2015/16

	Speak Welsh at home	Don't speak Welsh at home	Can't speak Welsh
Percentage	13.2	40.8	46.0

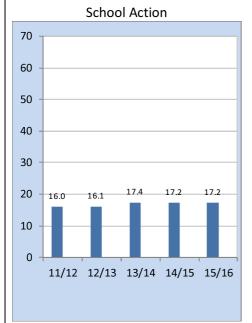
#### 3. Free school meals (FSM)

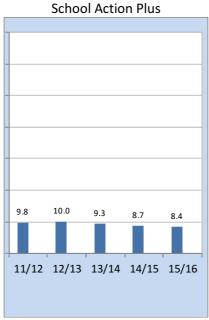
Table 2: Percentage of pupils eligible for FSM (over 1 year and 3 years)

	2011/12	2012/13	2013/14	2014/15	2015/16
1 year	16.1	16.2	16.1	16.3	16.2
3 years	16.0	16.2	16.1	16.2	16.2

#### 4. Special educational needs (SEN)

**Chart 2: Percentage of pupils receiving SEN provision** (primary and secondary)





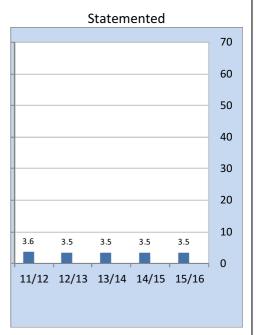


Table 3: Percentage of pupils with SEN: 2011/12 - 2015/16

	2011/12	2012/13	2013/14	2014/15	2015/16
% SEN	29.4	29.6	30.2	29.3	29.0

#### 5. Other groups of pupils

Table 4: Percentage of pupils in other categories: 2015/16

	English as additional language (EAL) (a)	Looked after children (LAC)	
Percentage	2.0	1.0	

<sup>(</sup>a) Sum of codes A, B, C.

#### 6. Attendance

Table 5: Percentage of half day sessions attended: 2011/12 - 2015/16

	2011/12	2012/13	2013/14	2014/15	2015/16
Attendance	92.3	92.5	93.7	94.0	94.2
FSM Non-FSM	87.6 93.2	88.1 93.4	89.5 94.6	90.0 94.8	90.2 95.0

The FSM /Non-FSM figures seen here may differ slightly to those seen within the Core Data Set due to a different method of calculation.

Table 6: Pupils with attendance under 80% / 85% / 90%: 2011/12 - 2015/16

	2011	2011/12		2012/13 2013/14		/14	2014/15		2015/16	
	#	%	#	%	#	%	#	%	#	%
< 80%	3,271	6.7	2,977	6.2	2,127	4.6	1,881	4.1	1,656	3.7
< 85%	6,258	12.8	5,599	11.7	3,897	8.4	3,422	7.5	3,111	6.9
< 90%	12,352	25.3	11,372	23.8	8,601	18.5	7,817	17.2	7,001	15.5

(a) These figures are calculated by assuming that 316 sessions were possible during the year. This figure comes from the Welsh Government's publication.

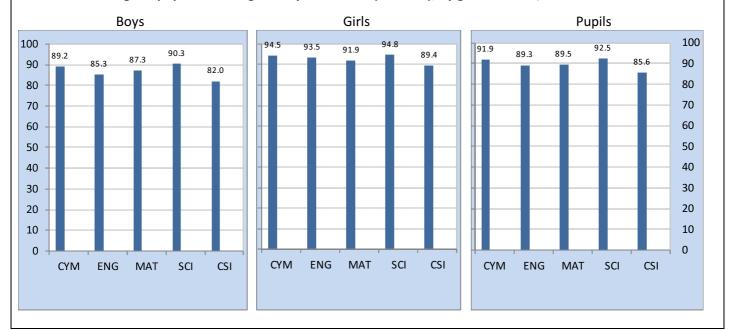
#### How well does the region perform at KS3?

#### 1. Latest performance

**Number of KS3 pupils** 

	11/12	12/13	13/14	14/15	15/16
Boys Girls	5,102 4,747	4,873 4,563	4,777 4,415	4,698 4,303	4,526 4,232
Pupils	9,849	9,436	9,192	9,001	8,758

#### Chart 3: Percentage of pupils achieving the expected level (Level 5+), by gender: 2015/16



#### 2. Subjects in combination

#### **Core Subject Indicator (CSI)**

Chart 4: Percentage of pupils achieving the CSI: 2011/12 - 2015/16



#### **Reading, Writing and Mathematics**

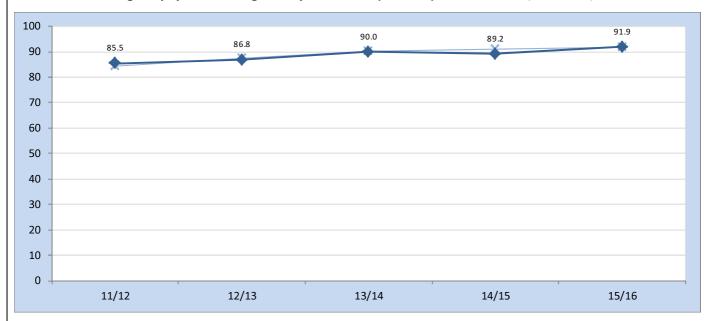
Chart 5: Percentage of pupils achieving the expected level (Level 5+) in Reading, Writing and Mathematics in combination: 2011/12 - 2015/16



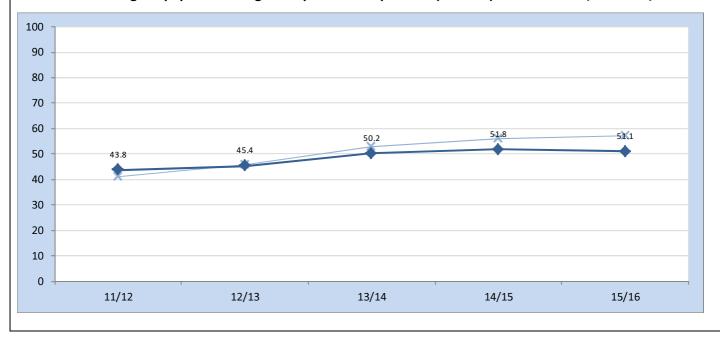
#### 3. Individual subjects

#### Welsh

#### Chart 6a: Percentage of pupils achieving the expected level (Level 5+) in Welsh: 2011/12 - 2015/16

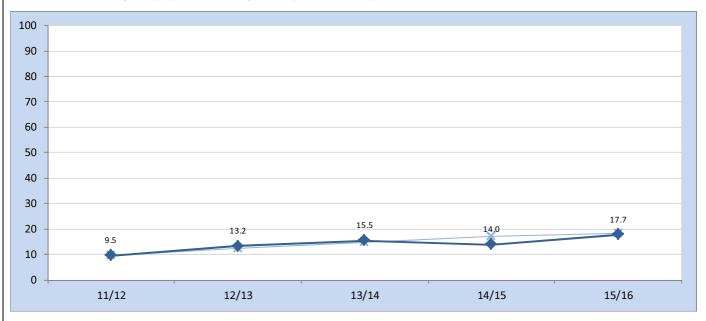


#### Chart 6b: Percentage of pupils achieving the expected level plus one (Level 6+) in Welsh: 2011/12 - 2015/16



#### Welsh

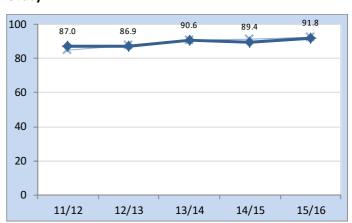
#### Chart 6c: Percentage of pupils achieving the expected level plus two (Level 7+) in Welsh: 2011/12 - 2015/16



#### Welsh - individual components

Chart 7a: Percentage of pupils achieving the expected level (Level 5+) in each Welsh component: 2011/12 - 2015/16

#### Oracy



#### Reading



#### Writing



Chart 7b: Percentage of pupils achieving the expected level (Level 6+) in each Welsh component: 2011/12 - 2015/16

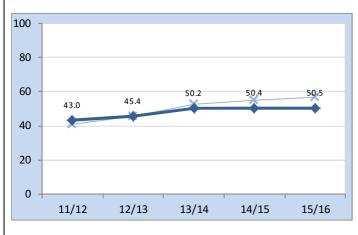
Chart 7c: Percentage of pupils achieving the expected level (Level 7+) in each Welsh component: 2011/12 - 2015/16

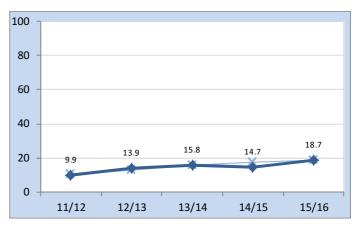
#### Llafaredd



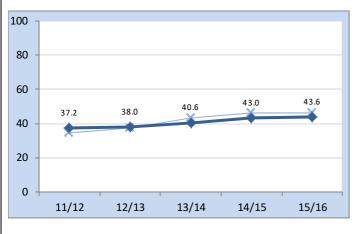


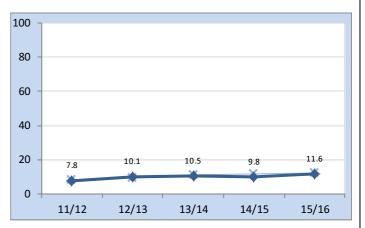
#### Darllen





#### Ysgrifennu





#### English Chart 8a: Percentage of pupils achieving the expected level (Level 5+) in English: 2011/12 - 2015/16 100 89.3 88.4 86.3 90 83.6 81.0 80 70 60 50 40 30 20 10 0 11/12 12/13 14/15 13/14 15/16 Chart 8b: Percentage of pupils achieving the expected level plus one (Level 6+) in English: 2011/12 - 2015/16 100 90 80 70 55.6 60 51.6 48.8 50 43.4 39.5 40

Page 61

13/14

14/15

15/16

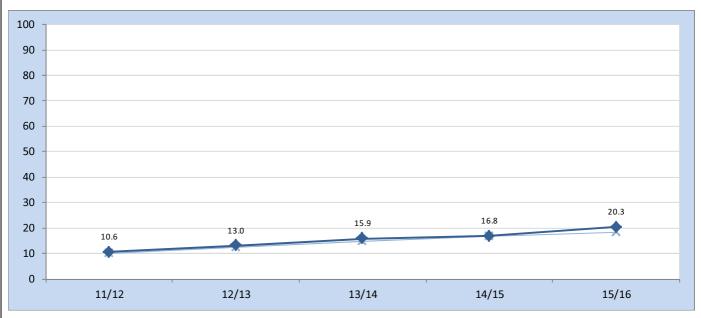
11

11/12

12/13

#### **English**

#### Chart 8c: Percentage of pupils achieving the expected level plus two (Level 7+) in English: 2011/12 - 2015/16



#### **English – individual components**

Chart 9a: Percentage of pupils achieving the expected level (Level 5+) in each English component: 2011/12 - 2015/16

#### Oracy



#### Reading



#### Writing

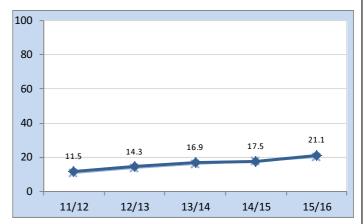


Chart 9b: Percentage of pupils achieving the expected level (Level 6+) in each English component: 2011/12 - 2015/16

