

## ERW JOINT COMMITTEE

16 JULY 2018

### OUTLINE REMIT FOR REVIEW AND REFORM OF GOVERNANCE ARRANGEMENTS FOR ERW.

**Purpose:**

Strengthen ERW Governance arrangements

**RECOMMENDATIONS / KEY DECISIONS REQUIRED:**

- To consider and comment on the scope of the paper/review.
- To consider the challenges noted and if the proposed scope of the review addresses them.

**REASONS:**

Since the inspection of June 2016, overall progress in meeting the four recommendations has been *relatively slow*. ESTYN noted that 'ERW's *central team and six local authorities* have found it *difficult to increase the pace of improvement under the existing governance arrangements*'.

**Report Author:**

Gareth Morgans  
Kate Evans Hughes

**Designation:**

Directors- Carmarthenshire and Pembrokeshire on behalf of ERW's Directors/Chief Education Officers.

**Tel No.**

**E. Mail:**



# EXECUTIVE SUMMARY

## ERW JOINT COMMITTEE

16 JULY 2018

### OUTLINE REMIT FOR REVIEW AND REFORM OF GOVERNANCE ARRANGEMENTS FOR ERW.

This paper seeks to clarify the scope of the work being undertaken in respect of the governance arrangements for ERW. A report will be provided to the Joint Committee and Executive Board after consideration by the Management Board.

The timeframe for the completion of the work is presentation to Joint Committee by the end of August 2018 following consultation with other governance groups.

With our most recent ESTYN report and review of the National Model it is timely to review our governance arrangements in order that ERW's governance is effective and efficient.

#### 1. **Principles of good governance** (National Model for regional working)

*Good governance is about the processes for making and implementing decisions. It is not just about making the correct decisions, but about having in place the best possible process for making those decisions. It leads to better outcomes and serves to strengthen relationships.*

*Regional consortium governance arrangements should adhere to the following principles (Delivering Good Governance in Local Government: Guidance note for Welsh authorities)*

- behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
- ensuring openness and comprehensive stakeholder engagement
- defining outcomes with the emphasis on the learner
- determining the interventions necessary to the achievement of the intended outcomes
- developing the capacity of the regional consortium including the skills of its leadership and staff
- managing risks and performance through robust internal control and strong public financial management
- implementing good practice in transparency, reporting and audit to deliver effective accountability.



## 2. The remit of regional consortia and local authorities (National Model for regional working)

...prime mission and purpose is to work collaboratively with a range of partners to support the delivery and improvement of education for all children and young people aged 3 to 19 by:

- Providing support and challenge to settings and schools to improve learner outcomes for all
- Coordinating and facilitating the professional development of the workforce and increasing the leadership capacity to develop a school self-improving system

### Areas in scope (National Model for regional working)

- School Improvement
- Data Management
- Governor Services
- Professional learning and leadership
- Welsh in Education
- Excellence, equity and wellbeing
- School reorganisation
- Supporting collaboration
- Specialist Human Resources support
- Learners Educated Other Than at School (EOTAS)

## 3. Characteristics of the refined school improvement service in Mid and West Wales (Draft)

- **Performing**- Improved pupil and school performance. Effective use of data and deployment of high quality resources to ensure effective interventions and support to deliver improved pupil outcomes, improved school categorisation and more positive Estyn school inspection reports in all partner Local Authorities
- **Accountable**- Establishment of a coherent regional school Improvement structure which promotes high performance. Clear accountabilities, streamlined and integrated services delivering monitoring, support and challenge to achieve a positive impact and provide genuine value for money.
- **Self-Improving**- Development of a culture of self-improvement which is reflective, collaborative and based on positive professional relationships. Issues and challenges addressed honestly and transparently in an environment which encourages innovation, demonstrating high trust and effective communication. An agile, responsive workforce with the skills to respond as required.
- **Strategic**- Effective management and use of data and other intelligence to provide improved knowledge of all schools, enabling the strategic deployment of high quality resources to meet current and emerging needs of schools, local authorities and the region.
- **Talented**- Effective structures and arrangements to recruit, retain and develop high quality staff. A positive employment culture which builds capacity and expertise, motivating and valuing individuals to excel within systems which are clear, consistent and supported by effective performance management



- **Influential**- Establishing an influential and respected region which is authoritative and influential in shaping Welsh Government policies. Effective in representing the views of Local Authority partners to secure arrangements which deliver National priorities in a way which reflects the unique nature of the region whilst offering consistent support to Welsh language and cultural heritage.