Chart 9c: Percentage of pupils achieving the expected level (Level 7+) in each English component: 2011/12 - 2015/16

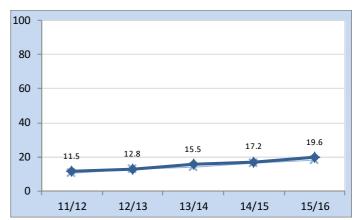
#### Llafaredd





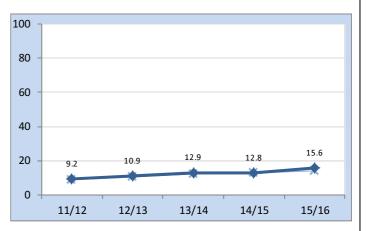
#### **Darllen**





#### Ysgrifennu





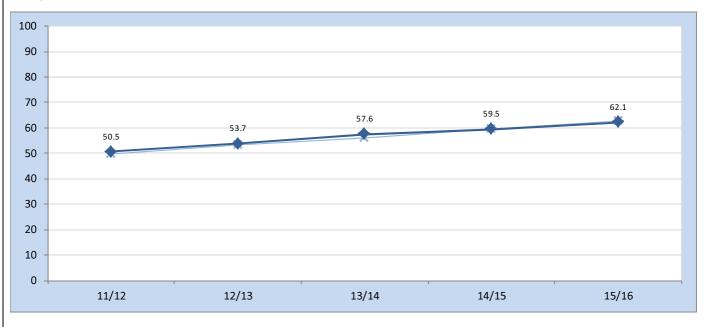
13

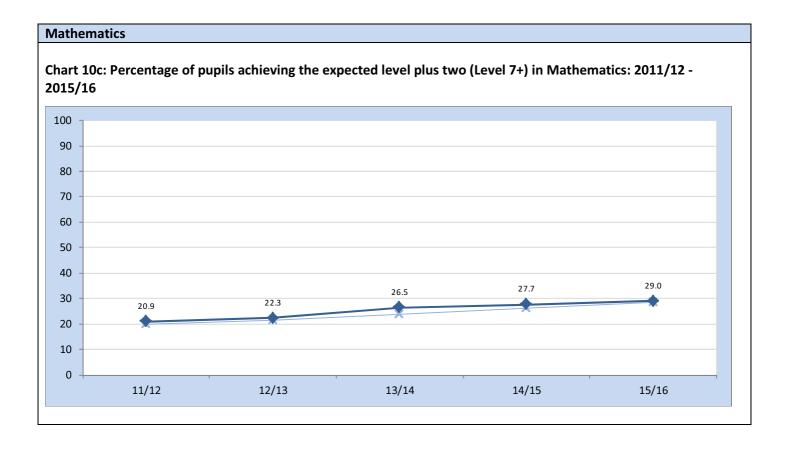
#### Mathematics

#### Chart 10a: Percentage of pupils achieving the expected level (Level 5+) in Mathematics: 2011/12 - 2015/16



## Chart 10b: Percentage of pupils achieving the expected level plus one (Level 6+) in Mathematics: 2011/12 - 2015/16





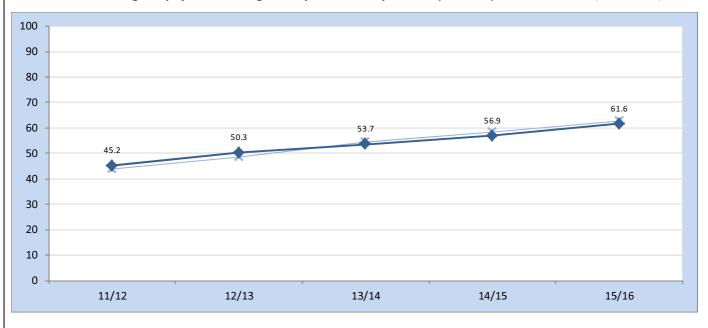
Page 65 <sub>15</sub>

#### **Science**

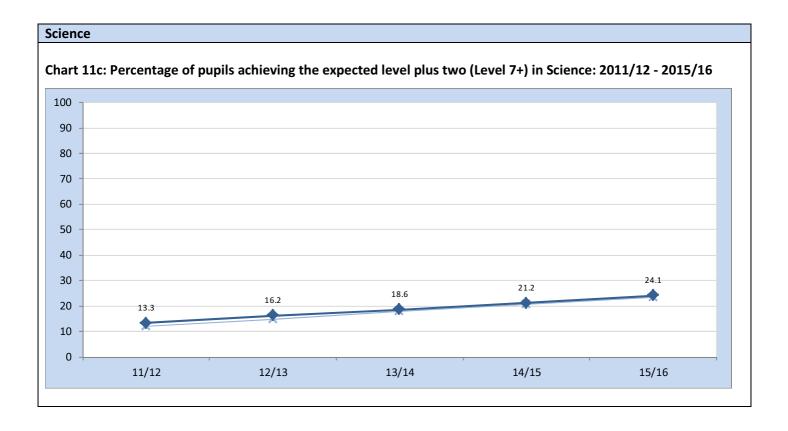
#### Chart 11a: Percentage of pupils achieving the expected level (Level 5+) in Science: 2011/12 - 2015/16

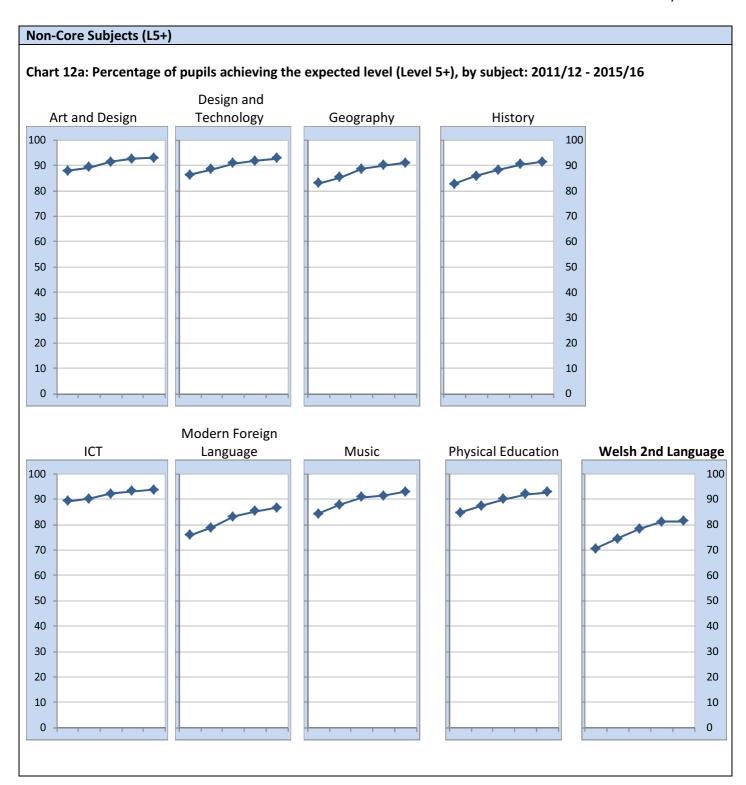


#### Chart 11b: Percentage of pupils achieving the expected level plus one (Level 6+) in Science: 2011/12 - 2015/16

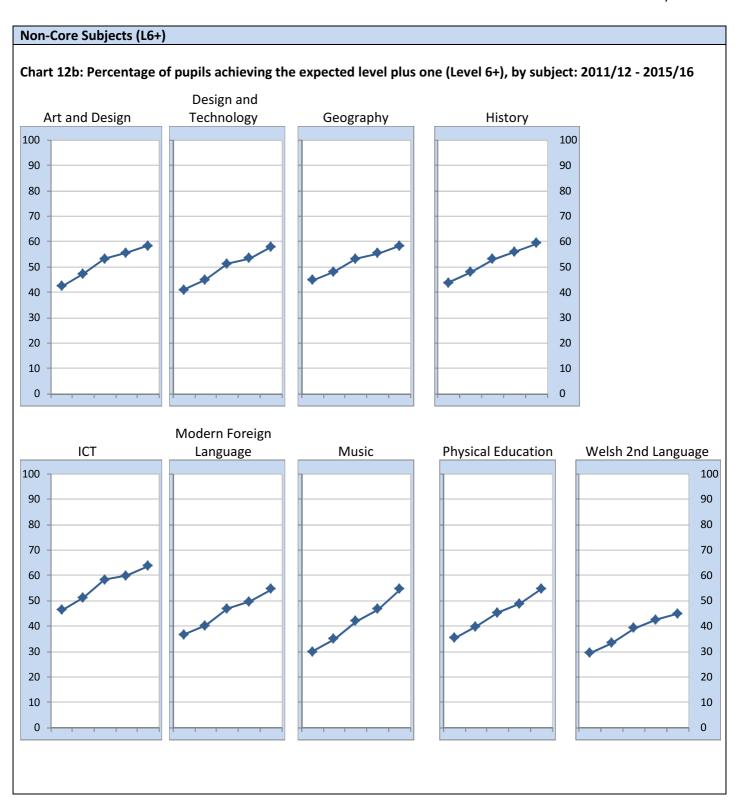


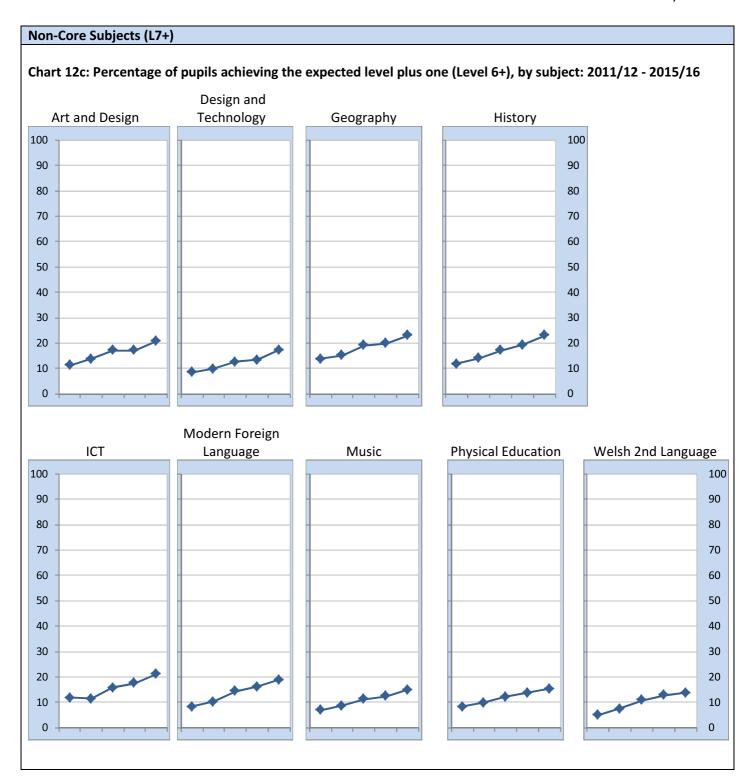
17





19





#### 4. Boys vs Girls

	(CSI)	11/12	12/13	13/14	14/15	15/16
Number of KS3 pupils	Boys	5,102	4,873	4,777	4,698	4,526
	Girls	4,747	4,563	4,415	4,303	4,232

## Chart 13: Boys/Girls comparison of pupil achievement: 2011/12 - 2015/16

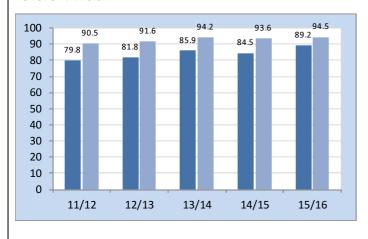
Boys and girls' performance are seen here; gaps in performance can be seen in the summary on page 44.



#### CSI



#### Level 5+: Welsh



#### Level 5+: English

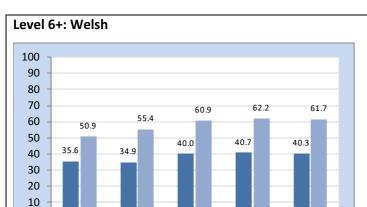


#### Level 5+: Mathematics



#### Level 5+: Science





13/14

14/15

15/16

#### Level 6+: English



**Level 6+: Mathematics** 

11/12

12/13

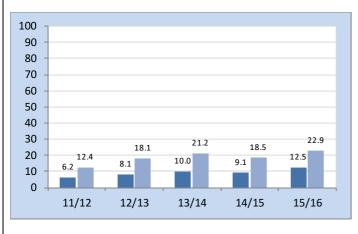
0



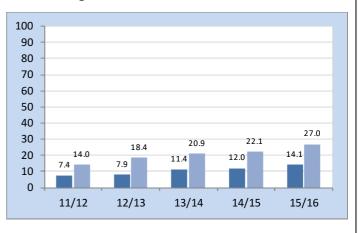
Level 6+: Science



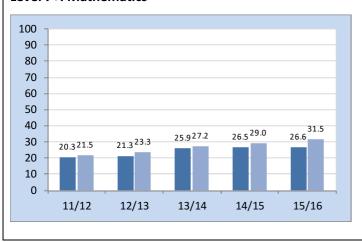
Level 7+: Welsh



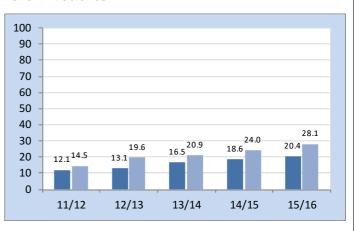
Level 7+: English



**Level 7+: Mathematics** 



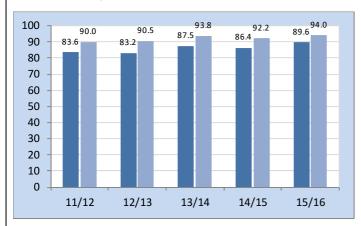
Level 7+: Science



# Chart 14a: Boys/Girls comparison of pupil achievement, Welsh components: 2011/12 - 2015/16

# Chart 14b: Boys/Girls comparison of pupil achievement, English components: 2011/12 - 2015/16

Level 5+: Oracy



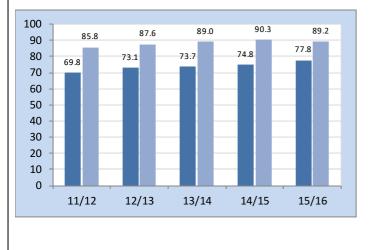


Level 5+: Reading





#### **Level 5+: Writing**





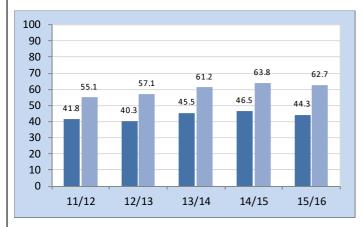
■ Boys ■ Girls

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# Chart 15a: Boys/Girls comparison of pupil achievement, Welsh components: 2011/12 - 2015/16

# Chart 15b: Boys/Girls comparison of pupil achievement, English components: 2011/12 - 2015/16

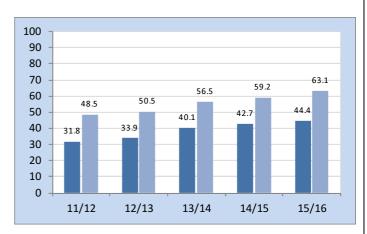
Level 6+: Oracy





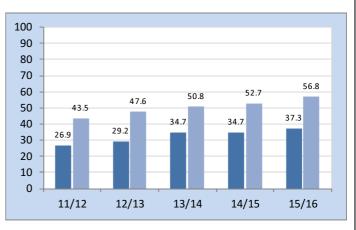
Level 6+: Reading





#### Level 6+: Writing



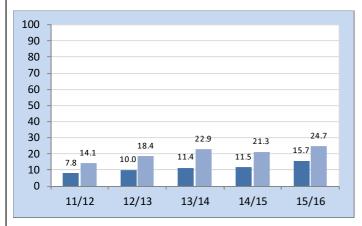


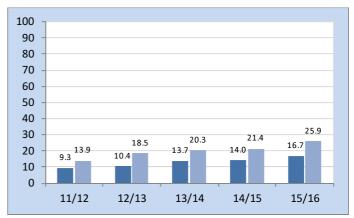
■ Boys ■ Girls

# Chart 16a: Boys/Girls comparison of pupil achievement, Welsh components: 2011/12 - 2015/16

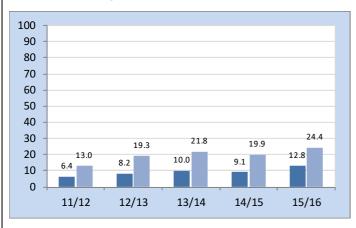
# Chart 16b: Boys/Girls comparison of pupil achievement, English components: 2011/12 - 2015/16

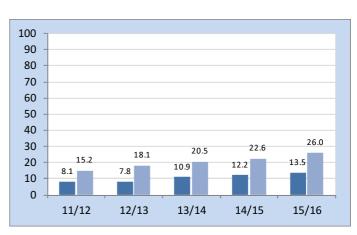
Level 7+: Oracy



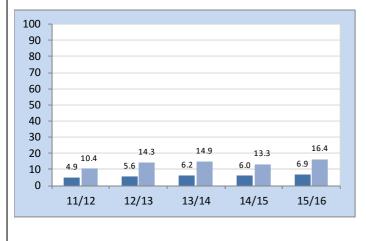


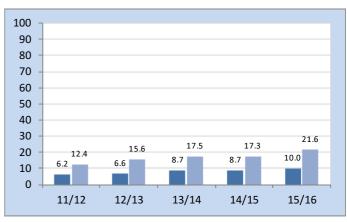
Level 7+: Reading





Level 7+: Writing





■ Boys ■ Girls

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#### 5. Pupils eligible for free school meals (FSM)

# Number of KS3 pupils eligible for FSM

(those that can be matched to PLASC)

(CSI)	11/12	12/13	13/14	14/15	15/16
FSM	1,565	1,501	1,474	1,507	1,483
Non-FSM	8,228	7,873	7,660	7,418	7,220

# Chart 17: FSM/Non-FSM comparison of pupil achievement (L5+): 2011/12 - 2015/16

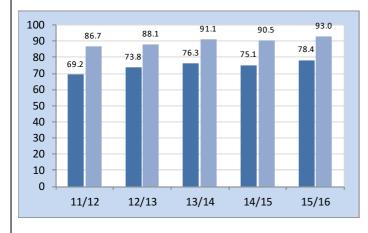
These figures can't be verified since there is no regional level data set produced.



#### CSI



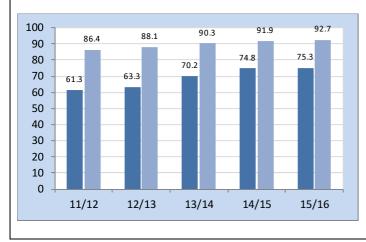
#### Welsh



#### **English**

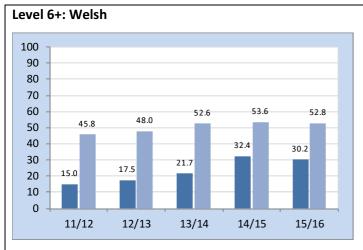


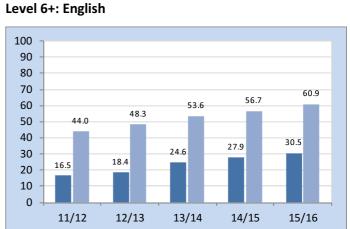
#### **Mathematics**



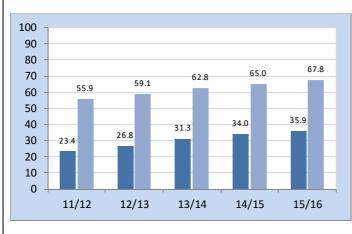
#### Science



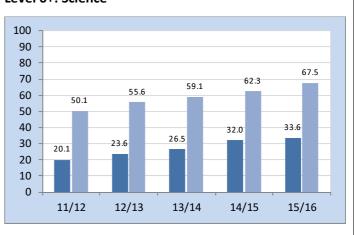




#### **Level 6+: Mathematics**



#### Level 6+: Science



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### How well does the region perform at KS4?

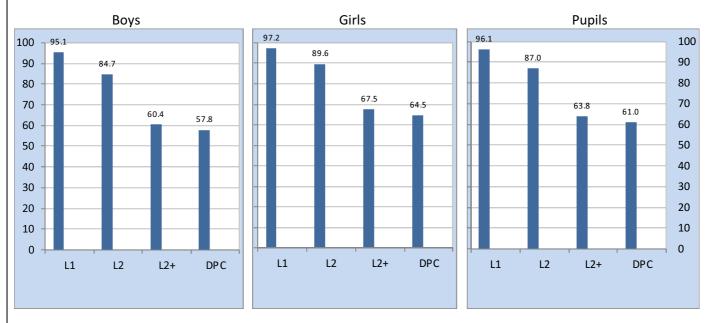
#### 1. Latest performance

# Number of pupils aged 15 at the school in January

(+ number who took a GCSE in Welsh First Language)

	11/12	12/13	13/14	14/15	15/16
Boys	5,133	5,183	5,057	4,807	4,769
Girls	4,800	4,919	4,712	4,572	4,392
Pupils	9,933	10,102	9,769	9,379	9,161
Cymraeg	1,801	1,866	1,856	1,831	1,850
	18%	18%	19%	20%	20%

Chart 18: Percentage of pupils achieving the thresholds, by gender: 2015/16



The indicators used at Key Stage 4 are:

- Level 1 threshold (L1): Qualifications are achieved equivalent to 5 GCSE grades A\*-G;
- Level 2 threshold (L2): Qualifications are achieved equivalent to 5 GCSE grades A\*-C;
- Level 2 threshold including English/Welsh and Mathematics (L2+): Qualifications are achieved equivalent to 5 GCSE grades A\*-C, including one in English/Welsh and one in Mathematics;
- Core Subject Indicator (**CSI**): A GCSE grade A\*-C is achieved in English/Welsh (first language), Mathematics and Science.

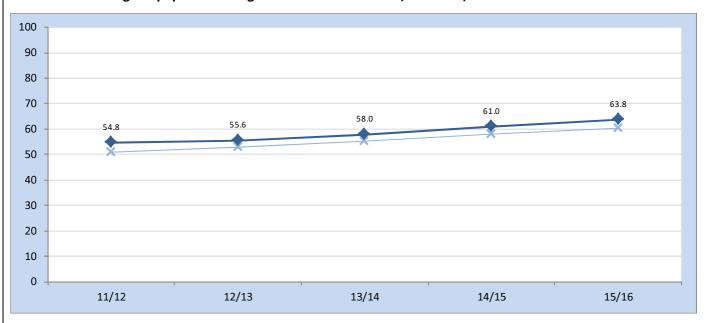
The "capped points score" (**Cap8**) is calculated by using the best 8 results of all qualifications approved for pre-16 use in Wales, e.g. an A\* GCSE grade is worth 58 points, A is 52 points, B is 46 points etc. Where the Welsh Baccalaureate Qualification is achieved, each component counts as a separate qualification. The average score is then taken across the school.