#### 4. Current Challenges

- Lack of clarity in regard to the respective roles and accountabilities of the JC, local authorities, MD/Consortia in relation to all school improvement functions and services
- Do we have an organisational delivery model to meet identified priorities, supported by a comprehensive and costed implementation plan with timescales
- Lack of clear plans to secure and maintain effective communication with and engagement of directors of education, headteachers and other stakeholders
- Lack of clarity in regard to accountability
- Arrangements for the employment and deployment of school improvement staff including challenge advisers.
- Does the ERW central team have sufficient strategic and operating capacity
- Too many chiefs? No single chief.
- Role of Managing Director if all decisions are made by Directors and Directors manage services?
- How does the Joint Committee hold LAs to account for their work?
- How will role of Section 151 fit and where?
- Different Councils provide different services- would a *strong mothership* (one LA) be easier than moving between and across all 6 for different functions.
- Should we have a sub-committee structure of JC? Audit/Appointments ect?
- Can Executive Board be made up of Directors when actually they are also the delivery agent?
- Would appointing an external Executive Board Chair be more effective?
- Financial arrangements to comply fully with Welsh Government requirements
- Consistent implementation of the business plan
- Effectiveness of hub arrangements

#### 5. Key areas for review

##### a. Governance structure

Rationale for review:

- To ensure all stakeholders are clear on the remit of each board/group
- To strengthen the scrutiny of ERW by the current Executive group
- To strengthen quality assurance in local authorities and the region.



## Proposed Structure

### ERW Joint Committee / Cabinet

Leaders/Portfolio Leads, Chief Executives, Lead Director, MD, Section 151

### ERW Advisory/Scrutiny Board

Current Executive Board Membership- *termly meeting*

### ERW Management Board

Directors of Education / Managing Director- *fortnightly meetings*

### ERW Operations Group

Principle ChAds / ERW Core Team- *fortnightly meetings*

### ERW Stakeholder Groups

Headteachers / Governors- *termly meetings*

## Areas for Review:

- Joint Committee
- Potential joint committee sub-committees
- Management Board
- Executive Board
- ERW Operational groups
- Stakeholder groups
- Local Authority quality assurance group

## b. Roles and Responsibilities:

### Rationale for review:

- To ensure all stakeholders are clear on their roles and responsibilities in the context of regional working
- To strengthen decision making
- To strengthen accountability

## Areas for review

- Joint Committee
- Potential joint committee sub committees
- Management Board
- Executive Board
- ERW Operational groups
- Stakeholder groups
- Local authority quality assurance group
- Directors (LA)



- Managing Director (Region)
- Principle Challenge Advisors
- ERW central staff

**c. Scheme of delegation**

Rationale for review:

- To ensure all stakeholders are clear on their roles responsibilities and boundaries in the context of regional working
- To strengthen decision making
- To strengthen accountability

**Areas for review:**

- Joint Committee
- Management Board
- Managing Director ERW

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



## IMPLICATIONS

Policy, Crime & Disorder and Equalities <b>NONE</b>	Legal <b>YES</b>	Finance <b>YES</b>	Risk Management Issues <b>YES</b>	Staffing Implications <b>YES</b>
<p><b>Legal</b> Changes to the current governance arrangements might lead to reviewing the current Legal Agreement agreed and signed by the six County Councils.</p>				
<p><b>Finance</b> Changes to the current governance arrangements might lead to requiring additional resources to supporting the new arrangements.</p>				
<p><b>Risk Management</b> If current arrangements are maintained there are risks in regard to ERW's effectiveness and ability to meet statutory requirements- Welsh Government, Audit, HR, ESTYN.</p>				
<p><b>Staffing Implications</b> Changes to the current governance arrangements might lead to requiring additional resources to supporting the new arrangements.</p>				

## CONSULTATIONS

Details of any consultations undertaken are to be included here  
N/A