The percentages seen within this pack may differ from the official ones published by Welsh Government (WG), since this also includes successful re-marks that were too late for WG to included within their data.

#### 2. Subjects in combination

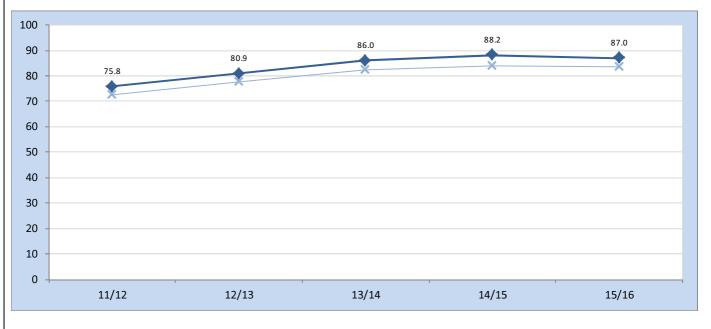
#### Level 2 threshold including English/Welsh and Mathematics (L2+)

Chart 19: Percentage of pupils achieving the L2+ threshold: 2011/12 - 2015/16



#### Level 2 threshold (L2)

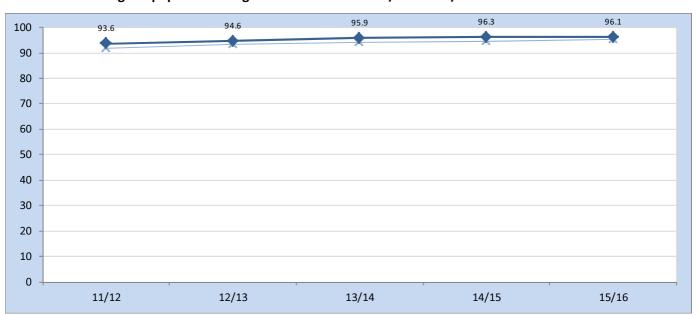
Chart 20: Percentage of pupils achieving the L2 threshold: 2011/12 - 2015/16



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#### Level 1 threshold (L1)

Chart 21: Percentage of pupils achieving the L1 threshold: 2011/12 - 2015/16



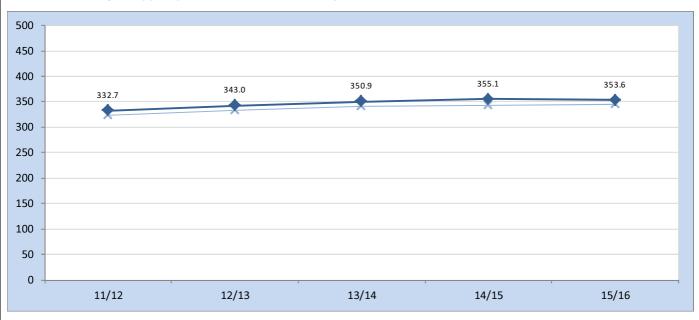
**Core Subject Indicator (CSI)** 

Chart 22: Percentage of pupils achieving the CSI: 2011/12 - 2015/16



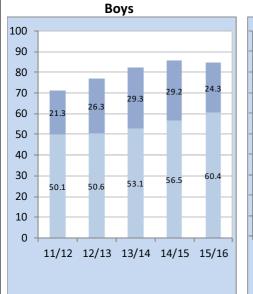
#### Capped points score (Cap8)

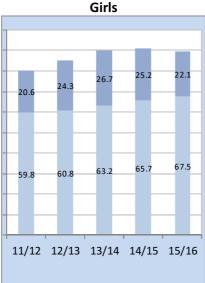
Chart 23: (Average) capped points score across all subjects: 2011/12 - 2015/16

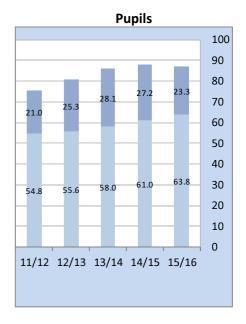


#### 3. Difference between the L2 and L2+ thresholds

Chart 24: Percentage point difference between L2 and L2+ threshold achievement: 2011/12 - 2015/16 The dark blue bars show L2+, with the difference with the L2 shown in light blue







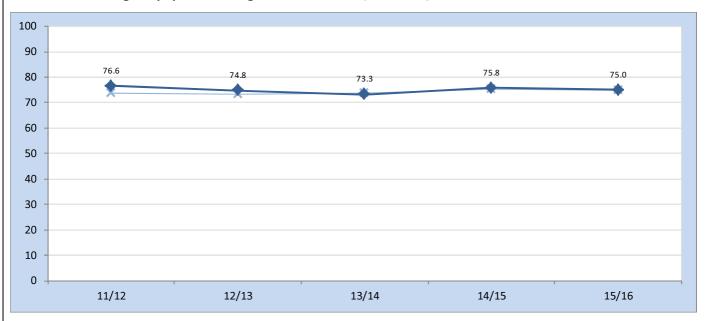
31

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#### 4. Individual subjects

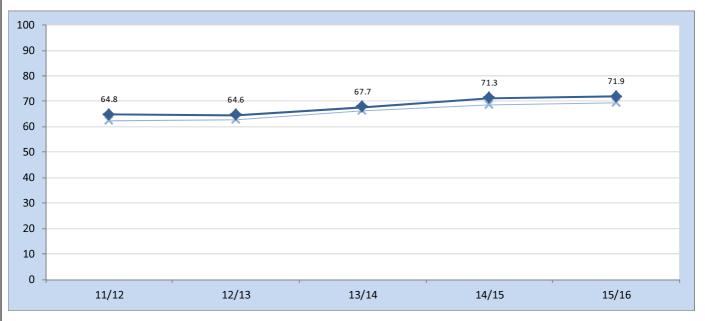
#### Welsh

#### Chart 25: Percentage of pupils achieving L2 in Welsh: 2011/12 - 2015/16



#### English

#### Chart 26: Percentage of pupils achieving L2 in English: 2011/12 - 2015/16



33

### Chart 27: Percentage of pupils achieving L2 in Mathematics: 2011/12 - 2015/16 100



#### **Science**

**Mathematics** 

#### Chart 28: Percentage of pupils achieving L2 in Science: 2011/12 - 2015/16



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#### 5. Boys vs Girls

	(L2+)	11/12	12/13	13/14	14/15	15/16
	Boys	5,133	5,183	5,057	4,807	4,769
Number of 15 year old pupils	Girls	4,800	4,919	4,712	4,572	4,392
	Boys CYM	863	882	859	888	933
	Girls CYM	938	984	997	943	917

# Chart 29: Boys/Girls comparison of pupil achievement: 2011/12 - 2015/16

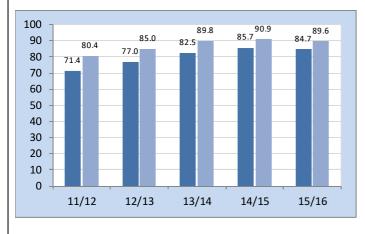
Boys and girls' performance are seen here; gaps in performance can be seen in the summary on page 45.



#### L2+



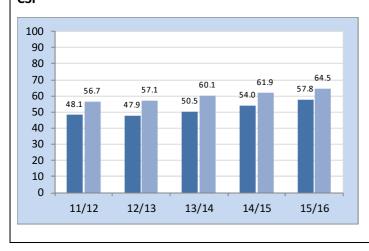
#### L2



#### L1

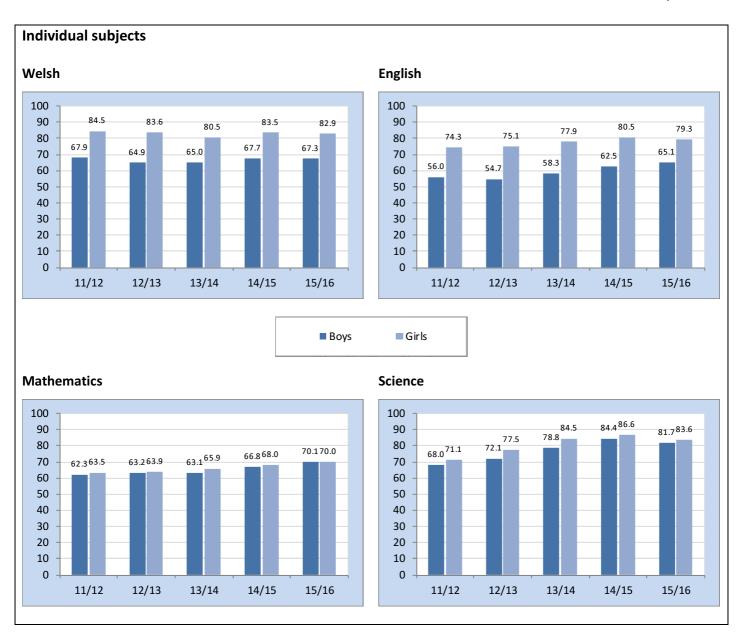


#### CSI



#### Cap8





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### 6. Pupils eligible for free school meals (FSM)

# Number of 15 year old pupils eligible for FSM

(those that can be matched to PLASC)

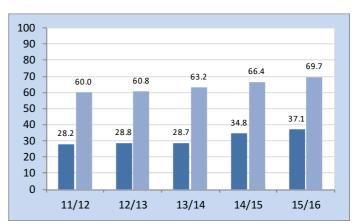
(L2+)	11/12	12/13	13/14	14/15	15/16
FSM	1,407	1,494	1,405	1,392	1,354
Non-FSM	8,420	8,541	8,320	7,886	7,652
FSM CYM	107	115	112	126	136
Non-FSM CYM	1,694	1,749	1,744	1,705	1,712

# Chart 30: FSM/Non-FSM comparison of pupil achievement: 2011/12 - 2015/16

These figures can't be verified since there is no regional level data set produced.



#### L2+



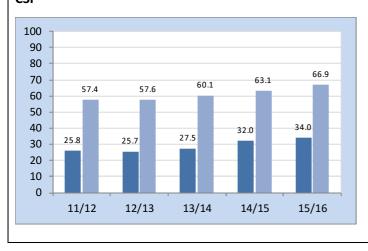
#### L2



#### L1

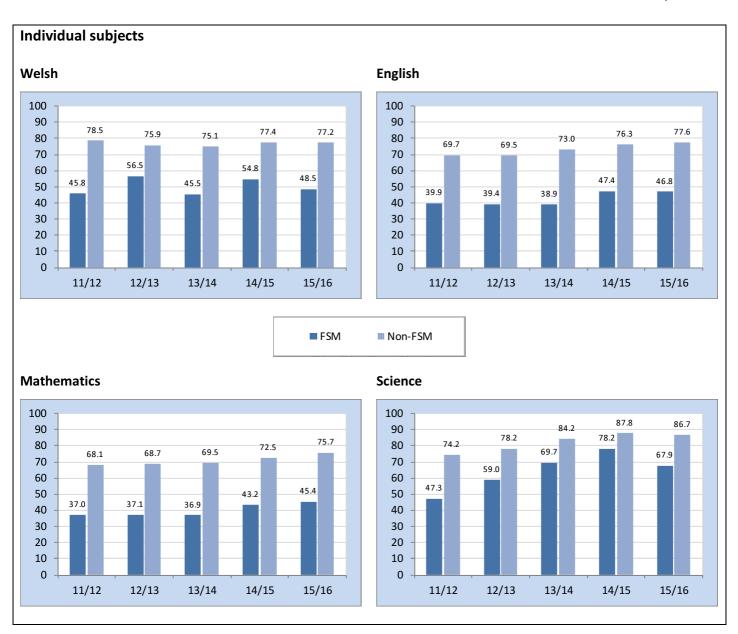


#### CSI



#### Cap8



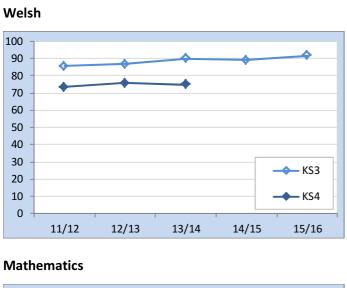


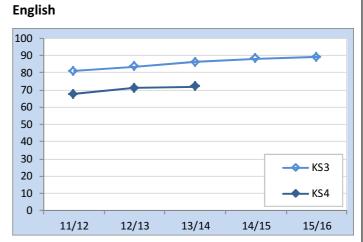
Page 87 37

#### 7. Comparing KS4 performance with KS3

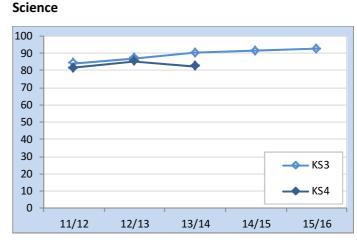
Shown in Chart 31 are the percentage of pupils achieving the expected level (L5+) in the individual subjects at KS3, along with the percentage **FROM THE SAME COHORT** that achieved the L2 threshold at KS4 two years later, e.g. the 2013/14 KS3 cohort sat their KS4 subjects at the end of 2015/16.

Chart 31: Percentage of pupils achieving the expected level (Level 5+) at KS3, along with the percentage from the same cohort that achieved L2 at KS4 two years later, by subject





#### 100 90 80 70 60 50 40 30 KS3 20 10 KS4 0 11/12 12/13 13/14 14/15 15/16



#### 8. Analysis of performance in individual subjects

In Table 7 pupils' grades are shown for individual GCSE subjects. **These percentages are based on the number of pupils that took the subject**, and not the number of 15 year olds at the school in January (PLASC), as is done in the previous charts/tables.

Table 7: Analysis of GCSE grades in each subject: 2015/16

		<u>Numbe</u> r	_A*	A	В	С	D	E	F	G	U	%A*-C	%A*-A
1	Welsh Language	1,850	76	224	484	589	339	105	27	3	3	74.2	16.2
2	Welsh Literature	1,194	115	195	317	316	148	81	18	2	2	79.0	26.0
3	English Language	8,830	333	1,136	1,846	2,798	1,497	770	325	88	37	69.2	16.6
4	English Literature	6,935	375	1,224	1,948	2,033	888	270	121	56	20	80.5	23.1
5	Mathematics	8,878	741	951	1,278	3,453	941	605	564	272	73	72.3	19.1
6	Science	5,148	103	369	978	2,154	728	390	255	116	55	70.0	9.2
7	Science +	3,804	143	408	863	1,395	617	205	90	57	26	73.8	14.5
8	Science BTEC	2,305	30	53	282	1,932	3	1	1	0	3	99.7	3.6
9	Biology	1,886	295	533	514	404	115	19	6	0	0	92.6	43.9
10	Physics	1,857	302	453	467	482	123	27	2	0	1	91.8	40.7
11	Chemistry	1,905	293	509	495	415	138	39	13	2	1	89.9	42.1
12	ICT	2,303	111	416	621	697	249	92	56	35	26	80.1	22.9
13	Geography	3,083	310	500	648	823	462	197	92	36	15	74.0	26.3
14	History	3,157	337	623	774	597	369	202	148	67	40	73.8	30.4
15	Religious Studies	2,355	186	426	567	512	219	178	123	80	64	71.8	26.0
16	French	1,305	170	274	295	330	172	45	12	3	4	81.9	34.0
17	German	199	14	23	43	60	53	6	0	0	0	70.4	18.6
18	Spanish	407	48	72	82	101	65	20	14	5	0	74.4	29.5
19	Business Studies	942	56	189	217	221	138	63	25	23	10	72.5	26.0
20	Media Studies	449	14	57	106	127	78	38	14	7	8	67.7	15.8
21	Drama	605	29	115	144	176	85	35	10	5	6	76.7	23.8
22	Art and Design*	2,435	255	378	584	791	246	95	42	21	23	82.5	26.0
23	Catering	375	8	51	85	110	72	34	12	1	2	67.7	15.7
24	D&T Food	242	5	25	53	65	48	35	8	3	0	61.2	12.4
25	D&T Materials	1,123	48	111	214	332	213	131	53	16	5	62.8	14.2
26	D&T Textiles	286	24	51	80	59	46	16	9	1	0	74.8	26.2
27	D&T Graphics	399	10	67	88	103	61	30	24	11	5	67.2	19.3
28	Music	744	85	202	210	161	53	24	5	3	1	88.4	38.6
29	Physical Education	1,909	167	354	516	476	274	98	19	3	2	79.3	27.3
30	Welsh 2nd Language	3,463	464	628	735	940	351	198	96	39	12	79.9	31.5

<sup>\*</sup> Up to 8 different types of "Art and Design" subjects are offered in some schools, but the same code is used for each one. It's not possible to split these up so care should be taken when analysing these percentages, since it's the highest grade that's taken if a pupil studies more than one.

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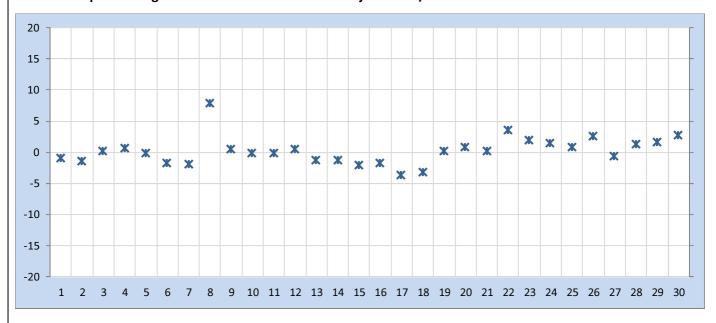
#### Average residuals

Each GCSE grade is worth a certain amount of points, e.g. A\*-58, A-52, B-46 etc.

For each individual subject, it is possible to subtract a pupil's average of the **other subjects** from that subject's specific score to get a residual – a positive residual shows that pupils do better in that particular subject compared with all the other subjects studied by those particular pupils.

The stars in Chart 32 show the overall residual average for all pupils within the region for each individual subject.

Chart 32: Pupils' average residual for each individual subject: 2015/16



#### **Additional information**

Below are two additional indicators that look at pupils achieving the higher grades at the end of KS4.

- **5A\*A** threshold: Qualifications are achieved equivalent to 5 GCSE grades A\*-A;
- Cap8+: Capped points score, but it must include Welsh/English and Mathematics.

Chart 33: Percentage of pupils achieving the 5A\*A threshold: 2011/12 - 2015/16

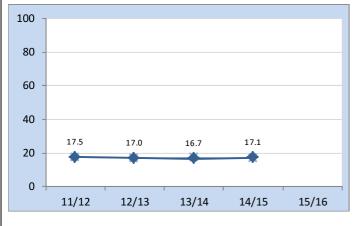


Chart 34: Capped points score, Cap8+: 2011/12 - 2015/16



### How well does the region perform at 6th form?

#### 1. Latest performance

			11/12	12/13	13/14	14/15	15/16
No of the State	Registered for 2 A Levels or	Boys Girls	1,176 1,617	1,204 1,560	1,284 1,516	1,237 1,667	1,255 1,479
Number of pupils aged 17 at the school	equivalent	Pupils	2,793	2,764	2,800	2,904	2,734
in January	Total number of	Boys	1,411	1,373	1,494	1,445	1,389
	17 year old pupils	Girls	1,792	1,696	1,677	1,789	1,605
		Pupils	3,203	3,069	3,171	3,234	2,994

The indicators used at 6th form are:

- **3A\*A**: Qualifications are achieved equivalent to 3 A\*-A A Level grades (the number of pupils aged 17 that were registered for 2 A Levels or equivalent is used as the denominator in this case).
- **3A\*C**: Qualifications are achieved equivalent to 3 A\*-C A Level grades (the number of pupils aged 17 that were registered for 2 A Levels or equivalent is used as the denominator in this case).

The "average wider points score" (**TotPoints**) is calculated by using all results, e.g. an A\* A Level grade is worth 300 points, A is 270 points, B is 240 points etc. (the number of pupils aged 17 in January (PLASC) is used as the denominator in this case).

#### 2. Subjects in combination

#### 3A\*A / 3A\*C

# Chart 45: Percentage of pupils 3 A\*-A grades or equivalent: 2011/12 - 2015/16

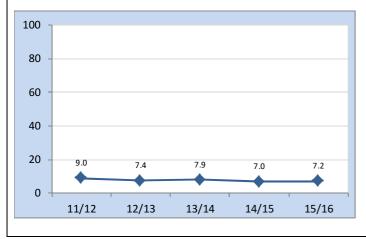
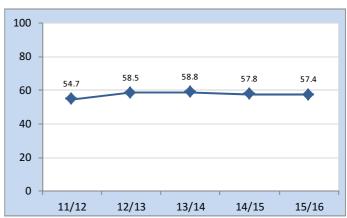
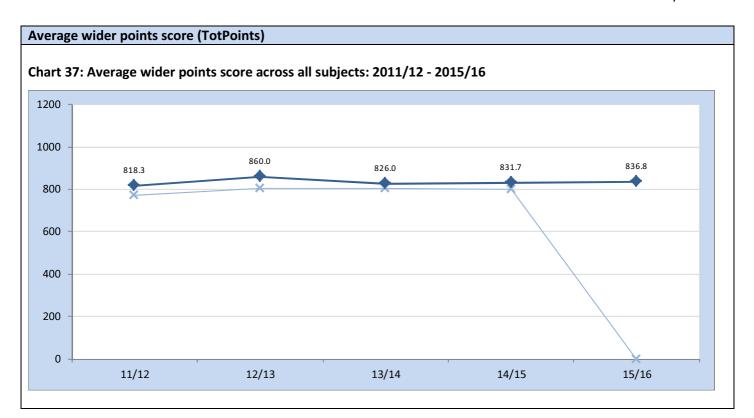


Chart 46: Percentage of pupils 3 A\*-C grades or equivalent: 2011/12 - 2015/16





#### 3. Boys vs Girls

Number of pupils aged 17 registered for 2 A Levels or equivalent

(3 A Levels)	11/12	12/13	13/14	14/15	15/16
Boys	1,176	1,204	1,284	1,237	1,255
Girls	1,617	1,560	1,516	1,667	1,479

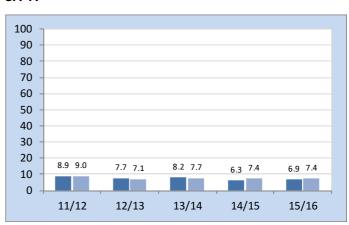
Number of pupils aged 17

(Points)	11/12	12/13	13/14	14/15	15/16
Boys Girls	1,411 1.792	1,373 1.696	1,494 1.677	1,445 1.789	1,389 1,605

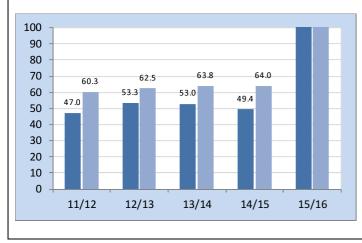
# Chart 38: Boys/Girls comparison of pupil achievement: 2011/12 - 2015/16



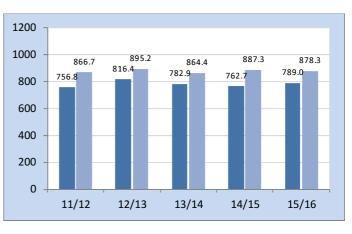
#### 3A\*A



#### 3A\*C



#### **TotPoints**



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### Annex I

### **Summary of region's KS3 performance**

	Welsh
	English
	Mathematics
	Science
8	Art and Design
KS3 Performance	Design and Technology
ifor	Geography
53 Pe	History
¥	ICT
	Modern Foreign Language
	Music
	Physical Education
	Welsh Second Language

		Level 5+		
2011/12	2012/13	2013/14	2014/15	2015/16
ERW Wal				
85.5 84.2	86.8 87.6	90.0 90.1	89.2 90.9	91.9 92.0
81.0 79.3	83.6 82.9	86.3 85.9	88.4 87.9	89.3 89.2
82.2 81.1	83.9 83.9	86.9 86.5	88.7 88.7	89.5 90.1
84.1 83.6	87.1 87.0	90.3 90.4	91.4 91.8	92.5 92.8
87.8 <i>85.5</i>	89.2 88.5	91.5 <i>91.0</i>	92.5 92.0	93.0 <i>93.3</i>
86.4 84.6	88.4 88.1	90.9 90.8	91.8 92.1	92.7 <i>93.2</i>
82.8 <i>81.0</i>	85.4 <i>84.6</i>	88.6 87.7	90.1 89.9	91.0 91.1
82.7 <i>81.2</i>	85.9 <i>84.8</i>	88.2 <i>87.5</i>	90.5 89.6	91.4 91.1
89.3 <i>86.2</i>	90.2 89.0	92.1 <i>91.2</i>	93.2 92.7	93.8 <i>93.3</i>
75.8 <i>74.5</i>	78.8 <i>78.1</i>	83.1 82.2	85.3 84.1	86.6 <i>85.6</i>
84.3 <i>83.6</i>	87.9 <i>87.2</i>	90.8 90.4	91.4 91.6	93.0 92.9
84.7 82.2	87.5 <i>86.1</i>	89.9 <i>89.4</i>	92.0 <i>91.4</i>	92.9 <i>92.6</i>
70.6 <i>68.2</i>	74.4 73.3	78.4 77.8	81.2 81.2	81.3 81.9

		Level 6+		
2011/12	2012/13	2013/14	2014/15	2015/16
ERW Wal				
43.8 41.2	<b>45.4</b> <i>45.7</i>	50.2 52.9	51.8 56.1	<b>51.1</b> <i>57.2</i>
<b>39.5</b> <i>38.0</i>	43.4 42.7	48.8 48.5	<b>51.6</b> <i>52.6</i>	55.6 <i>56.2</i>
50.5 49.6	<b>53.7</b> <i>53.1</i>	<b>57.6</b> <i>56.2</i>	59.5 59.5	62.1 62.7
<b>45.2</b> <i>43.8</i>	50.3 48.6	53.7 54.6	56.9 58.5	61.6 62.9
42.3 40.1	47.4 <i>45.0</i>	53.2 <i>51.0</i>	55.5 <i>54.8</i>	58.2 <i>58.8</i>
41.0 38.5	44.8 43.1	51.1 <i>50.5</i>	53.3 <i>54.8</i>	57.9 <i>58.9</i>
44.7 41.6	48.1 44.8	53.2 <i>51.3</i>	55.3 <i>55.4</i>	58.3 <i>58.4</i>
43.7 41.3	47.9 <i>45.9</i>	52.9 <i>50.9</i>	55.8 <i>55.2</i>	59.2 <i>58.8</i>
46.4 43.1	51.3 47.4	58.3 <i>54.6</i>	59.9 <i>59.6</i>	63.6 <i>63.6</i>
36.6 <i>36.3</i>	40.1 40.1	46.8 <i>45.1</i>	49.5 <i>49.7</i>	54.6 <i>52.8</i>
30.0 29.9	34.8 <i>34.9</i>	42.0 41.7	46.7 48.1	54.5 <i>53.9</i>
35.2 <i>31.6</i>	39.8 <i>35.9</i>	45.3 <i>42.2</i>	48.8 47.1	54.7 <i>53.2</i>
29.3 27.4	33.3 <i>32.4</i>	39.1 <i>37.9</i>	42.6 <i>43.0</i>	44.8 44.6

		Level 7+		
2011/12	2012/13	2013/14	2014/15	2015/16
ERW Wo	al ERW Wal	ERW Wal	ERW Wal	ERW Wal
9.5 9.	8 13.2 12.4	15.5 14.9	14.0 17.3	<b>17.7</b> <i>18.3</i>
10.6 10.	0 13.0 12.3	15.9 14.6	16.8 16.6	20.3 18.5
20.9 19.	9 22.3 21.3	26.5 24.0	<b>27.7</b> <i>26.3</i>	29.0 28.6
13.3 12	2 16.2 14.8	18.6 18.1	21.2 20.7	24.1 23.5
11.2 10.	5 13.9 12.4	17.0 <i>15.2</i>	17.1 <i>17.0</i>	20.6 20.3
8.5 7	2 9.8 <i>8.9</i>	12.6 11.8	13.4 <i>13.9</i>	17.3 <i>16.5</i>
13.8 12.	0 15.2 13.4	19.1 16.8	20.0 19.2	23.1 21.4
11.8 11	3 <b>13.9</b> <i>13.3</i>	17.1 <i>16.2</i>	19.3 18.8	23.1 21.6
11.9 9	5 11.4 10.8	15.7 <i>13.9</i>	17.5 <i>17.4</i>	21.0 20.2
8.2 8	5 10.2 10.3	14.3 12.6	16.0 <i>15.2</i>	18.9 17.3
6.8 <i>6.</i> .	3 8.7 <i>7.8</i>	11.3 9.8	12.4 11.9	15.0 <i>14.2</i>
8.2 7.	1 9.8 8.3	12.2 10.5	13.8 12.9	15.3 <i>15.7</i>
5.0 4.	8 <b>7.4</b> <i>7.3</i>	10.8 9.7	12.9 <i>12.3</i>	13.7 12.5

### **Summary of region's KS4 performance**

		-					2015/16	Difference: Boys - Girls				
		2011/12	2012/13	2013/14	2014/15	2015/16	Wales	2011/12	2012/13	2013/14	2014/15	2015/16
	Pupils	55,337	54,297	53,008	51,942	51,046		+665	+893	+896	+702	+712
ERW	%FSM (3 years)	16.0	16.2	16.1	16.2	16.2						
15	%SEN (5-15 only)	29.4	29.6	30.2	29.3	29.0						
	Attendance	92.3	92.5	93.7	94.0	94.2	94.2					
ş	%FSM	14.4	15.0	14.4	15.2	0.0						
ar olds	Statements   School Action+	471 ¦ 736	486 ¦ 862	421 ¦ 904	402   747	0   0						
15 year	%LAC	1.2	1.4	1.1	1.2	0.0						
1	Cohort	9,933	10,102	9,769	9,379	9,161		+333	+264	+345	+235	+377
	L2+	54.8	55.6	58.0	61.0	63.8	60.2	-9.7	-10.1	-10.0	-9.1	-7.1
	L2	75.8	80.9	86.0	88.2	87.0	83.6	-9.1	-8.1	-7.4	-5.2	-4.9
(%)	L1	93.6	94.6	95.9	96.3	96.1	95.3	-2.8	-3.1	-2.8	-2.1	-2.1
Data	DPC	52.3	52.4	55.2	57.9	61.0	57.5	-8.5	-9.2	-9.6	-7.9	-6.7
ace	CapPoints	332.7	343.0	350.9	355.1	353.6	344.2	-23.9	-25.8	-24.0	-20.5	-19.2
Perform	Welsh	76.6	74.8	73.3	75.8	75.0	75.1	-16.6	-18.8	-15.6	-15.8	-15.6
Perf	English	64.8	64.6	67.7	71.3	71.9	69.3	-18.3	-20.4	-19.6	-18.1	-14.2
	Mathe matics	62.9	63.5	64.4	67.4	70.1	66.9	-1.3	-0.6	-2.8	-1.1	+0.0
	Science	69.5	74.7	81.5	85.5	82.6	82.3	-3.1	-5.4	-5.7	-2.2	-1.8
	Performance difference of more than 10pp					10рр						

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### Summary of region's SEN pupils' KS4 performance

		School Action				
		11/12	12/13	13/14	14/15	15/16
ERW	SEN pupils	16,429	16,436	17,773	17,466	17,490
Ä	% of all pupils	16.0	16.1	17.4	17.2	17.2
	Cohort	1,402	1,435	1,491	1,562	1,468
	Welsh cohort	212	255	255	244	206
KS4 Performance (15 year olds)	L2+	24.3	23.6	29.6	31.2	35.4
/ear	L2	56.3	68.1	79.3	81.6	80.2
(15)	L1	93.6	96.0	97.9	97.7	98.5
nce	CSI	22.0	21.5	27.6	29.6	33.3
Jrma	CapPoints	298.1	315.0	332.8	335.4	337.3
Perfe	Welsh	51.9	46.3	42.4	43.4	38.8
KS4	English	34.5	31.9	40.4	43.5	45.9
	Mathematics	37.0	36.4	39.6	42.1	46.7
	Science	48.2	63.3	77.0	84.3	76.2

	Schoo	ol Action	Plus	
11/12	12/13	13/14	14/15	15/16
10,108	10,237	9,458	8,806	8,492
9.8	10.0	9.3	8.7	8.4
751	886	927	765	681
76	66	87	55	58
16.1	18.4	20.9	25.6	29.1
39.9	50.3	60.8	68.4	68.1
75.6	80.6	86.3	89.0	89.7
15.0	17.3	18.8	23.9	27.2
243.0	267.1	288.1	302.9	306.6
42.1	48.5	32.2	36.4	36.2
23.3	25.7	29.1	35.4	38.3
25.8	30.2	30.9	35.2	37.6
35.0	47.1	59.4	73.5	66.2

Statemented				
11/12	12/13	13/14	14/15	15/16
3,668	3,587	3,564	3,506	3,512
3.6	3.5	3.5	3.5	3.5
387	415	384	359	358
25	27	19	33	22
9.6	16.4	10.9	17.0	16.8
29.7	37.3	38.5	46.0	48.0
66.1	67.2	64.8	68.0	68.4
9.3	15.4	10.4	16.4	16.5
216.6	231.6	225.1	243.8	242.3
32.0	29.6	26.3	42.4	31.8
14.0	18.3	13.5	20.3	20.4
21.2	23.1	17.2	24.2	26.5
26.4	37.1	45.6	56.8	54.5

	ΔΙΙ	SEN pu	nils	
11/12	12/13	13/14	14/15	15/16
30,205	30,260	30,795	29,778	29,494
29.4	29.6	30.2	29.3	29.0
2,540	2,736	2,802	2,686	2,507
313	348	361	332	286
19.6	20.8	24.2	27.7	31.0
47.4	57.7	67.6	73.1	72.3
84.1	86.7	89.5	91.3	91.8
18.0	19.2	22.3	26.2	29.2
269.4	286.9	303.3	313.9	315.4
47.9	45.4	39.1	42.2	37.8
28.0	27.9	33.0	38.1	40.2
31.3	32.4	33.7	37.7	41.3
41.0	54.1	66.9	77.5	70.4



# **ERW JOINT COMMITTEE 2 NOVEMBER 2016**

### **Internal Audit Work Programme**

Purpose: Approval of the 2016-17 Internal Audit work programme.

**RECOMMENDATIONS / KEY DECISIONS REQUIRED:** 

To approve the 2016-17 Internal Audit work programme.

**REASONS: Statutory Requirement** 

Report Author:	Designation:	Tel No. 01437 776213
Joanne Hendy	Head of Internal Audit	E. Mail: joanne.hendy@pembrokeshire.g ov.uk













# EXECUTIVE SUMMARY ERW JOINT COMMITTEE 2 NOVEMBER 2016

#### INTERNAL AUDIT WORK PROGRAMME

### **BRIEF SUMMARY OF PURPOSE OF REPORT**

Approval of the 2016-17 Internal Audit work programme.

DETAILED REPORT ATTACHED?	YES
	1

#### **IMPLICATIONS**

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

#### 1. Finance

Formal Joint Committee approval of the Internal Audit work programme for 2016-17.

2. Risk Management

Formal Joint Committee approval of the Internal Audit work programme for 2016-17.

#### CONSULTATIONS

Details of any consultations undertaken are to be included here 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 Locations that the papers are available for		Locations that the papers are available for		
No. public inspection				
N/A	N/A	N/A		













#### **JOINT COMMITTEE**

Report of: Head of Internal Audit

Date: 2 November 2016

#### **INTERNAL AUDIT WORK PROGRAMME 2016-17**

The Internal Audit work programme for 2016-17 has been prepared in accordance with the Public Sector Internal Audit Standards.

The following internal audit work programme has been agreed with the Managing Director and Section 151 Officer:

#### Governance

- o Follow up of previous audit recommendations
- o Follow up of annual governance statement priorities for improvement
- Amendment to Legal Agreement
- Preparation and Compliance with the Well-being of Future Generations Act (Wales) 2015
- Compliance with Standing Orders
- Grant Funding Arrangements
  - o EIG 2015-16 end of year grant audit work
  - o PDG 2015-16 end of year grant audit work
  - Allocation of Grant Funding
- Support to Schools (including School to School support)
- Planning and Strategy Development

The internal audit work will be completed by the end of March 2017 and the content of the draft report and remedial action to address any recommendations made will be agreed with the Managing Director and Section 151 Officer prior to the final report being presented to the Joint Committee.

#### **RECOMMENDATION:**

The Joint Committee approves the Internal Audit work programme 2016-17

#### **Background Documents:**

N/A



# ERW JOINT COMMITTEE 2 NOVEMBER 2016

FINANCIAL UPDATE QUARTER 2 – 2016-17				
RECOMMENDATIONS / KEY DECISIONS REQUIRED:				
Note Report.				
REASONS: -				
Report Author:	Designation:	Tel No. 01437 775836		
Jon Haswell	ERW S151 Officer	E. Mail: jonathan.haswell@pembrokeshir e.gov.uk		













### EXECUTIVE SUMMARY ERW JOINT COMMITTEE 2/11/16

### Financial Update Quarter 2 – 2016-17

# BRIEF SUMMARY OF PURPOSE OF REPORT Financial Update Quarter 2 – 2016-17

DETAILED REPORT ATTACHED?	YES

#### **IMPLICATIONS**

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

### **CONSULTATIONS**

None.

See report.

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 Locations that the papers are available for				
No. public inspection				















# ERW Financial Update Quarter 2 - 2016-17

October 2016

**ERW S151 Officer** 

Cynghrair o 6 awdurdod lleol yw ERW a reolir gan gyd-bwyllgor cyfansoddiadol cyfreithiol. Y nod yw gweithredu strategaeth a chynllun busnes rhanbarthol cytunedig a chefnogi gwelliant ysgolion.

ERW is an alliance of 6 local authorities governed by a legally constituted joint committee. Its aim is to implement the agreed regional strategy and business plan to support school improvement.













#### 1. Introduction

This report provides the ERW Joint Committee with a financial update as at the end of Quarter 2 - 2016-17.

#### 2. 2016-17 Central Team Revenue Budget

The 2016-17 Central Team revenue budget was approved by the Joint Committee at its meeting on 5 February 2016. During 2015-16 there were numerous amendments to the budget throughout the year. For 2016-17 the original budget will remain until the revised budget is approved by the Joint Committee.

The Joint Committee were advised of a projected overspend on the 2016-17 original budget at its meeting on 10 June 2016, with the reasons outlined in the report. The projected overspend would have necessitated the need for an increase in the contribution from the Local Authority Reserve of £19k.

The position as at the end of Quarter 2 is shown in the table below and this is effectively the revised budget for approval by the Joint Committee. It is now projected that there will be an underspend which will reduce the contribution from the Local Authority Reserve by £19k, due to additional income from grants.

A £5k increase is shown for the ERW email domain licence which had not been factored into the original budget for 2016-17.

ANNUAL EXPENDITURE	Approved Budget February 2016 £000	Budget Monitoring May 2016 £000	Budget Monitoring September 2016 (Revised Budget) £000
1. STAFFING COSTS			
Salaries	402	411	411
Travel, Subsistence, Training & Development	10	5	5
	412	416	416
2. RUNNING COSTS			
Accommodation	33	33	33
Stationery/Telephone/Printing/Copying/Equipment/IT	21	36	41
Translation	35	35	35
Conference Support/Programme Costs	10	10	10
	99	114	119
3. FACILITATION			
Infrastructure Agreements (Internal & External Audit)	40	40	40
	40	40	40
TOTAL ESTIMATED EXPENDITURE	551	570	575
ANNUAL INCOME			
Local Authority Contributions	250	250	250
Other Income/Grants	-	-	5
Grant Funding Administration	150	150	188
TOTAL ESTIMATED INCOME	400	400	443
NET EVERNOITURE	454	170	122
NET EXPENDITURE Appropriation from Reserve	151 (151)	170 (170)	132 (132)

#### 3. 2016-17 Grants Allocations

The Joint Committee was advised at its meeting on 10 June 2016 of grant allocations for 2016-17 totalling £63,060k. The grant allocations have now increased to £66,494k as shown in the table below.

Grant Name	2015-16 Allocation £000	2016-17 Allocation £000	Commentary
Education Improvement Grant	40,419	38,179	
Pupil Deprivation Grant	21,008	22,758	
Pioneer Schools	488	1,813	
Schools Challenge Cymru – Tranche 3	ı	1,140	
GCSE – Tranche 2	ı	914	
Schools Challenge Cymru – Tranche 2	1,455	794	£2,249k allocated for 2015-16 £1,455k expenditure in 2015-16 £794k carried forward to 2016-17
GCSE – Tranche 1	679	231	
New Deal	-	200	
Learning in Digital Wales CPD	71	142*	Grant awarded for 3 year period Total £426k
Modern Foreign Language	121	120	
NPQH	49	82	
Welsh Baccalaureate	50	50	
Securing Teacher Assessment Programme	33	46	
Literacy & Numeracy for Special Schools	50	25	
Induction (NEW)		TBC	Grant offer being constructed
Schools Challenge Cymru – Tranche 1	571	-	
Regional Collaboration Fund	358	-	
Literacy, Numeracy & MFL	255	-	
Learning in Digital Capacity Building	83	-	
GCSE Year 9 Cross Curricula LNF	70	-	
Mathematics Primary Events	45	-	
Mentoring for New Headteachers	42	-	
HLTA	28	-	
GCSE Drama & Music	26	-	
Year 6 National Numeracy Tests	5	-	
14-19 Learning Pathways	1	-	
Total	65,907	66,494	

#### 4. Recommendation

The Joint Committee note the ERW Financial Update Quarter 2 - 2016-17 and approve the revised 2016-17 Central Team Revenue Budget.



# ERW JOINT COMMITTEE 2 NOVEMBER 2016

#### **VALUE FOR MONEY**

**Purpose:** To update Joint Committee on scheduled work programme for value for money reviews for 2016 - 2017.

#### **RECOMMENDATIONS / KEY DECISIONS REQUIRED:**

To agree scheduled work programme

**REASONS:** 

Report Author:	Designation:	Tel No. 01267 676840
Betsan O'Connor	ERW Managing Director	E. Mail:

Betsan O'Connor ERW Managing Director E. Mail:

Betsan.oconnor@erw.org.uk

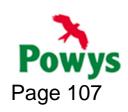












# EXECUTIVE SUMMARY ERW JOINT COMMITTEE 2 NOVEMBER 2016

#### **VALUE FOR MONEY**

#### BRIEF SUMMARY OF PURPOSE OF REPORT

The framework agreed by Executive Board in meeting of 23rd October 2015 covered 7 aspects.

- Economy minimizing the resources used
- Efficiency relationship between output from services and the resources used to produce them
- Effectiveness relationship between outcomes and impact
- Sustainability including succession planning and professional development and capacity building
- Collaborative advantage making the most effective use of each other's combined capacity
- Added value gaining more than the optimum expectation
- Quality securing better quality and a focus on improvement

This year we will review 5 items of ERW's work. This will inform our self-evaluation and medium term financial plans as well as Annual Business Plan update for 2017-2018.

The reports will be reviewed by MD, Lead Director, Section 151 Officer and Executive Board.

Item	Responsible	Due Date
Travel & Subsistence	Hazel Faulkner	Dec 2016
Impact of using digital systems on stationery and office costs	Ruth Lee	Jan 2017
Workforce Planning	Lorna Simpson	Mar 2017
Collaboration for ALN/Inclusion	Gareth Morgans	Apr 2017
Comparing with other regions	Betsan O'Connor	Oct 2017

The findings will be reported to Joint Committee in July 2017.

DETAILED REPORT ATTACHED
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### **IMPLICATIONS**

Policy, Crime & Disorder and Equalities NONE	Legal NONE	Finance YES	Risk Management Issues  NONE	Staffing Implications YES
1. Finance Please see	e report			
2. Staffing In	-			

### **CONSULTATIONS**

Details of any consultations undertaken are to be included here

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	-	Francisco de la constantina della constantina de		

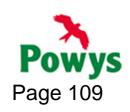














#### September 2016

#### Value for Money in ERW - update paper for Joint Committee

#### Introduction

Following establishing a draft framework against which to measure value for money during 2014-15. ERW has reviewed working arrangements and sought to value the efficiencies made as well as judge the impact on outcomes over all. The framework has been enhanced, with additional fields and further information. The initial paper was presented to Directors in June 2015.

The aim of this paper is to evaluate range of information and evidence the region has to come to a judgement on the effectiveness and value for money provided by ERW. This means that we need to assess whether or not we have obtained maximum benefit from the goods and services both acquired and provided within the resources available. In addition, we need to judge whether strategies and interventions have been more successful than if implemented differently.

There are a range of aspects contributing to the judgement. The framework has seven aspects contributing to the judgement. Economy, efficiency, added value, collaborative advantage, effectiveness, sustainability and quality. <sup>1</sup>

This is the second stage of a process contributing to the annual self-evaluation cycle. (see below for recommendations)

#### Economy - minimising the resources used

- The most significant saving is at hub level, where the local authorities combine resources to
  employ one Head of Hub to lead school improvement across two LAs. However, if a Local
  authority was to appoint senior staff to duplicate fully or in part the role of the Head of Hub,
  then the real economy is lost.
- Using current resources to deliver additionality to ERW from the 6 local authorities
  corporate services enables ERW to have a service which is useful and cost effective. Most
  are in-built t the legal agreement (eg legal, HR, committee services) between the authorities
  or are part of an SLA between ERW and a single local authority (eg communications, IT).

1

This framework has been designed, building on the work of the NAO.

<a href="http://www.bond.org.uk/data/files/National\_Audit\_Office\_Analytical\_framework\_for\_assessing\_Value\_for\_Money.pdf">http://www.bond.org.uk/data/files/National\_Audit\_Office\_Analytical\_framework\_for\_assessing\_Value\_for\_Money.pdf</a>

- Maintaining a small central team, facilitating improvement and change in a sustainable way
  allows ERW to deliver local services under a regional strategy. This allows for differentiated
  support according to need and reduces travel and logistical costs. The central team
  facilitates the allocation of resources to LAs and schools effectively whilst using only 2% of
  grants to undertake the central enabling role.
- ERW's geography covers a third of Wales and covers a city region, valleys communities as well as rural areas.
- Academic research from best practice in large collaborative structures or networks similar to ERW consistently report that a central resource to shape and guide cooperation is key. Its success however is dependent on being able to access, be delegated or wield influence and make decisions. The ERW governance structure allows the central team to gain buy in and ownership of decisions by all directors prior to action. This allows 'delegated' or 'borrowed' influence to action change or improvement. On occasion, this process, if hindered, can affect the region's pace and risks holding back key stakeholders or infrastructure. This could counter some efficiencies. Any such examples, if any arose would need to be escalated and discussed ay the Executive Board and Joint Committee.
- Effective tender arrangements are in place. This means that on the small number of occasions when we need to go outside the LAs to get services, that we get the best cost effective and quality service we require.
- Each aspect of ERW's work has been reviewed in light of this framework and the system has allowed the MD and others within the governance structure to consider the implication of each decision. For example; translation; office space; intelligence management; reorganisation; school interventions.

#### Efficiency – relationship between output from services and the resources used to produce them

- ERW has confidence to change the way of working in order to maximise the impact of resources. For example, when directors made decisions about the use of the LAC PDG grant.
   Our work plans to build in school capacity to respond to pupil needs. This capacity building principle is sustainable and efficient.
- Similarly, supporting online access to information resources and training to governors in one place will improve the access to information. It will reduce the need to undertake tasks six times in each LA and add quality to the resources used.
- Moving to a self-improving system. Monitoring the impact of Deialog and its usage over time will be important to review the impact of schools brokering own support.
- More recently key infrastructure developments linked to digital learning have led to significant efficiencies. A cloud based intra net across the region and its constituent LAs allows staff to work remotely, without the burden of unnecessary travel. ERW is still working on improving the way we work using technology. Despite making improvements, it is recognised that further work is required.
- Collaborative working areas are in place for all working groups. This will reduce email traffic, enable co construction on joint work. Each transaction or process has been evaluated and the team's arrangements have been transformed over 18 months. Eg groups, data storage, intelligence management and infrastructure.

• Evaluations of ongoing work are reported to key groups within the governance structure. This means that we are able to respond quickly and regularly to identified quality issues within the organisation's work. In- year refinements are made wherever possible to accelerate the pace of improvement. Significant refinements affecting external stakeholders can then be planned to fit with the Business and Financial Planning year.

#### Effectiveness – relationship between outcomes and impact

- ERW is data rich, and we make every use of available performance data to make sure that
  the impact on outcomes is as high as possible. As a consequence, directing resources to
  schools has been a priority for ERW whilst minimising the resources required centrally. In
  2014-15 the delegation rate to schools on regional grants was 98%. The impact on these
  schools can now be tracked. These will be noted in the Impact Report 2014-15.
- Overall performance is good because:
- ❖ school level performance overall has improved and we have regained the highest performing regional position for the Level 2 + at 60.2%; (this has been maintained in 2016)
- attendance continues to improve, with 1.2pp increase last year in the secondary sector to 93.7% in 2013/14; the primary sector increased by 1.5pp to 94.9%.

	*2016	2015	2014	2013	2012
ERW	64.1	61	58.0	55.6	54.8

- E-fsm learners are more likely to perform well in ERW than in other regions, but we recognise that we must significantly further reduce the impact of poverty on attainment. The pace of improvement for these learners this year has accelerated to 4 pp.
- School secondments developing the principle of temporary pump priming roles to facilitate capacity and change in the system has and continues to work well for ERW. These are providing support to more schools and pupils whilst also supporting the capacity building of schools across the region.
- We are careful about reducing the use of and deployment of ad hoc projects and strategically managing arrangements for improvement through the regional strategy. Local differentiated support and advice is happening, and is well received as a bespoke targeted service is more fit for purpose.
- We have identified the schools posing greatest risk and highest potential. These have been targeted as have their allies or clusters.
- Nearly all business transactions have been reviewed with digital solutions to schedule work, collate responses, share data and keep it up to date. Working arrangements make increasing use of technology to improve scheduling and time management.

# Sustainability – including succession planning and professional development and capacity building

- The development and strengthening of school capacity within a self-improving system.
- Higher delegation rates to schools, allow the resources to be targeted efficiently.
- The regional focus on teaching and the use of the Lesson Learning Tool to build improvements at school and classroom level.
- The effective use of secondments to allow the central team to pump prime system. This has allowed the MD to redefine the necessary central roles within the current business need and requirements.
- Pump priming system change requires different and differentiated solutions. ERW's non-hierarchical business model is flexible and has been able to respond to needs and change well.

#### Collaborative advantage - making the most effective use of each other's combined capacity

- The aspects of the national model within scope for ERW and its constituent local authorities provide the framework for further joint working. Nevertheless, we are not constrained by the model, and where ERW's governance arrangements allow us to go beyond. On occasion, and when there is effective business sense to collaborate, Directors shape a specific mandate. Examples include attendance strategies and sharing effective practice in issuing statutory notices and school reorganisation. More recently joint work on SEN and LAC PDG has enabled us to build on the best practice and make progress as a region.
- The region adds value to the resources that LAs would have received previously by enabling
  a single action or product to be used across six LAs. This releases time to prioritise of support
  to schools. Maintaining this balance and being careful not to reduce the local capacity due to
  collaboration is monitored.
- Comparing with <u>other local regional partnerships</u> such as RLP or Swansea Bay City Region is relevant. Current indicators are that funding and infrastructure costs are more efficient in ERW. Further work is required on this aspect with greater information. Sustainable and transparent capacity for the facilitating role can be over centralised with limited accountability of cost and impact to local democratic systems.
- Whilst recognising that comparison is difficult, we are able to make some evaluation. When comparing with other education consortia, ERW's outcomes against central costs suggests very good value for money. However, the information is only available in the public domain for GwE and Central South Consortium. The governance and operational arrangements are very different in all regions with ERW being the only region not employing or housing Challenge Advisers centrally. Nevertheless, redundancy and TUPE costs are significant in one consortium over £1.5 million. ERW's governance arrangements have avoided unnecessary cost associated with poor performance management and change management. This is largely due to effective change and system management across the six LAs and effective performance management.
- Working outside the National model as noted above where necessary and maintaining local employments and effective performance management will support sustainability and reduce the risks posed by local government reorganisation.

#### Added value - Gaining more than the optimum expectation.

- The work we undertake has additional significant value to add to the improvement process of individual authorities. Being able to align resources to meet specific needs have worked well.
- One of the examples we are identifying as useful is that working regionally can accelerate the career development of middle and senior leaders. This can keep staff working locally, enhance the opportunities within the system and build our own leaders within the region.
- As a region, we take collective responsibility for risks and challenges beyond the individual
  LAs boundary. Both Powys and Carmarthenshire have benefitted in recent year of focused
  and targeted support from within the regional family network. This year, support for
  Pembrokeshire is advanced with a joint plan in place. Effective, collaboration to support
  single LAs in need of additional resilience or capacity has successfully impacted on
  outcomes.

#### Quality – Securing better quality and a focus on improvement

- Securing better quality work from staff has contributed to the efficiencies made.
   Increasingly, the reputational advantage to ERW of this improvement reduces the risk of complaints, negative perceptions of ERW by school leaders and a focus on improvement.
- The contribution of and new eagerness of schools to engage with ERW in a self-improving system is significant. Quality services are key to this. Avoiding duplication of effort in LAs and streamlining our work in line with the ERW Business Plan workstreams is essential in order to focus on quality.
- The new role of Quality and Standards Manager and the new online systems allow us to capture and provide real time feedback on Challenge Advisers work. This is far more effective and gains greater impact than feedback after publication or where a judgement does not match the evidence.
- When providing bilingual services, the quality of our work in both languages must be high.
   Effective training for advisers in both languages used for report writing is necessary.
   Similarly, the quality of translation services must be assured. The third and current provider has been found to be appropriate for ERW's high expectations. Pace of turnaround and cost is a challenge currently under review.

#### Hurdles to providing better value for money

- The national funding arrangements for schools with high levels of poverty and deprivation is undermining ERW's ability to build additional capacity and further support for schools. Schools in parts of the region perform well in context and in areas of high deprivation and are therefore penalised by limited funding. In comparison other regions where performance is poor receive significant resources eg £20 million SCC only £2.5 million to ERW even when there are higher proportions of schools and pupils.
- WG grant funds aspects of school improvement by dividing resource by 25%. Again this
  means that the region is underfunded as compared with other regions with fewer schools to
  support and challenge.

• Current financial pressures on Local Authorities are significant and may adversely impact on school improvement as wider or support services are reduced or disappear.

#### Recommendations

- 1. All decisions and business cases make explicit reference to the vfm aspects of the decision, what the benefits of change and added value or improvement may be. This will allow us to track interventions against these 7 criteria on an annual basis.
- 2. Core support for school effectiveness and improvement work is monitored closely with impact on ERW school outcomes. The new repository of all information will allow us to track the support given to schools and its impact. The Rhwyd system allows us to monitor and respond to the right things.
- 3. Gaining assurance/ Clarifying with each LA that any risks noted and aligned to authorities are known and mitigated. For example, highlighting where duplication or risks of duplicating work are identified through Hub QA.
- 4. Undertake an annual Impact Review of ERW's work for the academic year.
- 5. As part of the annual refresh of Challenge Adviser Handbook, revise guidance (for schools and Advisers) on value for money in SDPs (focus for 2014-15; 2015-16 specific focus on the use of PDG).
- 6. Include a yearly review of value for money in the Annual Quality Calendar after the presentation of the AGS and financial statements.